ECONOMIC DEVELOPMENT ACTION PLAN
for the Dublin City Region

safe, clean and green

city and county development plans

diversity, creativity and equality

high speed broadband

innovation and entrepreneurship

internationally renowned education sector

water / waste / transport infrastructure

research and development

highly skilled workforce

Dublin City
Baile Átha Cliath

dlr
Comhairle Contae County Council

Comhairle Contae
Átha Cliath Theas
South Dublin County Council

Fingal County Council
Comhairle Contae Fhine Gall

DUBLIN
REGIONAL
AUTHORITY

ÚDARÁS
RÉIGIÚNDA
ÁTHA CLIATH

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Positioning the Dublin City Region, the engine of Ireland's economy, as a significant hub in the European knowledge economy through a network of thriving spatial and sectoral clusters providing a magnet for creative talent and investment.

List of Acronyms

CDA	Creative Dublin Alliance
CDB's	City & County Development Boards
CEB's	City and County Enterprise Boards
D/CENR	Department of Communications, Energy and Natural Resources
D/ETE	Department of Enterprise, Trade and Employment
D/JELR	Department of Justice, Equality and Law Reform
DCC	Dublin City Council
DCU	Dublin City University
DDDA	Dublin Docklands Development Authority
DIT	Dublin Institute of Technology
DLA	Dublin Local Authorities Managers Co-ordination Group
DLRCC	Dún Laoghaire Rathdown County Council
DRA	Dublin Regional Authority
EDU	Economic Development Unit, Dublin City Council
EI	Enterprise Ireland
ESRI	Economic and Social Research Institute
FCC	Fingal County Council
GDP	Gross Domestic Product
IADT	Institute of Art, Design and Technology, Dún Laoghaire
ICT	Information and Communication Technologies
IFSC	Irish Financial Services Centre
ITT	Institute of Technology, Tallaght
NCAD	National College of Art and Design
NCC	National Competitiveness Council
NDRC	National Digital Research Centre
NGO	Non-Governmental Organisation
NUI Maynooth	National University of Ireland, Maynooth
OECD	Organisation for Economic Co-operation and Development
R&D	Research and Development
SDCC	South Dublin County Council
TCD	Trinity College Dublin City Council
UCD	University College Dublin

Section 1: Setting The Context

Introduction

The world in general and Ireland in particular is experiencing an unprecedented downturn in economic activity caused by a global financial and banking crisis. In Ireland's case the crisis is exacerbated by a severe correction in property values and a resultant decline in the construction sector. This has resulted in a significant rise in unemployment and rapidly deteriorating public finances, directly affecting all areas including the Dublin Region.

Notwithstanding this bleak economic picture, future economic growth will depend on re-orientating the economy towards exporting goods and services and supporting growth in indigenous enterprise. Improving the competitiveness of the economy is essential if the economy is to return to full employment within a reasonable time scale. In preparing for a recovery, the economy would also benefit from increased policy attention to measures to enhance productivity and innovation in the tradable sector of the economy. To achieve this there is a need to stimulate the growth of enterprise and take advantage of the significant potential from the development of the green economy. We must reduce the relative cost of doing business by continuing to invest in both labour and productive infrastructure thus increasing competition across the economy. We must attract high value added employment and guide the construction sector to a more sustainable growth path while addressing issues such as the cost and security of energy supply.

In response to these pressing needs, Government policy is focused on supporting the 'Smart Economy'. This is defined as an economy that combines the successful elements of the enterprise economy and the innovation or 'ideas' economy while promoting a high-quality environment, improving energy security and promoting social cohesion. A key feature of the 'Smart Economy' is building the innovation component of the economy through the utilisation of human capital - the knowledge, skills and creativity of people - and its ability and effectiveness in translating ideas into valuable processes, products and services. A second important aspect is the greening of the economy and the development of green enterprise. More fundamentally, to keep talented Irish people working in Ireland, as well as attracting the most talented people from around the world, we must offer a high quality living environment.

The Dublin City Region is the administrative areas of Dublin City, South Dublin, Fingal and Dún Laoghaire Rathdown County Councils and is recognised as Ireland's only internationally competitive city region[1] (with a population of over 1.2 million people). The National Competitiveness Council (NCC) argues we should not be complacent about Dublin's position as an internationally competitive location and that it's continued success is critical for the performance of the entire economy. The ESRI highlights that jobs will be concentrated in large urban centres in the internationally-traded services sectors and that therefore the need is to deliver an attractive location for Irish and foreign skilled workers. In view of this pivotal role in driving national growth and prosperity, a strong focus on maintaining and enhancing Dublin's attractiveness as a location in which to do business, live and work, is essential and in economic terms will deliver the highest return on investment, ultimately leading to economic growth and enhanced quality of life for all of Ireland.

"THE CHALLENGE IN ACHIEVING AN EVEN SPREAD OF INVESTMENT (across Ireland) *IS INTENSIFIED AS THE SOPHISTICATION OF INVESTMENTS INCREASE. THEY REQUIRE A CONCENTRATION OF HIGHLY QUALIFIED AND EDUCATED WORKERS, SUPPORTING INFRASTRUCTURE AND HIGH LEVEL BUSINESS SERVICES. FREQUENTLY, COMPETITION FOR FOREIGN DIRECT INVESTMENT COMES NOT FROM OTHER COUNTRIES BUT FROM CITY REGIONS WITH POPULATIONS IN EXCESS OF ONE MILLION PEOPLE. DUBLIN IS THE ONLY RECOGNISED CITY REGION IN IRELAND THAT MEETS THIS CRITERIA"*
IDA ANNUAL REPORT 2008

In light of the growing consensus evident in the National Programme for Recovery '*Building the Smart Economy National Programme',* the NCC, the ESRI and the IDA (as seen opposite), this Economic Development Action Plan is very timely. It has been developed collaboratively, led by Dublin City, South Dublin, Fingal and Dún Laoghaire Rathdown County Councils. Research and deliberation has been ongoing since early 2008. Contact has been made with over 350 companies, organisations, state bodies, universities and colleges, public representatives and individuals who have involvement at various levels in economic development in the city region. The contacts varied from face to face interviews, to completed questionnaires, to written submissions, to facilitated workshops and roundtable discussions. The feedback was broad based and helpful, positive and informative. There has been an enthusiastic response towards this initiative and a general welcome for producing an action plan for the city region as a whole.

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[1] National Competitiveness Council, Our Cities: Drivers of National Competitiveness (2009)

Areas have been identified where the Dublin City Region has a competitive advantage and where action is required to improve the region's competitiveness. The document is divided into three sections. Section One sets the context of this Plan, explaining the process of its formulation and presenting Dublin's core strengths and assets on which we must build. Section Two identifies the key economic drivers in the city region, namely Talented People, Strong Leadership and Vibrant Place. Section Three sets out the Implementation Plan for the delivery of the actions with the partners who will be involved and the anticipated outputs.

A series of background papers were produced in 2008 to provide a detailed and contextual analysis in the preparation of the plan. Each local authority is currently reviewing their City and County Development Plans and the Economic Issues Papers have directly informed this Action Plan, along with the Regional Planning Guidelines which are also being reviewed at present. The Fingal County Council /Indecon study for the Metro North Economic Corridor, published in 2008 is also relevant. These reviews provide a timely opportunity to firmly place economic development at the very heart of the planning process.

Aim

The overarching aim of this Plan is to further develop the Dublin City Region, the engine of Ireland's economy, as a significant hub in the European knowledge economy through a network of thriving spatial and sectoral clusters providing a magnet for creative talent and investment. In 2008 Dublin City Council published the report 'Funding The Dublin City Region'. The mission statement of this report is 'To secure ongoing funding for projects in the Dublin City Region that enhance the quality of life and its competitive position with other city regions by addressing perceived deficiencies in the public realm and responding to the vision of city region as a global leader, as a place to live, to work in and to visit.' This Economic Action Plan supports that vision of Dublin as it focuses on both the quality of life and competitive advantage of Dublin in equal measure.

Status of the Plan

The Plan is intended to be a working document amended periodically to reflect the dynamic economic situation. It will be informed by the comprehensive data sets to be produced by the Dublin City Region Indicators and International Benchmarking Project, which is also underway in a parallel process[2]. The success of the Plan is dependent on the commitment of the partners to implement the agreed actions.

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[2] For more information on this aspect please see Section 3 on Implementation & Delivery.

Dublin's Assets & Strengths

The challenge in writing this Action Plan was to do so during a period of unprecedented global economic crisis while remaining focused on opportunities for future development and increasing Dublin's competitive advantage. The knowledge and awareness we have of our existing assets, continued strengths and new successes must come to the fore in building resilience and confidence. These are the strengths on which we must build.

The following are some examples of what makes Dublin a great city region:

A WORLD CLASS CITY REGION

Dublin regularly punches above its weight in international benchmarking reports – it features 25th in the world for quality of living (Mercer, 2008), 17th for personal safety (Mercer, 2008) and it is also recognised as the 31st most influential business centre in the world by the MasterCard Centres of Commerce Index (2008). Dublin ranked seventh just behind New York under the category' ease of doing business', while it ranked top in the Cushman and Wakefield European Cities Monitor survey (2008) for the climate that the government creates to do business.

A CITY REGION OF LEARNING AND INNOVATION

The city region has three public universities, four institutes of technology and specialist third level institutions in distance education, medicine and theology. Third level education is a real strength in the city region with over 90,000 full and part-time students.

Trinity College Dublin ranks in the World's Top 50 universities and University College Dublin moved from 177th to 108th between 2007 and 2008. Dublin City University's research income per postgraduate student is the highest nationally.

The recently announced UCD-Trinity Innovation Alliance will create an eco-system for innovation by focusing on delivering 1000 world class 4th level students annually and 300 enterprises in the smart economy, positioning Ireland as an international Innovation hub.

Dublin will be the European City of Science in 2012. The aim is to attract 8,000 Irish and international delegates to a range of events to celebrate Science and Technology. It provides a unique opportunity to promote the value of investing in science with true

consequences for the daily life of the citizen. It will showcase the research and development infrastructure and programmes within Dublin to our European and international partners.

A CITY REGION FOR INVESTMENT & ENTREPRENEURSHIP

The top clusters that attract investment to the Dublin City Region are Financial Services, ICT and Electronics, Professional Services and the Creative Industries[3]. Dublin has also been successful in attracting some major Life Science projects. The Dublin City Region has a very strong track record in attracting investment in Research & Development (R&D) projects across the sectors and continues to attract word class global companies including the likes of IBM, Microsoft, Ericsson, Facebook, Ebay, Google, Pfizer and Wyeth.

In 2009 Dublin dropped out of the world's top 20 most expensive cities due to falling rents and the weakness of the euro. The Worldwide Cost of Living Survey (2009), conducted by consultants Mercer, ranked Dublin as the 25th most expensive of 143 cities, a drop of nine places since 2008. It found the average cost of renting a two-bed luxury apartment in Dublin was €1,300 a month, compared with €4,227 per month in Tokyo, the most expensive city region.

Dublin's International Financial Services Centre moved up three spaces into the top ten on the Global Financial Centres Index in March 2009.

The sustained level of investment into Dublin over the past two decades has dramatically changed the appearance and "feel" of the city region. Several initiatives are continuing to transform Dublin to a 21st century international iconic location. A new face of the city centre is developing from east to west with the Docklands and Heuston Gateway. The city region is being defined in the north by the expansion of Dublin International Airport together with its commercial environs into a world-class international gateway; in the south by the development of the high-tech knowledge-driven commercial centres of the Sandyford Commercial Axis and Cherrywood; and a high technology crescent around the western side of the county, connecting Citywest and Grange Castle Business Parks and linking both to the training and research facilities in the Institute of Technology Tallaght and Tallaght Hospital.

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[3] Creative Industries are defined as "those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property." (Department of Culture, Media and Sport, UK, 2001) The current DCMS definition recognises eleven creative sectors: Advertising; Architecture; Arts and Antique Markets; Crafts; Design; Designer Fashion; Film, Video and Photography; Software, Computer Games and Electronic Publishing; Music and the Visual and Performing Arts; Publishing; Television and Radio

Initiatives to improve the environment for business in the region include the Dublin Business Improvement District Scheme, which is an excellent example of the public and private sector working together to address competitiveness and make the city region cleaner, greener, safer and attractive for investment. The process to establish similar schemes in other commercial and major town centres in the city region is well under way.

Innovation and Business Incubation Centres are distributed across the city region. They range from centres administered by Enterprise Boards to campus centres (such as NovaUCD, DIT Hothouse, Trinity Technology and Enterprise Campus, ITT Synergy Centre, IADT Media Cube and DCU Invent) to clusters such as the Digital Hub and the Guinness Enterprise Centre.

The Global Entrepreneurship Monitor in 2007 finds that Irish rates of Entrepreneurship are increasing with Ireland at the forefront of European and OECD countries in terms of the numbers among its population who are engaged in entrepreneurial activity.

A CITY REGION THAT ATTRACTS TOURISM

Dublin is the 6th most popular city region in Europe for city breaks. Dublin is by a considerable margin the main tourist attraction in Ireland. More than 4.3 million overseas visitors came to Dublin in 2008 and that resulted in tourism-generated revenue inflows of 1.5 billion euros. Although there was an overall drop of 2.5% in total overseas visitor numbers from 2007, there was an increase of 0.9% in spend. It is encouraging to see that despite the global economic downturn, there was a significant increase in spend by visitors from mainland Europe of 6.7% in 2008, which indicate its potential to grow as a market to attract future tourism to the city region[4].

Dublin has a diverse tourism product, which attracts a wide range of visitors e.g. rich heritage and culture, coastal and water activities, mountain walking, hiking, cycling. This diversity also encourages repeat visitors to the city region - 44% in 2007. A recent survey by Trip Advisor has ranked Dublin as the friendliest city in Europe.

A CITY REGION OF CULTURE, LEISURE AND ENTERTAINMENT

Dublin has a rich literary heritage that is interwoven with the works of internationally renowned writers, poets and playwrights such as Synge, Joyce, Shaw, Yeats, O'Casey etc. It

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[4] Fáilte Ireland Regional Estimates 2008.

is famous for its range and quality of pubs and is the home of global brands such as Guinness and Jameson.

New centres of business and cultural activity are facilitated with state of the art venues including the O2 Arena, Croke Park Stadium, the soon to open Convention Centre, the Libeskind Theatre, the revamped Landsowne Road Stadium, and the National Concert Hall among others. Leopardstown Race Course is one of the premier racecourses in Europe in terms of both the quality of racing and its facilities.

Sports activity is vibrant, reinforced by the significant recent successes in attracting international events – Dublin will be the European Capital of Sport 2010; in 2011 it will host the Europa League (UEFA Cup 2011) and the Four Nations Football Tournament; and in 2012 the Tall Ships.

Dublin has a significant retail offer available with the city centre as the prime retail centre (including the planned investment in the Carlton and Arnotts sites) and several excellent regional centres such as Dundrum Town Centre, which was awarded European Shopping Centre of the Year in 2007 by the International Council of Shopping Centres.

A CONNECTED CITY REGION

Dublin is an international hub, with more than 23.2 million passengers using Dublin Airport in 2007, making it Europe's eighth largest airport for international traffic[5]. There are 1.2 million ferry and cruise passengers passing through Dublin Port every year, where record levels of trade were reported in 2007 with 10.9 million tonnes of goods exported from there, representing 42% of Ireland's GDP, and 20 million tonnes of imported goods[6]. Internally, the Luas carries 90,000 passengers daily. This will be further enhanced following the construction of Metro North.

Dublin is home to over 150 nationalities (census 2006). The foreign born population has increased over 300 per cent since 1991 with over 17 per cent of the city regions population born outside of the island of Ireland (over 205,000 persons an increase from 59,000 in 1991). Dublin's diverse and multicultural population is now an increasing advantage for companies locating here.

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[5] Dublin Airport Authority http://www.dublinairportauthority.com/TDA/Overview/
[6] Dublin Port http://www.dublinport.ie/about-dublin-port/trade-statistics/

Figure 1: What Makes A Creative City Region?

City Regions are important drivers of national economies. For the first time the majority of the world's population live in cities. Businesses primarily locate in cities and their competitiveness is determined by the performance of the city, by the quality of its infrastructure, its development capacity and the mix of skilled and talented people. The following are some of the key characteristics that are evident in the most successful creative cities in the global knowledge economy.
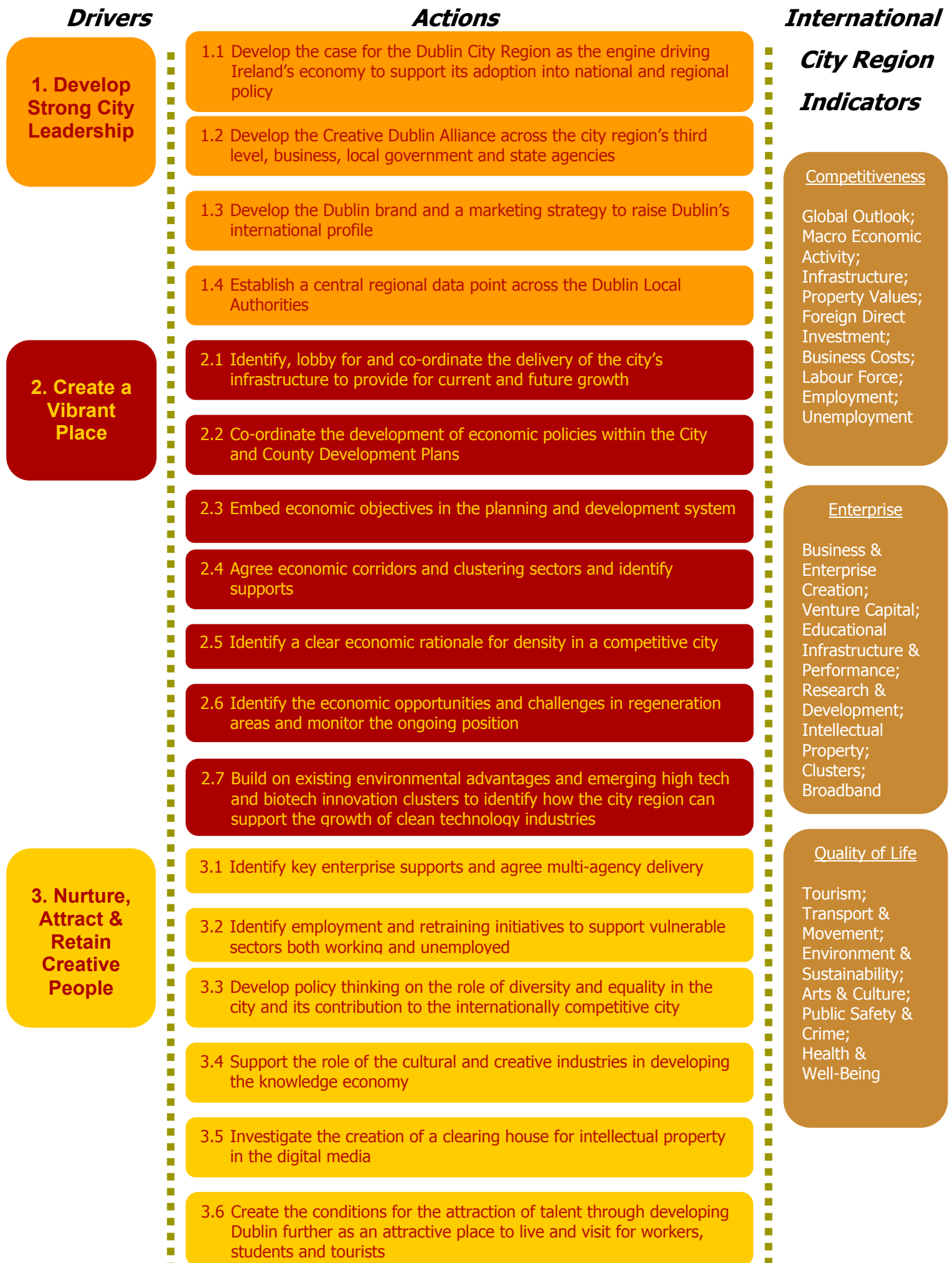
- A vibrant dynamic city region that is safe, clean and green
- Promotes openness, diversity, creativity and equality
- Attracts talented young highly-skilled workers
- A centre of innovation and entrepreneurship
- Attracts global and regional headquarters
- Clear government leadership and vision with good institutions and competent macro-economic management
- Very high levels of educational attainment
- Strong competencies in research & development
- Availability of and access to venture capital
- Outstanding levels of information and communication technologies
- An effective regulatory environment

Figure 1 above entitled 'What Makes a Creative City Region' presents some of the key attributes that are regularly identified as prerequisite characteristics in successful cities in International City Ranking Reports. Translating these characteristics into the desired outcomes of an Action Plan, and thus moving Dublin into sustainable economic growth, requires a multi-agency cross-sectoral collaboration on many levels. This is a complex process that requires a simple yet effective framework so that the delivery of actions is shared across organisational boundaries to maximise the impact on the desired outcomes. Developing an evidence-based approach will also support effective collaboration by heightening awareness on how and where we are (or are not) performing, and thus inform the swift review of actions and development of the shared understanding. Hence the delivery of actions within the framework will be consistently and periodically informed by the international benchmarking of Dublin with comparable competitive cities. The simplicity of the framework is that the delivery of actions under the three themes of Leadership, People and Place will be measured by Dublin's performance in terms of competitiveness, enterprise and the quality of life of citizens. This framework is set out in the following section.

Section 2: The Strategic Framework

Figure 2: Framework for Action in the City Region

Drivers

1. Develop Strong City Leadership

2. Create a Vibrant Place

3. Nurture, Attract & Retain Creative People

Actions

1.1 Develop the case for the Dublin City Region as the engine driving Ireland's economy to support its adoption into national and regional policy

1.2 Develop the Creative Dublin Alliance across the city region's third level, business, local government and state agencies

1.3 Develop the Dublin brand and a marketing strategy to raise Dublin's international profile

1.4 Establish a central regional data point across the Dublin Local Authorities

2.1 Identify, lobby for and co-ordinate the delivery of the city's infrastructure to provide for current and future growth

2.2 Co-ordinate the development of economic policies within the City and County Development Plans

2.3 Embed economic objectives in the planning and development system

2.4 Agree economic corridors and clustering sectors and identify supports

2.5 Identify a clear economic rationale for density in a competitive city

2.6 Identify the economic opportunities and challenges in regeneration areas and monitor the ongoing position

2.7 Build on existing environmental advantages and emerging high tech and biotech innovation clusters to identify how the city region can support the growth of clean technology industries

3.1 Identify key enterprise supports and agree multi-agency delivery

3.2 Identify employment and retraining initiatives to support vulnerable sectors both working and unemployed

3.3 Develop policy thinking on the role of diversity and equality in the city and its contribution to the internationally competitive city

3.4 Support the role of the cultural and creative industries in developing the knowledge economy

3.5 Investigate the creation of a clearing house for intellectual property in the digital media

3.6 Create the conditions for the attraction of talent through developing Dublin further as an attractive place to live and visit for workers, students and tourists

International City Region Indicators

Competitiveness

Global Outlook;
Macro Economic Activity;
Infrastructure;
Property Values;
Foreign Direct Investment;
Business Costs;
Labour Force;
Employment;
Unemployment

Enterprise

Business & Enterprise Creation;
Venture Capital;
Educational Infrastructure & Performance;
Research & Development;
Intellectual Property;
Clusters;
Broadband

Quality of Life

Tourism;
Transport & Movement;
Environment & Sustainability;
Arts & Culture;
Public Safety & Crime;
Health & Well-Being

1.   Develop Strong Leadership for the Dublin City Region

The challenge for this strategy is to reach agreement on a shared vision across the key players in Dublin on the critical areas for investment and development of world-class infrastructure and services given increasingly scarce resources. The development of a visionary leadership dedicated to delivering this Dublin Agenda is an imperative in the increasingly competitive and fast changing global economy. This is the economy in which Dublin (and Ireland) has to perform. It is noted that the significance of having a single political voice for Dublin has proved a successful concept in other city regions.

ACTIONS & DELIVERY:

1.1   Develop the case for the Dublin Region as the engine driving Ireland's economy to support its adoption into national and regional policy

- Identify the opportunities and benefits that accrue to cities and regions in Ireland by Dublin's competitiveness

- Liaise with governmental advisory bodies to develop a consensus on the importance of the competitiveness and economic performance of the Dublin City Region as a driver of the national economy

- Lobby for the inclusion of Dublin specific policy and associated funding stream in the National Spatial Strategy and the National Development Plan

1.2   Develop the Creative Dublin Alliance across the city region's third level, business, local government and state agencies

The purpose of the Alliance is to build a network of diverse urban leaders that gathers to identify solutions in response to the challenges that Dublin faces as an internationally competitive city region. Along with supporting key initiatives as they emerge (such as the Trinity-UCD Innovation Alliance and the Economic Action Plan), the Alliance has taken direct responsibility for progressing a number of core projects.

The work projects of the Creative Alliance include:

- INNOVATION DUBLIN - A week of public events showcasing innovation and creativity in Dublin from October 14th to 20th 2009

- Creative Alliance /Public Identity: To build a citizenship model that would get Dubliners passionate about contributing to their city via discussion forums, events, web presence, and project initiatives

- UniverCities - An alignment of the teaching and research programmes of universities with the challenges of managing and planning for the future of the city Region

- Designing Dublin – A learning initiative on design thinking focused on innovation and collaborative engagement to identify solutions to the challenges facing the city region

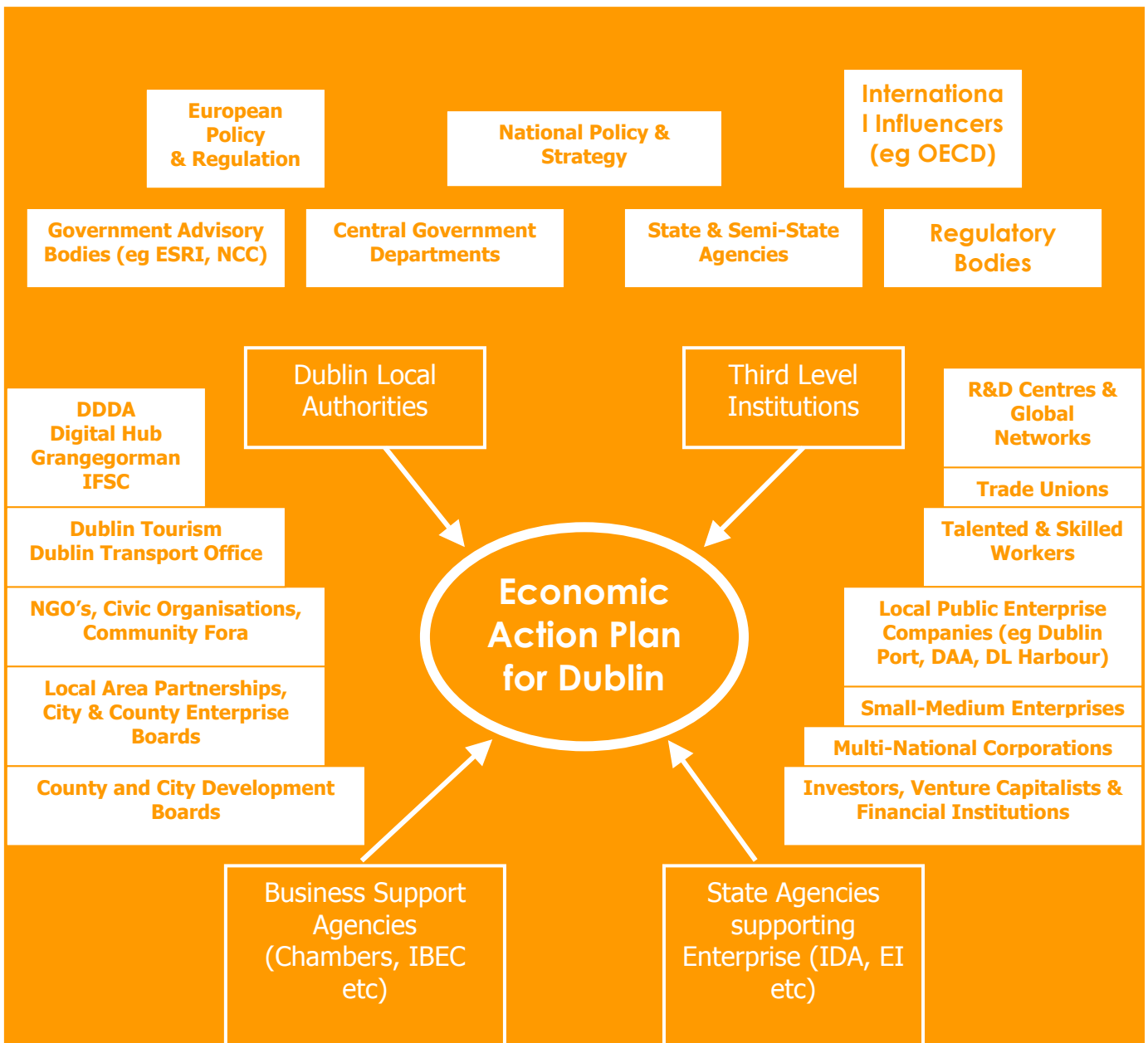- Network Mapping - Identify the interagency, cross-sectoral alliances and knowledge networks across the city region

1.3 Develop the Dublin brand and a marketing strategy to raise Dublin's international profile

- Develop the Brand for Dublin based on Dublin's distinctive identity, its unique achievements and competitive advantage as an international city region

- Take a lead role in co-ordinating targeted campaigns to bid for major events that will bring economic and social benefits, increased tourism and promote active lifestyles in the city region.

1.4 Establish a central regional data point across the Dublin Local Authorities

- Agree and deliver a data strategy for the management, analysis, and dissemination of core area data on a regional basis to support greater collaboration and co-ordination

Figure 3: Developing Collaborative Leadership

European Policy & Regulation

National Policy & Strategy

International Influencers (eg OECD)

Government Advisory Bodies (eg ESRI, NCC)

Central Government Departments

State & Semi-State Agencies

Regulatory Bodies

Dublin Local Authorities

Third Level Institutions

DDDA Digital Hub Grangegorman IFSC

R&D Centres & Global Networks

Trade Unions

Dublin Tourism Dublin Transport Office

Talented & Skilled Workers

Economic Action Plan for Dublin

NGO's, Civic Organisations, Community Fora

Local Public Enterprise Companies (eg Dublin Port, DAA, DL Harbour)

Local Area Partnerships, City & County Enterprise Boards

Small-Medium Enterprises

Multi-National Corporations

County and City Development Boards

Investors, Venture Capitalists & Financial Institutions

Business Support Agencies (Chambers, IBEC etc)

State Agencies supporting Enterprise (IDA, EI etc)

A significant challenge encountered when developing strategic city leadership and vision is the myriad of organisations and sectors that impact on or are impacted by the performance of Dublin's economy. There is a need for a policy framework that explicitly recognises the development of competitive city regions as fundamental to economic growth. By building alliances across business, third level institutions and local government the potential for developing a coherent and visible leadership that has the support of these sectors is maximised. If effective it will increase levels of trust, confidence and openness for change and place the city region in a position to maximise the potential for innovation and collaboration.

2.   Create A Vibrant Place

Good urban quality is of central importance in attracting investment and talent. This includes the quality of the built and natural environment, the vibrancy of street life, density and intensity, café culture, arts and music, outdoor activities, public spaces, a choice of quality places to live, a child friendly environment, tolerance and social harmony.

Density of economic activity and population are critical to a city region's competitiveness and success. Increased density, clustering and agglomeration economies are central issues facing the city region. There is considerable potential for Dublin to have a larger population and a higher quality of life, if the benefits of higher density are brought on stream to replace the costs of urban sprawl. A larger and more compact population will in turn make it easier to develop knowledge intensive services, manufacturing and a greener regional economy. This poses major interrelated challenges—to increase housing densities, produce step-changes in the quality of public transport, address water infrastructure requirements, make a success of integration and social inclusion policies, and much else. Knowledge-intensive service activities benefit from features that potentially arise in any high-density urban area. This is not clustering by sector so much as the ability of concentrations of high-skilled and professional workers to attract more such people because they contribute to each other's employment prospects and quality of life.

Failure to surmount the challenges of urban sprawl in Dublin would not see benefits displaced to other regions within Ireland but to metropolitan regions elsewhere in Europe.

Quality of life is a wide-ranging and somewhat subjective issue. It encompasses a range of areas such as the location, type and format of residential development, access to services including cultural and educational and the maintenance of a high quality natural environment. In essence, the above point towards the promotion of sustainable connectivity and accessibility and require measures to be put in place that allow for movement and access by means other than the private car. A high quality of life within a compact urban environment is central to the promotion of a knowledge-based economy that attracts and retains highly talented people to the city region. Significant progress has been made in developing new integrated residential areas. The fundamental thrust of these policies will continue to be improved on in the new Development Plans under preparation by the Dublin Local Authorities based on a strategic approach.

From amenity point of view significant features such as the Dublin Mountains, Dublin Bay, the Phoenix Park, the Demesne Parks and the Liffey Valley will continue to be protected in the new Development Plans. The maintenance of a good quality natural environment is a key element in promoting a good quality of life.

Measures to improve the quality of life for citizens is a core feature of the new Development Plans. It is also a vital feature in attracting people to the Region and in promoting economic development. These measures are intertwined with specific policies and objectives for the promotion of economic and enterprise activity.

ACTIONS & DELIVERY:

2.1 Identify, lobby for and co-ordinate the delivery of the city region's infrastructure to provide for current and future growth.

Agree the fundamental infrastructure investments required in Dublin for future sustainable economic growth and lobby for the identification of appropriate funding streams. Safeguard the development of critical city region infrastructure, eg the zoning of a Designated Airport Area by Fingal County Council and putting in place a Local Area Plan to provide for the long-term development of Dublin Airport.

The key infrastructure investments required to generate and sustain economic activity in the city region are:

- Provision of water and waste services to provide for future high-density development in Dublin
- Rollout of next generation broadband
- Priority Transport 21 projects: Metro North, the Interconnector and extension of the Luas lines
- Renewable energies infrastructure to reduce energy costs for business in long term
- Significant expansion of Dublin Airport
- A definitive decision on the future location of the Port

2.2 Co-ordinate the development of economic policies within the City and County Development Plans.

- Identify, develop and agree the policies required within the Development Plans to support sustainable growth for an internationally competitive city region

2.3 Embed economic objectives in the planning and development system.

- Establish economic criteria (see Figure 4 below) to be considered on strategic planning applications in planning and development management system

Figure 4: Embed Economic Objectives in Planning and Development

The role of cities and planning and development policies are increasingly critical factors in economic development, employment growth and prosperity. Sustainable development has economic, environmental and social aspects; there is a need for planning to be responsive to changing economic circumstances and to balance complex sets of economic, environmental or social goals. The Development Plan and management system are crucial in promoting public and private investment, economic development and employment growth. Planning mediates all investment and can either amplify or restrict the flow of public benefits. The Planning Authorities will take a positive, pro-active, high quality approach when considering economic aspects of major planning applications. Central to this will be the articulation of economic and enterprise policies in City and County Development Plans. It will embed core economic principles in the planning and development system, while ensuring appropriate location and development quality, which are vital to both quality of life and sustainable development. The following criteria will be an integral tool to aid assessments of strategic planning and development opportunities:

1. Do the density, scale and quality of the development optimise the consolidation of the City Region?
2. Is there significant regeneration benefit within the area, and/or the potential for follow-on future development?
3. Does the development maximise the economic return on public investment in infrastructure?
4. Will the development support an existing or create a new tourist attraction within the City Region?
5. Does the development support the development of agglomeration economies and clustering?
6. Does the development contribute to the achievement of other strategic objectives for the City Region such as enterprise and employment creation?
7. Does it contribute positively to the image and identity of a Creative City Region?
8. Does it contribute to an enhancement of quality of life?
9. Does it lead to increased market competition in the area?
10. Does it contribute to or increase the competitiveness of the City Region?

2.4   Agree economic corridors and clustering sectors and identify supports.

-   Agree the population centres within Dublin's development as a polycentric city region and the required density and economic policies to support the sustainable development of the Dublin City Region

-   Develop a co-ordinated response between the relevant local authorities to the development of the following three transboundary economic corridors:
    o Southern Economic Corridor (including the Trinity-UCD Innovation Alliance)
    o Metro North Economic Corridor
    o Naas Road/Rail Economic Corridor

-   Identify measures to promote and support key economic growth sectors/clusters in the Dublin City Region

-   Participate in and contribute to the development of international networks for research of implementation strategies for the successful development of knowledge locations, clustering and other initiatives in developing competitive city regions. Maximise the dissemination of research findings to ensure collaboration and the delivery of innovative responses

2.5   Communicate a clear economic rationale for density in a competitive city region.

-   Identify density levels that increase competitiveness and create economies of scale to justify world-class infrastructure provision that ensure sustainable development.

-   Initiate programmes at regional, local and community levels to promote the benefits of higher densities including mixed commercial and residential development, reprioritised road networks for public transport and improved amenity (including retail, schools, creches and playing facilities) within residential neighbourhoods.
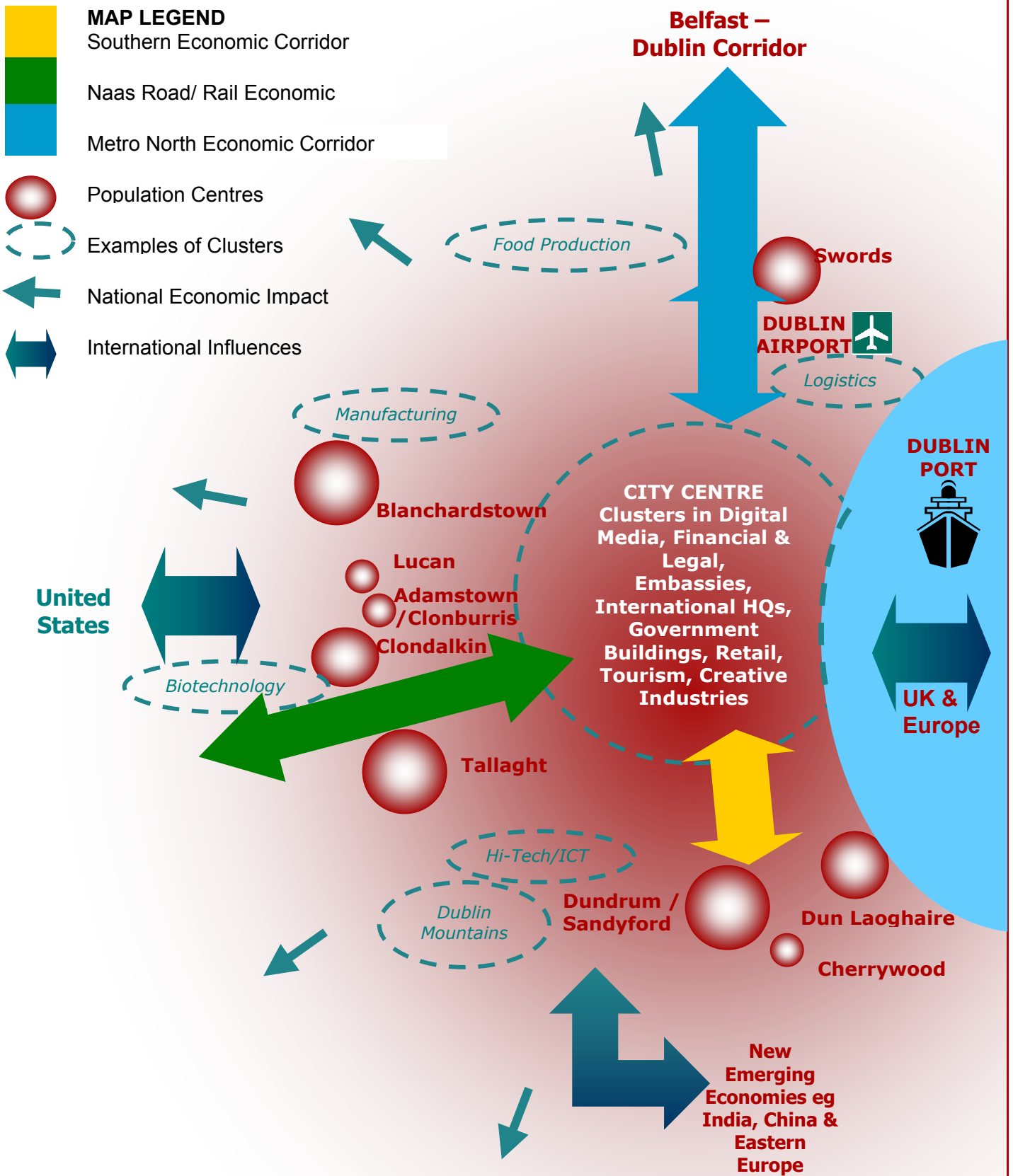
2.6   Identify the economic opportunities and challenges in regeneration areas and monitor the ongoing position.

-   Map and collate approaches to regeneration and in particular the specific employment and enterprise objectives in regeneration plans. Monitor and assess delivery of these outcomes, and encourage dissemination and learning.

2.7   Build on existing environmental advantages and emerging high tech and biotech innovation clusters to identify how the city region can support the growth of clean technology industries

-   Establish a cross-agency working group to identify and agree priorities

Figure 5: Economic Corridors & Clusters in the Polycentric City Region

Belfast – Dublin Corridor

MAP LEGEND
Southern Economic Corridor

Naas Road/ Rail Economic

Metro North Economic Corridor

Population Centres

Examples of Clusters

National Economic Impact

International Influences

Food Production

Swords

DUBLIN AIRPORT

Logistics

DUBLIN PORT

Manufacturing

Blanchardstown

Lucan

Adamstown /Clonburris

Clondalkin

United States

Biotechnology

CITY CENTRE
Clusters in Digital Media, Financial & Legal, Embassies, International HQs, Government Buildings, Retail, Tourism, Creative Industries

UK & Europe

Tallaght

Hi-Tech/ICT

Dublin Mountains

Dundrum / Sandyford

Dun Laoghaire

Cherrywood

New Emerging Economies eg India, China & Eastern Europe

3. Nurture, Attract & Retain Creative People

People and the capacity for innovation and enterprise are perhaps the most important resources to building a city region's competitive advantage in the knowledge economy. In the current economic crisis it will be our capacity to innovate, network, communicate and be entrepreneurial that will grow our exports in internationally traded goods and services in the short term. We need to develop specialisms and distinctive strengths to build our international competitive advantage in the long term.

We need to nurture, attract and promote the following in the existing and future populations
- Creativity
- Innovation
- Confidence
- Entrepreneurship
- Multi-lingual proficiency

We need to develop a society that acknowledges, accepts and expects the following
- Diversity
- Integration
- Urbanity
- Openness
- Quality Design

We need to create a city region that engages with its people. It is when the achievement of a higher quality of life is attached to goals of economic growth that a city region experiences prosperity. The rules of global economies are changing and the promise of a quality of life is a core economic driver. Education needs to be seen as an economic issue as well as a social one. A sustainable economy will flourish when you develop a safe city region where families and visitors, whether holidaying or working, feel welcome and valued.

ACTIONS & DELIVERY:

3.1 Identify key enterprise supports and agree multi-agency delivery

- Research the challenges to immigrant entrepreneurs, identify supports and agree delivery of appropriate actions

- Through Dublin's participation in the European Cities Entrepreneurship Ranking system we will measure the importance and success of different types of support for business people and the most successful entrepreneurial cities will be identified (among 40 participating European Metropolitan areas).

- Develop an enterprise strategy for the Dublin City Region that will examine how regional competitiveness can generate more enterprise start-ups, provide incubation supports and high quality enterprise supports in the Dublin City Region and agree regional delivery of an implementation plan.

- Develop a network of Intellectual Enterprise Zones to work with people who have become recently unemployed to develop new business opportunities

- Evaluate and enhance existing enterprise support infrastructure to improve delivery on five measures namely: accessibility and promotion of entrepreneurship; pre-creation support including start-up advice, project diagnosis, mentoring, etc.; post-creation support including advice, monitoring, identification of partnerships, etc.; funding including administering of grants, access to loans, seed capital, development capital, etc.; conducive environment including incubation space, quality of life and infrastructure, training, sustainable development, etc.

3.2 Identify employment and retraining initiatives to support vulnerable sectors both working and unemployed

- Develop an Employment and Skills Strategy with policy and action targets agreed by the key players, setting out both current and future employment types required to meet the demand in the Dublin City Region.

3.3 Develop policy thinking on the role of diversity and equality in the city region and its contribution to the internationally competitive city region

- Examine and develop consensus that would inform policy thinking on the role of equality and diversity in the new knowledge economy, in encouraging economic development, employment growth and global competitiveness.

3.4 Support the role of the creative industries in developing the knowledge economy

- Support the delivery of local cultural/economic strategies in recognition that culture is essential to Dublin's economic vitality

3.5 Investigate the creation of an International Digital Services Centre (similar to the IFSC)

- Support the creation of the innovation eco-system identified in the government programme 'Building the Smart Economy' by exploring the potential role, capacity and viability of establishing an International Digital Services Centre in Dublin.

3.6 Create the conditions for the attraction of talent through developing Dublin further as an attractive place to live and visit for workers, students and tourists

- Quality of life issues such as the design of a safe, clean and green city region will be addressed in the reviews of the City and County Development Plans.

- Identify and seek to address the challenges experienced by international students in considering Dublin as a city of choice

- Support the further development of international schooling including secondary level in recognition of the critical role of this sector in attracting highly skilled and mobile talent and its relative under provision in Dublin in comparison with its competitor cities.

- Develop and agree the policy framework to support the primacy of the city centre as a shopping destination that competes with other international cities and promote competition between retail locations throughout the city region

- Examine the feasibility of a cruise terminal in the Poolbeg area, including a review of the current disembarking point and its connectivity with the city region and the development of tour options for visitors within the city region. Develop a Local Action Plan

Section 3: Implementation & Delivery

Implementation Structures

Dublin Local Authorities Managers Co-ordination Group (DLA) The managers of the four Dublin Local Authorities meet on a monthly basis to ensure the strategic executive management of regional issues and infrastructure development. Utilising this structure, the Dublin Local Authorities have developed this Economic Development Action Plan. Consultation has or is also occurring with the relevant Council Strategic Policy Committees. The DLA, in consultation with their respective Councils, will manage, monitor, review and adapt the delivery of this Action Plan across the city region. Through this structure potential blockages will be identified and removed and critical support measures can be resourced and implemented.

The Reviews of the City and County Development Plans are underway in each of the four Dublin Local Authorities. This presents an opportunity to identify, agree and develop a coherent co-ordinated policy framework that gives recognition to the fundamental importance of the planning and development management system to economic growth in the city region. Core policies and objectives will be developed within this combined review process, co-ordinated by the DLA that will seek to create the right conditions for creating and sustaining economic growth in the Smart Economy.

A working group reporting to the DLA will be responsible for co-ordinating the delivery of the Economic Action Plan across the four administrative areas.

Creative Dublin Alliance (CDA) The purpose of the Creative Dublin Alliance is to build a network of diverse urban leaders that gathers to help identify, discuss, recommend and distribute solutions in response to the challenges that Dublin faces as an internationally competitive city region. It will:

1. Create a clear vision that unifies around the strengths and future potential of Dublin City Region.
2. Build a Dublin City Region that is supportive of its people by encouraging innovation and enterprise.
3. Continue to grow an internationally renowned higher education and research sector.
4. Communicate, show and engage people in the variety of entrepreneurial initiatives that are occurring in the Dublin City Region.
5. Encourage an open, merit based, tolerant and inclusive society that promotes well-being.
6. Develop a high quality information, communications and transport network.

The membership includes the Lord Mayor of Dublin, the Chair of the Dublin Regional Authority, the City Manager and Designated Regional Manager, the Presidents of UCD, TCD, DIT and DCU, Dublin Chamber of Commerce and IBEC, IDA and Enterprise Ireland, and a not-for-profit organisation in design/creativity. The Alliance will receive regular reports on the progress made on the Action Plan, and is instrumental in the delivery of some core actions.

Dublin Regional Authority (DRA) The DRA covers the four local authority areas of Dublin City Council, Fingal, South Dublin and Dun Laoghaire-Rathdown County Councils. Its role is to prepare and implement the Regional Planning Guidelines in tandem with the Mid-East Regional Authority for the Greater Dublin Area; and to promote co-ordination in the provision of public services in the region, which includes promoting co-operation and joint action between local authorities, public authorities and other bodies.

The first stage of public consultation has just been completed on the Regional Planning Guidelines for the Greater Dublin Area 2010 – 2022. The Guidelines are a policy document which will direct the future growth of the Greater Dublin Area over the medium to long term, informing the City and County Development Plans of the four Dublin Local Authorities along with those of Kildare, Meath and Wicklow. The Regional Planning Guidelines Office will be represented on the working group of the DLA to ensure a co-ordinated approach between the Regional Planning Guidelines and the actions within this Economic Action Plan.

In fulfilling its second remit of promoting the co-ordination of public services, the DRA had initiated work on a competitiveness strategy for Dublin. Because of the similarities between this work and the work of the Economic Action Plan, it is now being integrated with the Action Plan. The DRA is progressing the core strands of developing strategies in employment and skills development, enterprise creation, in the establishment of a Local Authority regional data point, and in researching the national benefit of Dublin's economic performance. The DRA will co-ordinate the input of the appropriate public services and bodies to improve the delivery of integrated services on these issues.

City & County Development Boards The members of the CDBs are key players across business, public services and community and voluntary sectors who are partners in the local governance structures of the city region. They play a critical role in planning and facilitating collaboration between member groups as well as developing strategic networks and partnerships to support economic development initiatives. The Economic Development Sub-committee of each CDB will ensure connectivity between their locally agreed work plan and the Economic Action Plan for the Dublin City Region.

Monitor & Review of the Economic Action Plan

In liaison with Dun Laoghaire-Rathdown, Fingal and South Dublin County Councils, the Economic Development Unit in Dublin City Council will co-ordinate, monitor and report on the delivery of the actions within the plan to the Dublin Local Authorities Managers Group (DLA) and the Creative Dublin Alliance. On the periodical release of new data through the City Region Indicators Project, collaborative dialogue events will be organised to facilitate the shared dissemination of new data and analysis of emerging trends across the implementation structures outlined in the previous section. Discussion will focus on the delivery of the Action Plan in light of this analysis, agreeing new priorities or renewing the focus in existing areas as needs require. In this way an evidence-based approach will develop that will be flexible and responsive to emerging needs and changing circumstances.

Figure 6: Model for Monitoring and Review

City Region Indicators & International Benchmarking Project

A key to the economic competitiveness of the Dublin City Region is the capacity to relate to and benchmark itself against other international city regions. The primary objective of such work is the positioning of Dublin on a global stage in a manner that benefits Dublin economically. Dublin City Council's Office of International Relations and Research will lead this work on behalf of the city region and involve other stakeholders especially in the business and higher education sectors.

This international benchmarking programme for the city region will involve the identification of key cities with which Dublin can collaborate or cities against which Dublin is competing. A key component of this benchmarking will be the identification of learning and lessons from these cities, which will inform action programs in Dublin for the purposes of improving Dublin's overall economic performance.

The Research Section within the Office of International Relations is leading on the preparation and identification of indicators that monitor the performance of the Dublin City Region. These indicators will be used to inform which cities are to be included in our benchmarking programme and to monitor the economic performance of the Dublin City Region. They will be updated as appropriate on a quarterly basis and will be available to key stakeholders.

The indicators will reflect the goals of the Economic Action Plan by measuring performance in the areas of Dublin's competitiveness, enterprise and quality of life as presented in Figure 6 below.

Figure 7: City Region Indicators & Benchmarking Economic Performance

Competitiveness	Enterprise	Quality of Life
Global Outlook Macro Economic Activity Infrastructure Property Values Foreign Direct Investment Business Costs Labour Force Employment & Unemployment	Business & Enterprise Creation Venture Capital Educational Infrastructure & Performance Research & Development Intellectual Property Clusters Broadband	Tourism Transport & Movement Environment & Sustainability Arts & Culture Public Safety & Crime Health & Well-Being

There may be gaps under some of these indicators due to lack of data for the Dublin City Region. In some cases economic data is not released for confidentiality reasons while in other cases the data is not collected by any agency at a city regional level. A further element of this project will be to highlight gaps that exist in key indicator themes.

The indicators are being sourced from multiple agencies across the city region. This work relies on the co-operation of these agencies for access to the data as well as providing quarterly updates where appropriate. Protocols for the sharing and usage of such data are being developed.

This is the first project of its kind in the city region and offers stakeholders a powerful set of tools to identify trends and inform the development and delivery of the Economic Action Plan. Commentary, charts and analysis will be presented for each of these indicators.

The indicators will deliver the following:
- Monitoring of Dublin's performance against the national context. This in itself is a powerful tool for the city region, as it will enable stakeholders in Dublin to develop a stronger evidence base for lobbying central government on behalf of the city region.
- Monitoring of Dublin's international performance using international city ranking reports and appropriate international datasets such as those sourced from the OECD, World Bank or Eurostat. Such data will be used to highlight the international context against our national / regional economic performance.

Each year the Office will provide the Economic Development Unit (EDU) with a list of cities against which appropriate benchmarking and learning will happen. This list of relevant cities will be linked to the indicators as appropriate for the purpose of international benchmarking.

Implementation of the Economic Development Action Plan

1. DEVELOP STRONG LEADERSHIP FOR THE DUBLIN CITY REGION

1.1 Develop the case for the Dublin City Region as the engine driving Ireland's economy to support its adoption into national and regional policy

Project	Lead Body	Relevant Agencies	Outputs	Timeframe
Identify the opportunities and benefits that accrue to cities and regions in Ireland by Dublin's competitiveness	Dublin Regional Authority	Dublin Local Authorities, Third Level Institutions, Enterprise Ireland, IDA	Report published and launched	2010
Liaise with governmental advisory bodies to develop a consensus on the importance of the competitiveness and economic performance of the Dublin City Region as a driver of the national economy	Dublin Local Authorities	National Competitiveness Council, National Economic and Social Council	Ongoing dialogue and collaboration to share report findings and development of mechanisms for wider key stakeholder input	2009 & ongoing
Lobby for the inclusion of Dublin specific policy and associated funding stream in the National Spatial Strategy and the National Development Plan	Dublin Local Authorities	IDA, Enterprise Ireland, Central Government Departments	Funding secured for prioritised capital projects	2009 & ongoing

1.2 Develop the Creative Dublin Alliance across the city region's third level, business, local government and state agencies

Project	Lead Body	Relevant Agencies	Outputs	Timeframe
Co-ordinate the delivery of the work programme for the Creative Dublin Alliance across prioritised projects	Dublin City Council	Creative Dublin Alliance member organisations	Work programme agreed and delivery ongoing	June 2009 and ongoing
Co-ordinate a multiplicity of events for INNOVATION DUBLIN showcasing innovation and creativity across the Dublin City Region	Dublin City Council	A wide range of companies and organisations in the public, private and civic sectors in Dublin	Week long programme of events organised across the city region Website created ensuring effective promotion and citizen engagement International linkage with other cities on innovation initiatives	October 14th to 20th 2009

Project	Lead Body	Relevant Agencies	Outputs	Timeframe
Develop a public identity/ engagement strategy that builds a citizenship model	Creative Dublin Alliance	Creative Dublin Alliance member organisations	Discussion forums, events, web presence, and project initiatives with citizen engagement	2009 & ongoing
Develop the UniverCities initiative to align the teaching and research programmes of universities with the challenges of managing and planning for the future of the city region	Dublin City Council	UCD, TCD, DCU, DIT, NCAD, NUI Maynooth	Series of projects developed between DCC and each institution to address specific challenges faced by the city region for mutually beneficial learning outcomes	2009 & ongoing
Run 'Designing Dublin' project as a learning initiative on design thinking focused on innovation and collaborative engagement to identify solutions to the challenges facing the city region	Design Twentyfirst Century	DCC, SDCC, UCD, TCD, DCU, DIT, NCAD, NUI Maynooth, Private Sector involvement	Pilot of projects and participants with international linkage developed with prototypes designed to exhibit	2009/10
Network Mapping - Identify the interagency, cross-sectoral alliances and knowledge networks across the city region	DCU/DIT	Creative Dublin Alliance member organisations and key stakeholders	Networks and initiatives mapped and presented visually online for cross-agency input	2009/10

1.3   Develop the Dublin Brand and a Marketing Strategy to raise Dublin's International Profile

Project	Lead Body	Relevant Agencies	Outputs	Timeframe
Develop the Brand for Dublin based on Dublin's distinctive identity, its unique achievements and competitive advantage as an international city region	Dublin Local Authorities	Creative Dublin Alliance member organisations and key stakeholders	Brand developed that is inclusive of all assets and attributes within the Dublin City Region and agreed across the key players	2009 & ongoing
Take a lead role in co-ordinating targeted campaigns to bid for major events that will bring economic and social benefits, increased tourism and promote active lifestyles in the city region	Dublin City Council	Dublin Local Authorities and other key stakeholder organisations as relevant	Successful bids for selected international events	2009 and ongoing

1.4 Establish a Central Regional Data Centre across the Dublin Local Authorities				
Project	**Lead Body**	**Relevant Agencies**	**Outputs**	**Timeframe**
Agree and deliver a data strategy for the management, analysis, and dissemination of core area data on a regional basis to support greater collaboration and co-ordination.	DRA	SDCC, DCC, FCC, DLRCC	- Agree the pilot selection of robust reproducible indicators, which can be grouped as appropriate, to form measurements of policy success / regress in priority areas - Develop an online mechanism for the sharing and dissemination of information - Regional Committee established to undertake analysis etc. - Set data sharing protocols and standards and streamline	2009 & ongoing

2. CREATE A VIBRANT PLACE				
2.1 Identify, lobby for and co-ordinate the delivery of the city region's infrastructure to provide for current and future growth.				
Project	**Lead Body**	**Relevant Agencies**	**Outputs**	**Timeframe**
Agree the fundamental infrastructure investments required in Dublin for future sustainable economic growth and lobby for the identification of appropriate funding streams	Dublin Local Authorities	Central Government Departments, Semi-State bodies, Government Advisory Bodies and other Development and Strategic Management Agencies as appropriate	Ring-fencing of funding to ensure the delivery of: - Water & waste services to provide for future high-density development in Dublin - Rollout of next generation broadband - Priority Transport 21 projects: Metro North, the Interconnector and extension of the Luas lines - Renewable energies infrastructure to reduce energy costs for business in long term - Significant expansion of Dublin Airport - A definitive decision on the future location of the Port	2009 & ongoing

2.2 Co-ordinate the development of economic policies within the City and County Development Plans.				
Project	**Lead Body**	**Relevant Agencies**	**Outputs**	**Timeframe**
Identify, develop and agree the policies required within the Development Plans to support sustainable growth for an internationally competitive city region	Dublin Local Authorities	Working group established of DCC, DLRCC, DRA, FCC, SDCC	Economic policy framework agreed and developed in the City and County Development Plans	2009 – 2011 (Development Plan Reviews)
2.3 Embed economic objectives in the planning and development system.				
Establish economic criteria to be considered on strategic planning applications in planning and development management system.	Dublin Local Authorities	Working group established of DCC, DLRCC, DRA, FCC, SDCC	Economic criteria for planning applications agreed and protocols agreed for usage	2009
2.4 Agree economic corridors and clustering sectors and identify supports.				
Agree the population centres within Dublin's development as a polycentric city region and the required density and economic policies to support the sustainable development of the Dublin City Region	Dublin Local Authorities	Working group established of DCC, DLRCC, DRA, FCC, SDCC	Agreement on the population centres that make up this polycentric city region and development of support policies and co-ordinated development across the Dublin Local Authorities: Dublin City Swords Blanchardstown Tallaght Town Centre Clondalkin / Lucan Adamstown / Clonburris Dun Laoghaire Dundrum / Sandyford Cherrywood (future)	2009 – 2011 (Development Plan Reviews)
Develop a co-ordinated response to the development of transboundary economic corridors between the relevant local authorities	Dublin Local Authorities	Working group established of DCC, DLRCC, DRA, FCC, SDCC and include input of IDA, Enterprise Ireland	Policy framework and delivery mechanisms developed for: - Southern Economic Corridor - Metro North Economic Corridor - Naas Road/Rail Economic Corridor	2009 – 2011 (Development Plan Reviews)

Project	Lead Body	Relevant Agencies	Outputs	Timeframe
Identify measures to promote and support key Economic growth sectors/clusters in the Dublin City Region, i.e. Financial services Digital media/creative industries Tourism Retail Culture/recreation Legal Medical & Life Sciences Food Logistics Education/R&D Media/advertising International HQs Government Buildings Embassies Smart/Green Manufacturing	Dublin Local Authorities	Working group established of DCC, DLRCC, DRA, FCC, SDCC and include input of IDA, Enterprise Ireland	Information and collaboration channels established and ongoing needs identified and swiftly responded to	2009 – 2011 (Development Plan Reviews)
Participate in and contribute to the development of international networks for research of implementation strategies in the successful development of knowledge locations, clustering and other initiatives aimed at developing competitive city regions. Maximise the dissemination of research findings to ensure collaboration and the delivery of innovative responses	Dublin Local Authorities	Creative Dublin Alliance Member organisations and other key stakeholders as relevant	Collation and dissemination of Research and Project outputs from (sample) Projects: Euricor ACRE Open Cities Eurocities World Class Cities Partnership ECCE Innovation – Developing Economic Clusters of Cultural and Creative Enterprises in the Innovation Process	2009 and ongoing

2.5 Communicate a clear economic rationale for density in a competitive city region.				
Project	**Lead Body**	**Relevant Agencies**	**Outputs**	**Timeframe**
Identify density levels that increase competitiveness and create economies of scale to justify world-class infrastructure provision that ensure sustainable development.	Dublin Local Authorities	Working group established of DCC, DLRCC, DRA, FCC, SDCC and include input of IDA, Enterprise Ireland	Density policies developed in the City and County Development Plan Reviews	2009 – 2011 (Development Plan Reviews)
Initiate programmes at regional, local and community levels to promote the benefits of higher densities including mixed commercial and residential development, reprioritised road networks for public transport and improved amenity (including retail, schools, crèches and playing facilities) within residential neighbourhoods.	Dublin Local Authorities	DCC, DLRCC, DRA, FCC, SDCC, CDBs	Promotional materials Workshops and use of innovative communication tools for public engagement	2009 - 2011
2.6 Identify the economic opportunities and challenges in Regeneration Areas and monitor the ongoing position.				
Map and collate approaches to regeneration and in particular the specific employment and enterprise objectives in regeneration plans. Monitor and assess delivery of these outcomes, and encourage dissemination and learning.	Dublin Local Authorities	DCC, DLRCC, FCC, SDCC, Enterprise Ireland and Development Agencies as relevant	Monitoring and evaluation of the delivery of economic and enterprise objectives in Local Area Plans and Regeneration Projects	2009 and ongoing
2.7 Build on existing environmental advantages and emerging high tech and biotech innovation clusters to identify how the city region can support the growth of Clean Technology Industries				
Establish a cross-agency working group to identify and agree priorities	Dublin Local Authorities	Enterprise Ireland, IDA, R&D hubs and private sector	Working group established and Report developed with recommendations	2009/10

3. Nurture, Attract & Retain Creative People

3.1   Identify key enterprise supports and agree multi-agency delivery

Project	Lead Body	Relevant Agencies	Outputs	Timeframe
Research the challenges to immigrant entrepreneurs, identify supports and agree delivery of appropriate actions	Dublin City Council	Dublin Local Authorities, Enterprise Support Bodies, Government and State Agencies, University Research and Enterprise hubs	Research Report Published Delivery of actions to support immigrant entrepreneurs	2009
Through Dublin's participation in the European Cities Entrepreneurship Ranking system we will measure the importance and success of different types of support for business people and the most successful entrepreneurial cities will be identified (among 40 participating European Metropolitan areas).	Dublin City Council	Dublin Local Authorities & City & County Enterprise Boards	« European Cities Entrepreneurship Ranking » report - An active member status within the E.C.E.R Foundation Association	2009
Develop an Enterprise Strategy for the Dublin City Region that will examine how regional competitiveness can generate more enterprise start-ups, provide incubation supports and high quality enterprise supports in the Dublin City Region and agree regional delivery of an implementation plan.	Dublin Regional Authority	Dublin City and County Enterprise Boards, DLA, FÁS, IDA, EI, 3rd level institutions, Enterprise centres, CDBs, Partnerships, Chambers	- Develop a competent competitive strategy for the development of enterprise in the Dublin City Region. - Create an understandable and consistent, co-ordinated service from organisations in the enterprise support area for entrepreneurs - Recommend a series of short, medium and long term actions - Identify some actions early on that can be recommended for immediate implementation and can benefit the recovery of current economic climate	2009
Develop a network of Intellectual Enterprise Zones to work with people who have become recently unemployed to develop new business opportunities	South Dublin County Council	FÁS, Department of Social and Family Affairs, Inst. of Technology Tallaght, DLA and other key stakeholders	- Provision of dedicated desk/office space to individuals and new SME's on a 'time share basis' to run and operate their business - Creation of a virtual business campus - Promotion of business opportunities	2009 & ongoing

Project	Lead Body	Relevant Agencies	Outputs	Timeframe
Evaluate and enhance existing enterprise support infrastructure to improve delivery on five measures namely: accessibility and promotion of entrepreneurship; pre-creation support including start-up advice, project diagnosis, mentoring, etc.; post-creation support including advice, monitoring, identification of partnerships, etc.; funding including administering of grants, access to loans, seed capital, development capital, etc.; conducive environment including incubation space, quality of life and infrastructure, training, sustainable development, etc.	Dun Laoghaire Rathdown County Council	Enterprise Ireland, Enterprise Boards, University Research and Enterprise hubs, DCC, SDCC and FCC	Analysis of existing enterprise support infrastructure Action Plan for improvement of supports, including agreements for inter-agency collaboration Priorities for developing synergies across four local authority administrative areas.	2010
3.2 Identify employment and retraining initiatives to support vulnerable sectors both working and unemployed				
Develop an Employment and Skills Strategy with policy and action targets agreed by the key players, setting out both current and future employment types required to meet the demand in the Dublin City Region	Dublin Regional Authority	Dublin Employment Pact, FAS, Forfas Enterprise Ireland, Chambers of Commerce etc	A strategy document setting out the types of employment needed in Dublin City Region, both currently and into the future and the skills needed to meet the demand and identify priority policy and action targets with sign up from the key players	2009
3.3 Develop policy thinking on the role of diversity and equality in the city region and its contribution to the internationally competitive city region				
Examine and develop consensus that would inform policy thinking on the role of equality and diversity in the new knowledge economy, in encouraging economic development, employment growth and global competitiveness	Dublin City Council	D/JELR, D/ETE, Equality Authority, Forfas, IDA, other stakeholder agencies	Working Group established and production of report examining the various issues and opportunities with recommendations for the development of integrated policy thinking	2009
3.4 Support the role of the cultural and creative industries in developing the knowledge economy				
Support the delivery of Cultural/Economic Strategies in recognition that culture is essential to Dublin's economic vitality	Dublin Local Authorities	Key stakeholders	Creation of a Dublin City Region Cultural Alliance and Implementation of cultural strategies	2009 and ongoing

3.5	**Investigate the creation of an International Digital Services Centre (similar to the IFSC)**				
Project	**Lead Body**	**Relevant Agencies**	**Outputs**		**Timeframe**
Support the creation of the innovation eco-system identified in the government programme 'Building the Smart Economy' by exploring the potential role, capacity and viability of establishing an International Digital Services Centre in Dublin.	Digital Media Forum	D/CENR, IDA, Enterprise Ireland, DLA, Digital Hub, NDRC, CDA	A working group of stakeholders convened to examine the potential of the development of an international clearing house		2009/10
3.6	**Support the attraction of talent through developing Dublin further as an attractive place to live and visit for workers, students and tourists**				
Quality of life issues such as the design of a safe, clean and green city region will be addressed in the reviews of the City and County Development Plans	Fingal County council	DCC, DLRCC, DRA, SDCC	An integrated network of green spaces and green infrastructure will be mapped and improvements identified in an agreed policy framework for the city region		2009-2011 (Development Plan Reviews)
Identify and seek to address the challenges experienced by international students in considering Dublin as a city of choice	Dublin City Council	Creative Dublin Alliance, Dublin Local Authorities, Education Ireland, Enterprise Ireland, Dublin Tourism, International School of Dublin	Policy measures identified and developed		2009 and ongoing
Develop and agree the policy framework to support the primacy of the city centre as a shopping destination that competes with other international cities and promote competition between retail locations throughout the city region	Dublin Local Authorities	Dublin Regional Authority and key stakeholders	Policy measures identified and developed		2009-2011 (Development Plan Reviews)
Examine the feasibility of a cruise terminal in the Poolbeg area, including a review of the current disembarking point and its connectivity with the city and the development of tour options for visitors within the city. Develop a Local Action Plan	Dublin City Council	Dublin Docklands Development Authority, Dublin Port Company, Southern & Eastern Regional Assembly	Local Action Plan on the development of a cruise line terminal		June 2011

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Michael Phillips	Assistant City Manager Dublin City Council
Patricia Potter	Director, Dublin Regional Authority
Terry Prendergast	Dublin Institute of Technology
Gina Quin	Chief Executive Officer, Dublin Chamber
Kathy Quinn	Head of Finance, Dublin City Council
Kieran Rose	Economic Development Unit, Dublin City Council
John Shaw	Principal Officer, Department of the Taoiseach
Michael Stubbs	Assistant City Manager, Dublin City Council
Aidan Sweeney	Head of Innovation, IBEC
Don Thornhill	Chairman, National Competitiveness Council
John Tierney	City Manager, Dublin City Council
PJ Timmins	Chair, Dublin Chamber of Commerce
Mary Twomey	Senior Policy Advisor, Forfas
Professor Ferdinand Von Prondynski	President, Dublin City University
Declan Wallace	Executive Manager, Dublin City Council

Creative Dublin Alliance Members

John Tierney (Chair)	City Manager, Dublin City Council
Joe Horan	County Manager, South Dublin County Council and Designated Regional Manager
Dr John Hegarty	Provost, Trinity College Dublin
Dr Hugh Brady	President, UCD
Professor Ferdinand von Prondzynski	President, Dublin City University
Professor Brian Norton	President, Dublin Institute of Technology
Gina Quinn	Chief Executive Officer, Dublin Chamber
John O'Brien	Head of Planning, Regions and EU Affairs, IDA
Gerry McMahon	Regional Manager, Enterprise Ireland
Finola McDonnell	Senior Policy Executive, IBEC
Michael Stubbs	Assistant City Manager, Dublin City Council
Declan Wallace	Executive Manager, Dublin City Council
Dick Gleeson	City Planner, Dublin City Council
Peter Finnegan	Director of Office of International Relations & Research, Dublin City Council
Jean Byrne	Design Twentyfirst Century
Margaret Whelan	Head of Innovation and Industry Services, DIT
Lorna Maxwell	Senior Executive Officer, Dublin City Council

Jim Dunne	Design Twentyfirst Century
Vannesa Ahuactzin	Creative Director, Design Twentyfirst Century

Previous Members:

Cllr Eibhlin Byrne	Lord Mayor, Dublin City
Cllr Pat Hand	Cathaoirleach, Dublin Regional Authority
Professor Mark Keane	Vice-President for Innovation, UCD
Kieran Donoghue	Executive Vice-President Globally Traded Business

Interviewees

Brian Cotter	American Chamber of Commerce
Pat Nolan	Department of Enterprise, Trade and Employment
Amanda Bane	Department of Foreign Affairs
George Shaw	Department of the Taoiseach
John Shaw	Department of the Taoiseach
Jean Byrne	Design Twenty First Century
Gina Quinn	Dublin Chamber of Commerce
Tom Coffey	Dublin City Business Association
Anthony Abbott King	Dublin Docklands Development Agency
Patricia Potter	Dublin Regional Authority
Frank Magee	Dublin Tourism
Richard Cremmins	Dún Laoghaire Rathdown County Council
Wessel Badenhorst	Dún Laoghaire Rathdown County Council
Frank Ryan	Enterprise Ireland
Frances Ruane	ESRI
AnnMarie Farrelly	Fingal County Council
Martin Cronin	Forfás
Eoin Collins	GLEN
Michael Kelly	Higher Education Authority
Matt Moran	IBEC
Kieran O'Donoghue	IDA Ireland
David Begg	Irish Congress of Trade Unions
Alan Taylor	Lisney
Don Thornhill	National Competitiveness Council
Rory O'Donnell	National Economic and Social Council
Frank Gannon	Science Foundation Ireland
Mattie McCabe	Science Foundation Ireland
Jim Walsh	South Dublin County Council
Emer O'Gorman	South Dublin County Council

Dublin City
Baile Átha Cliath

dlr
Comhairle Contae County Council

Comhairle Contae
Átha Cliath Theas
South Dublin County Council

Fingal County Council
Comhairle Contae Fhine Gall

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July 2009

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