

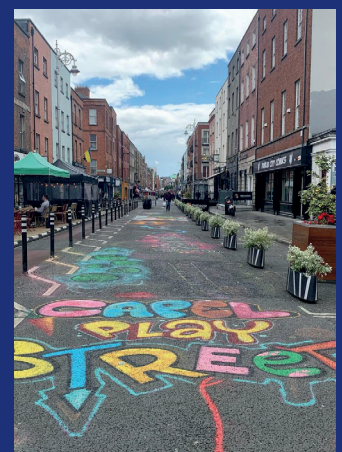
Capital City





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The roll out of DCC public realm strategy resulting in physical improvements to some of our important streets - Capel Street



Foreword by David McRedmond

Affection for Dublin - “town” - is genuinely held and deeply felt. Dublin is beloved and though not a world city like London, New York or Paris, it is still a great and distinct European city; arguably the literary capital of the English-speaking world; and it is beautiful, located between the Dublin Mountains and the Irish Sea. The city has become a global technology hub, and an international finance centre.

But since the global financial crisis and the Covid-19 pandemic, Dublin city centre has become less welcoming. Every stakeholder group - from local residents to those in Greater Dublin, shopkeepers and workers, tourists and foreign investors - report that Dublin feels less safe, is heavily littered, and visibly rundown. As the world changes, the city centre is becoming less relevant to daily life, and this is reflected in the material and social conditions of our streets.

Hybrid working sees fewer people in city offices than before the pandemic. Migration, whether refugees, asylum seekers, or the large number of people fleeing war in Ukraine, has placed a huge strain on the city (while also providing a capable and willing workforce). The online shopping habits which accelerated in the pandemic are growing inexorably reducing the intensity of high-street shopping. And a drugs' epidemic sees many vulnerable people urgently seeking help in our inner city.

It was this scale of change that led the Taoiseach to appoint a Taskforce, an intensive intervention into the future of Dublin city centre.

There is no lack of imagination or plans to improve city life. Dublin City Council (DCC) does excellent work every day, constantly delivering innovative projects, often with limited funding, supported by the Gardaí, the National Transport Authority (NTA) and other agencies. Dublin does not need a new plan. Instead, the objective of the Taskforce is about delivery at a scale and pace to surpass the scale of the external challenges.

To that end, the Taskforce has agreed a list of ten “Big Moves” to revitalise the city. Most have been in previous reports but either have not yet been implemented or are sub-scale. This is a holistic view. The moves are interdependent, and it is the combination that will deliver exceptional change:

1. Revitalise O'Connell Street and environs
2. Prioritise the total regeneration of social housing complexes in the city centre
3. Convert derelict sites into high-density residential with provision for essential workers
4. Make policing and security more visible and add 1000 more Gardaí
5. Deliver more targeted and better located services for vulnerable populations in the city centre
6. Implement a dedicated waste management plan for the city centre
7. Operate the City Centre Transport Plan with agility
8. Offer Dubliners compelling reasons to visit the city centre
9. Create a marketing and communications function for Dublin
10. Evolve appropriate governance for a capital city

Affection for Dublin
'town' is genuinely
held and deeply felt



The Complex multi-disciplinary arts centre in Dublin is committed to providing arts to all people and space to artists for all art forms.



Through the deliberations of the Taskforce with the many stakeholders in the city, systemic issues have become apparent which prevent good plans being implemented at pace. Most are outside the scope of the Taskforce but need to be called out and addressed:

We need to restore our commitment to the common good. Too frequently, plans are stopped or delayed at the hands of special interests or individuals, either through complaint, political lobbying, or judicial review. Whether it be by moral pressure, a change to our judicial guidelines, legislation, or even constitutional change, restoring a commitment to the common good would see a rapid acceleration of new developments in the city (and the country).

Government can implement better due process and administrative standards. Ireland has been well served by successive governments and its civil service, which operates with integrity. But the lack of consistent administrative standards slows down projects and frustrates the work of agencies. A programme to install consistent, transparent and efficient administrative standards throughout the system could deliver immediate benefits. Civil servants, and state agencies can both benefit from subsidiarity and clear due process.

We need to calibrate projects at a higher level. It is not possible to cultivate a safe, liveable and hospitable city through cost-cutting with, for example, fewer street cleaners, fewer guards and fewer flat caretakers. The changes in the external environment require an equal scale of response in the plans for the city. We need to make big changes now. The return will be in social stability and happiness; and in economic terms, should be measured by the strategic interests of the State such as the amount of Foreign Direct Investment the country attracts (heavily impacted by the reputation of Dublin).

Dublin requires unique governance. Dublin is rare as a capital city without its own city-wide government. London was transformed by a mayoral office, and Manchester and Birmingham are undergoing similar rejuvenation. Most European cities operate a mayoral model with much greater control over funding and expenditure than the local government model in Dublin. The capital city's needs are different to much of the rest of the country. For example, there is no single marketing function for the city to counter the growth of misinformation through social media, and to correct a dangerously misleading narrative about the city.

It is encouraging that the Taoiseach recognises the urgency for the intervention of a Taskforce to help guide the development of the city. The good news is that much improvement is already underway. Thanks to DCC, major public realm upgrades are completed or commencing such as Liffey Street and College Green; the Dublin City Library is breaking ground; meanwhile-use is transforming

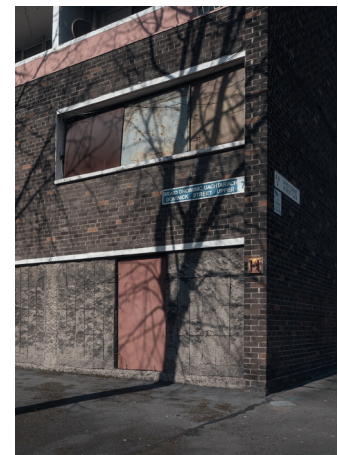
Capel Street (The Complex is an excellent example); and most significantly as this report goes to press news emerges that Workday, a major US Tech firm is locating its European HQ in the heart of the city (College Square in Tara Street), possibly the largest single office-letting in the history of Dublin.

I am grateful for the work of the Taskforce's members, the generous and enthusiastic engagement of stakeholders, especially DCC, and the direction from the Department of the Taoiseach.

It is 100 years since Sackville Street was renamed O'Connell Street, the iconography of a newly independent State. Now we can confidently reinvent our city centre for generations to come.



David McRedmond
CEO, An Post



The problems are not for lack of imagination but for poor systems and structures





Executive Summary

The Dublin City Taskforce was established by the Taoiseach in May 2024 with the objective to develop a set of recommendations to rejuvenate and revitalise Dublin. Membership of the Taskforce represents key agencies working in the city centre in public service, community health, business and union, arts, culture and tourism as well as private sector representatives in the fields of architecture, urbanism and design. David McRedmond, CEO of An Post, acts as the independent chair. Full membership can be found in Appendix A.

Context

Though there is much to be positive about Dublin, the function of the city centre has profoundly altered, accelerated by the Covid-19 pandemic. Fewer people traveling to work in offices daily, a shift in shopping and socialising patterns and concerns that the streets are not safe have contributed to a growing reluctance to engage in city centre activities and a significant drop in footfall. As fewer people have cause or desire to walk the city's streets, particularly after business hours, the resulting lack of activity adds to the sense of emptiness and neglect and emboldens anti-social behaviour and visible drug taking. This further reinforces the perception that the streets are unsafe and leads to a vicious circle of declining footfall and rising insecurity.

To address these issues, the Taskforce aligned behind three common missions:

- More people living in the city centre
- Streets that look cleaner and feel safer
- A healthy, vibrant, always-on city that respects its heritage





Dublin by Night Fest,
funded by Dublin City
Council, Fáilte Ireland, Dept.
of Tourism, Culture, Arts,
Gaeilteacht, Sports & Media
and Dublin Town.

Taoiseach's Taskforce
for Dublin



Executive Summary

Ten Big Moves

To deliver on these missions, we have identified ten Big Moves that should be addressed immediately.

1. Revitalise O'Connell Street and environs

- Adapt Area of Special Planning Control for fast-tracked planning and mixed use
- State purchase and retendering of key vacant sites
- Redevelop the General Post Office (GPO) as major public building
- Develop area as cultural hub
- Fast-track the delivery and funding of DCC's public realm projects
- Convert above ground-floor for residential use

2. Prioritise the total regeneration of social housing complexes in the city centre

- Grant approval of exchequer funding in full
- Simplify planning, procurement and project management approvals

3. Convert derelict sites into high-density residential with provision for essential workers

- Increase significantly DCC's revolving fund to purchase vacant and derelict sites
- Create a public-private partnership for high-density residential development
- Launch a grant aid scheme for housing of city-centre essential workers

4. Make policing and security more visible and add 1000 more Gardaí

- Add 1000 gardaí to city centre area to bring to EU average and accelerate re-assignment of An Garda Síochána (AGS) non-core duties
- Establish city warden programme to support policing
- Expand private security on public transport with increased powers
- Upgrade CCTV network and enact legislation for real time monitoring
- Relocate O'Connell Street garda station to the GPO pending development

5. Deliver more targeted and better located services for vulnerable populations in the city centre

- Ensure emergency accommodation and processing facilities are more equitably spread across Greater Dublin
- Develop and enact new bye laws to regulate on-street charitable services
- Reduce street-based, poly-drug use through enhanced services

6. Implement a dedicated waste management plan for the city centre

- Withdraw derogation on bagged waste immediately
 - Move to a single waste management provider in city centre via tender process
 - Run city-centre anti-litter campaign
 - Establish city warden programme
-

7. Operate the City Centre Transport Plan with agility

- Implement the next phases of the Transport Plan
 - Direct EU last mile consolidated delivery project
 - Increase night-time transport services
 - Repurpose some major carparks for cycle parking and logistic hubs
 - Create orbital sites for 24/7 coach parking with EV shuttle services
-

8. Offer Dubliners compelling reasons to visit the city centre

- Develop a meanwhile-use strategy and plan to utilise the city's vacant space
 - Identify 3-4 high footfall areas to create attractive "visitor corridors"
 - Reimagine the Dubliner trail as a key visitor attraction
 - Provide funding for cultural institutions to stay open later in the evening
 - Develop a plan to deliver sustainable development of hotels
 - Fund and promote Dublin's Night-Time Economy strategy
 - Continue the basic income scheme for artists and expand Space to Create scheme
-

9. Create a marketing and communications function for Dublin

- Run 'always-on' marketing campaigns
 - Develop major digital platform for Dubliners
 - Manage the meanwhile-use plan
 - Coordinate a multi-year events programme across public and private sectors
 - Extend Smart Dublin data sharing
-

10. Evolve appropriate governance for a capital city

- Establish a team under the Department of the Taoiseach to drive implementation of the Taskforce plan over three years
 - Make decision on the enduring governance for the city
 - Identify lessons learnt from implementation to be applied to other parts of Dublin and the country
-

This is not a costed plan but indicative scoping across all the recommendations shows a requirement for additional capital expenditure in the region of €750m -1bn and additional yearly operational expenditure of €100-150m across the agencies. There are a number of funding mechanisms that could be leveraged to support implementation of this plan including state level supports through funds like the Urban Regeneration and Development Fund (URDF), European level supports through the European Investment Bank (EIB) and others, public-private partnerships and the introduction or enforcement of levies such as a tourist tax, congestion charges and increased vacant property levies.

What's the issue?

O'Connell Street holds immense historical, cultural and symbolic significance for the city and the country. Often cited as the widest street in Europe, it is a bustling commercial area with shops, cafes and cultural venues like theatres, art galleries and museums nearby. There is much in the area's public realm to commend, with recent examples on Capel Street and Liffey Street greatly improving the streetscape. However, empty and neglected buildings, traffic congestion and a lack of significant investment have led to a dysfunctional and unappealing street. If Dublin is a city centre that needs urgent intervention, O'Connell Street is the emblem of that.

Fewer people on the streets during the day, a consequence of hybrid working and a shift towards shopping online means the O'Connell Street area no longer functions as a purely retail destination. Instead, there is an opportunity to develop the area for more mixed use, including residential, hospitality, cultural and night-time use alongside the existing retail and commercial usage. The area is close to a wide range of major event venues for sporting, cultural and business events and consideration should be given to opportunities for local business and residential communities to benefit from the proximity of these venues.

We share Dublin City Council's vision to lead O'Connell Street into its next centenary as the physical and emotional heart of our city and our state – a welcoming, accessible and positive space for working, living, visiting, socialising and engaging in a wealth of cultural activities.

This requires a step-change in how the area is developed and we recommend that regeneration of the area should be managed as a special programme with a multi-agency mandate as well as public-private partnership investment, and specific regulatory and policy standards to allow rapid implementation of infrastructure and capital programmes that are sympathetic to the heritage of the area. While O'Connell Street is the primary focus, we recommend that the programme of work should extend from Parnell Square to College Green and include the radial streets on either side.

Recommendations

- Adapt the current Area of Special Planning Control and implement changes for fast-tracked planning, mixed use development by removing Category 1 and 2 retail street designations and provisions for meanwhile-use (see Big Move 9)
Owner: DCC
- Establish a multi-year programme in partnership with private landlords to revitalise O'Connell Street and adjoining streets. At a high level, the programme would include:
 - State purchase of key vacant and derelict sites for redevelopment as high density, high quality residential units (see Big Move 3)
 - Decision on the future use of the GPO by end Q1 2025. Proposals made to the Taskforce include the creation of a world class Museum of the Irish Nation, the relocation of RTÉ or conversion to a major government department
 - Development of the area as a cultural hub through:
 - Meanwhile-use development (see Big Move 8)
 - Opening of the City Library, the expansion of the Hugh Lane Gallery and expansion of the Abbey Theatre
 - Reopening of the Ambassador Theatre
 - Fast-tracked delivery and funding of public realm projects as per DCC's planned works including:
 - Street upgrades
 - Pedestrianisation and street widening for accessibility
 - Cycleways
 - Laneway development
 - Lighting and greening plans
 - Significant increase in the existing revolving fund to address vacancy and dereliction (see Big Move 3)
 - Creation of a city centre schools greening fund to cultivate green spaces**Owner: DCC**
- Establish a major programme to convert above ground-floor units for apartment living through special planning and an enhanced Living City Initiative
Owner: DCC
- Establish a dedicated multi-functional city development team within DCC to deliver above
Owner: DCC

Prioritise the total regeneration of social housing complexes in the city centre

What's the issue?

It would be cynical to plan the rejuvenation of Dublin city centre without addressing the serious levels of deprivation in the area. A chronic underinvestment in the existing social housing complexes in the city centre has led to substandard living conditions for many residents of the city, affecting their quality of living, economic stability and physical and mental health. Poor quality housing with inadequate amenities creates hotspots for antisocial behaviour that undermine the community's quality of life and visitor experience.

As the landlord of these complexes, DCC is responsible for the provision of safe, efficient and sustainable homes for long term tenants. While regeneration projects are underway, the bureaucratic funding and approvals processes and the complexity of competing priorities within the Council has led to a glacial pace of regeneration.

We recommend the total regeneration of all existing social housing in the city centre within three to five years.

Many stakeholders including the Inner City Enterprise, the North East Inner City (NEIC) initiative and local schools in the area have expressed the importance of community facilities, particularly for children's sports, in fostering a healthy and well community. Therefore, all regeneration plans must include well designed public spaces such as green spaces, playgrounds, recreational areas and communal facilities to further enhance the quality of life of residents.

Focus needs to be given to both immediate and long-term strategies to combat deprivation in the city centre and to improve social inclusion, especially for new communities. We welcome the recent addition of intercultural development coordinators in the NEIC, and:

- Expanding and continuing to fund the NEIC initiative and consideration of a similar initiative for the south inner city
- Increasing access to education and training programmes to enhance employment opportunities

Recommendations

- Approval of exchequer funding in full, up front and made available directly to DCC
Owner: Department of Public Expenditure and Reform (DPER)
- Derogation from standard Capital Works Management Framework staged funding approval processes, planning and building regulations and devolved project management responsibility to DCC
Owner: Department of Housing, Local Government and Heritage
- Expedition of public procurement process and commencement of works using existing frameworks
Owner: DCC

Convert derelict sites into high-density residential with provision for essential workers

What's the issue?

Dublin is one of the most sprawling cities in the European Union (EU). A national disinclination for apartment living coupled with complex planning regulations and high construction costs has led to a lack of high-density residential stock in the city centre. This conversely has seen the improvement of suburban villages exacerbating a move away from city centre living. Project Ireland 2040 emphasises the importance of managing sustainable growth within Dublin with development of centrally located areas to provide housing, jobs and amenities thereby reducing urban sprawl.

A populated city centre is vital to Dublin's future, with the benefits of economic efficiency, shorter commutes, better access to private and public services, lower carbon footprint from developing brownfield sites and greater preservation of green space in the surrounding area. Lived-in streets are safer and more attractive. Securing a larger, permanent community in high density, high quality residential units is essential to Dublin's vitality.

However, the byzantine planning system, along with high construction costs and rental caps, has contributed to a lack of large-scale residential development in the city centre. The government has recognised this and recent interventions such as the establishment of a specialised Planning and Environment court, the proposed Planning Act and the current overhaul of An Bord Pleanála should help to address the inefficiencies. On a smaller scale, conversion of above shop units has been stifled by regulatory burdens and should be addressed.

DCC have ongoing plans to secure and convert derelict buildings into residential developments, and this development should be supported and expanded and supports for conversion of above shop units should be enhanced (see Big Move 1). In addition to this programme of work, we recommend the establishment of a public-private partnership between the Council and a private developer to develop a high density, high quality residential scheme, sympathetic to the heritage of the area, with a balance of private and affordable housing. This could include the conversion of unused office space to residential use.

Best practice in urban planning sees diversity in use (retail, residential, commercial), in scale (above-the-shop and high-density residential) and in residents (socio-economic, employment status and life-stage.). We see great potential by encouraging those who work locally to live locally, through a scheme for frontline workers to be provided with affordable city centre housing. Evidence from other jurisdictions like the UK has shown that supporting frontline workers to live in the city centre, closer to the communities they serve, contributes to economic revitalisation by increasing the demand for local goods and services, aid a sense of stability and safety and a more cohesive community.

Such a scheme would help to address a major concern of many of the stakeholders we consulted – a crisis in recruiting staff in the city centre, across public service (and private industry) roles such as healthcare workers, public transport workers, council staff, guards, teachers and retail and hospitality staff. A higher cost of living, including accommodation costs, was cited as the main constraint. Rent for a city centre one-bedroom apartment in Dublin is 50% higher than the mean average of capital cities in our EU peer group with rent increases in Ireland in both the medium and longer term the highest among advanced EU economies.

In the longer term, consideration should be given to a Dublin salary weighting or tax relief to further encourage workers to live in the city. We also recognise the importance of artists to contribute to the diversity of a city and support the extension of the basic income scheme for artists.

Recommendations

- Significant increase in DCC's existing revolving fund to address vacancy and dereliction (see Big Move 1)
Owner: Department of Housing, Local Government and Heritage
- State purchase of suitable sites for redevelopment as high density residential through public-private partnership
Owner: DCC
- Establishment of a grant aid system whereby public sector employers such as the Health Service Executive (HSE) or AGS, local schools and DCC receive additional funding for purchase or lease of residential stock for their employees
Owner: Relevant departments

What's the issue?

Addressing safety concerns is cited by all the stakeholder groups consulted in the process of this report as essential to the city centre's future. Safety is both a perception issue and a real issue. The perception of the city centre as safe has declined sharply especially during and since the Covid-19 pandemic with challenging youth behaviour as a particular issue. Crime statistics do not show a sharp increase over the same period; or that Dublin is an outlier against peer cities. But actual crime statistics do not show the full picture as much anti-social behaviour falls outside of crime definitions. Our view is that more visible security in the city centre is essential.

Dublin falls short of the European average of police to inhabitants in the city with one police officer per 373 inhabitants compared to the EU average of one police officer per 293 inhabitants, representing a shortfall of approximately 1,000 Gardaí. In addition, while efforts are being made to allow members to concentrate on frontline policing, there are a number of Gardaí involved in non-policing work in the city centre, work that could be carried out by other agencies.

While acknowledging issues beyond the scope of the Taskforce such as retention and recruitment for AGS; overcrowding in the prison system; and the need for more interventions for repeat offenders, including juvenile offenders, there are other security responses which can support, and be supported by AGS.

Transport is a particular concern, especially for female passengers. Extending private security operatives through the transport networks is underway and should be strengthened, through good co-ordination with AGS.

The visibility of softer surveillance and official presence is a feature of many European cities. Local city wardens with powers over littering etc. is a positive measure which should be tested.

In addition, we recommend further investment in youth diversion projects and more evening engagement with youth workers community policing initiatives aimed at integration of new communities and continued collaboration between An Garda Síochána and other support services for vulnerable individuals.

Longer-term the biggest contribution to safety, and the perception of safety, is a vibrant, lived-in city centre. As such the safety issue cannot be considered in isolation from the other Big Moves, especially on housing.

Recommendations

- Approval to fund a minimum of 1000 additional gardaí in Dublin on a phased basis over the next three years
Owner: Department of Justice
- Upgrade CCTV to provide for cameras at identified problematic areas including laneways and public spaces and enact legislation to facilitate real time monitoring and efficient analysis
Owner: DCC and Department of Justice
- Accelerate programme to re-assign AGS non-core duties in Dublin to other agencies
Owner: Department of Justice
- Extension and expansion of private transport security as well as a broadening of their existing powers across public transport and greater coordination with AGS across all modes of public transport
Owner: National Transport Authority
- Enact legislation to prohibit social media platforms from facilitating the circulation of videos, images, or live streaming of members of AGS engaged in their work, without consent
Owner: Department of Justice
- Establish a city warden programme, which would incorporate the current community safety warden programme, to liaise with local businesses, promote social activities, operate mobile safety vehicles and enforce bye laws, including but not limited to littering and other anti-social behaviours
Owner: DCC
- Relocation of the O'Connell Street Garda Station to the GPO pending longer-term development
Owner: AGS

Deliver more targeted and better located services for vulnerable populations in city centre

What's the issue?

We recognise the state's duty to *'promote the common good, ...so that the dignity and freedom of the individual may be assured'*.

Parts of Dublin city centre carry a disproportionate share of the provision of emergency accommodation, placing a strain on an already under-resourced area. Dublin is also a primary entry point for many International Protection Applicants. Concentration of vulnerable and transient cohorts risks social exclusion and exacerbation of social problems.

The relatively recent phenomenon of charities providing food, tents and other services on the street, while well-intentioned, further adds to this rise in social issues. These groups are for the most part unregulated and do not have the skills or experience to engage with people who have complex and multiple needs. The model of on-street delivery in high profile locations risks the privacy, dignity and the safety of people using the service, attracts anti-social behaviour and drug dealing and degrades the public realm.

While problem drug use is not exclusive to the street-based population, it is more likely to be prevalent in this cohort of people. As previously referenced, safety is a major concern for people in the city centre and visible drug taking and dealing is a contributor to that. While we recognise that policies and services for drug treatment are set at national level and are therefore out of scope of this report, there are certain issues that have had a direct impact on drug use in Dublin and should be addressed. The profile of drug use in the city has changed and services need to be dynamically adapted to meet evolving needs.

The Department of Health, through their Reducing Harm, Supporting Recovery National Drug Strategy, have highlighted the need to expand the geographical spread of relevant quality drug and alcohol services. We support this, in particular on the shortage of residential treatment options for people who use drugs problematically in Ireland. This shortage is most acute outside of Dublin. This has led to people travelling from across the country to access residential treatment services in Dublin.

Further, the recommendations from the Citizens' Assembly on drug use could significantly reduce antisocial behaviour in Dublin's city centre by shifting the focus from criminalisation to a health-led approach.

We recognise the complexity and sensitivity of issues concerning vulnerable groups and the potential for these issues to be exploited and misrepresented. These are societal issues and it is the work of expert groups including the HSE, local authorities, state departments and non-governmental organisations (NGOs) to design and implement the required policies.

Recommendations

- Cross-government agreement on new emergency accommodation facilities in prescribed inner-city areas
Owner: Department of the Taoiseach
- Direction from central government for coordination between the four local authorities in Dublin on allocating homeless accommodation facilities across a wider spread over a period of two years
Owner: Department of Housing, Local Government and Heritage
- Review city centre location of IPO processing facilities and consideration for relocation and integration with healthcare services
Owner: Department of Justice
- Develop and enact new bye laws to regulate on-street charitable services such as soup kitchens and other services
Owner: DCC
- Direction from central government to HSE, Dublin Region Homeless Executive (DRHE), IPAS, DCC and all local authorities across the country to review and amend policies that draw people to Dublin city centre
Owner: Multiple
- Urgently develop an agreed response to street-based poly-drug use in the city centre; including mobile supervised drug consumption services
Owner: HSE, AGS and addiction services
- Develop and implement a pilot co-responder model in the defined area, partnering Gardaí with health professionals to provide immediate, on-site support for individuals in crisis, improving public safety and well-being
Owner: AGS & HSE
- Increase drug treatment services, particularly Low Threshold Residential Stabilisation Services, for people with complex & multiple needs, including poly-drug use, in urban hubs outside of Dublin city centre (Greater Dublin and other counties.)
Owner: HSE

Implement a dedicated waste management plan for the city centre

What's the issue?

Street litter and overall cleanliness in Dublin city centre have become significant issues, with the area consistently ranking poorly in cleanliness surveys. Cleanliness is regularly cited as one of the top concerns with the city centre among consumer groups as well as local businesses.

The causes of the litter problem are multi-faceted. The continued prevalence of single use, disposable food and drink ware leads to more waste being generated and discarded improperly. Public behaviour also plays a role. Having a littered environment is self-perpetuating and despite the best efforts of DCC's waste management teams, there is evidence of a drop in standards of behaviour among both the public and private businesses.

However, the biggest contributor to the litter issues in Dublin is the current system of multiple private providers of waste management services with their own operating processes and collection times. Having multiple providers of waste management services has created complexity and a lack of accountability in the city centre. Methods of bagging and collection are failing with bagged waste left on the streets for hours, vulnerable to local wildlife and occasionally members of the public.

We recognise that an immediate return to municipal waste management is not feasible and may be subject to legal challenge, but moving to re-municipalisation of waste management on a phased basis should be considered in the long term. In the meantime, we advocate for a move to a procurement process where operators would compete in a tender process for the market rather than competition within the market.

Recommendations

- Directive to waste management providers to provide immediate alternative solutions to presentation of bagged waste and full withdrawal of derogation of bagged waste
Owner: DCC
- Development of a policy framework, with supporting legislative changes if required, that supports transition to a single waste management provider to manage the entire waste management needs of the city i.e. litter bins, civic amenity sites and bring centres, commercial and residential waste service and launch competitive tender process
Owner: DCC
- Increase litter enforcement capability during the day and night [See recommendation in Big Move 5 on city wardens]
Owner: DCC
- Development of an anti-litter campaign targeting businesses and private individuals
Owner: Implementation team (see Big Move 10)
- All change of use or new planning applications for either commercial, office or residential development to provide sufficient place for waste storage
Owner: DCC

What's the issue?

Dublin is currently the 3rd most congested city in Europe. A heavy reliance on private vehicles contributes to air pollution and compromises our sustainability goals. The lack of a metro is a major comparative disadvantage against other European cities.

The Dublin City Centre Canal Cordon Count 2023 shows that travel by sustainable modes across the canal cordon has been growing steadily while those by car mode have been reducing. However, in the greater Dublin area (including the city centre), car usage is still the leading mode of transport for all trips at 54%. Public transport numbers have recovered following the Covid-19 pandemic and have now exceeded the March 2020 figures. While population and economic growth would account for some of this percentage growth, the remaining growth is a result of improvements in the capacity and coverage of the network. Much of the growth in passenger numbers relates to movement in suburban Dublin rather than into and out of the city centre.

The objective of the Dublin City Centre Transport Plan is to reduce the 60% of car traffic and commercial vehicles that pass through the city while retaining those that need to access the city and to use the remaining road space in the city centre to facilitate sustainable transport movement – walking, cycling and public transport. The cost of implementing the traffic management changes is minimal compared to the savings that can be accrued on public transport in terms of reduced congestion and more efficient running times. Recent Red C research highlights that pedestrianisation increases activity and thus perceptions of safety, particularly among young people.

Associated with the changes in traffic movement in the city centre is the opportunity to improve the public realm and provide an improved walking, wheeling and cycling environment, with cleaner air from reduced carbon emissions.

It is particularly important that transport hubs such as the main rail stations and Busáras are upgraded and maintained at a higher standard. Semi-State Companies and State Agencies are major contributors to congestion and emissions. We all need to do a better job to improve the public realm (as Dublin Bus has done with the cleanliness of the bus fleet).

While outside the scope of the report, we endorse the major ongoing and planned investments in transport infrastructure in the greater Dublin area including the Metrolink, BusConnects, the planned upgrade of Luas stock and platforms and the planned extension of Luas lines. These projects delivered at pace will contribute to the rejuvenation of Dublin city centre.

Recommendations

- Acceleration of the City Centre Transport Plan with provision for regular review and amendment if required
 - Address known gaps that would aid active travel such as widened footpaths and pedestrian only areas**Owner: NTA & DCC**
- Acceleration of decarbonisation commitments in the city centre cordon except where sustainable alternatives are not possible
Owner: Department of Transport
- Implementation of the European Commission last mile delivery project using logistical hubs (Project Senator)
Owner: An Post & DCC
- Major increase in night-time transport through doubling of 24-hour bus routes and more late-night taxis (incentivised through higher late-night fares)
Owner: NTA
- Repurpose major carparks in the city centre to facilitate more pedestrian movement, act as cycle parking, logistics hubs and other uses
Owner: DCC
- Implementation of public realm interventions to improve the walking, wheeling and cycling environment of O'Connell Street area (see Big Move 1)
Owner: DCC
- Creation of orbital sites around the city for 24/7 coach parking with EV shuttle services to move visitors sustainably within the city
Owner: NTA

Offer Dubliners compelling reasons to visit the city centre

What's the issue?

Despite the rich cultural offerings, the city centre provides too few reasons to visit, especially now that the suburbs have greatly improved public realm. Many national cultural institutions close early. Our theatres can attract up to 1000 people in an evening, but attendees often have no reason to dwell in the area.

The night-time offering is still centred on pubs and restaurants, when shifting social behaviours require more diversity. Perception of safety and use of public transport contribute to a reluctance to visit the city centre.

Though Dublin has developed a busy schedule for large events, a lack of coordination has led to significant challenges in some areas like transport, policing and visitor accommodation. Conversely the winter is under-served with events.

Meanwhile-use could transform the inner city. Spaces can be used as music venues, artist or theatrical spaces, food and hospitality and retail/markets. A concerted effort between DCC, developers, and specialist meanwhile-use coordinators could deliver immediate benefits.

We recognise the importance of the arts to the vitality of the city centre. The development of new major cultural institutions is a critical role of the State and the O'Connell Street area should be prioritised for any new cultural investment (see Big Move 1).

While the primary focus is on the experience of Dublin residents, we acknowledge that Dublin has a significant shortage of appropriate tourism accommodation with our performance well exceeding the threshold for capacity constraints. The constraints could be further exacerbated when initiatives relating to short-term letting (STL) come into effect. Fáilte Ireland estimates that 2,700 current listings on STL platforms for Dublin (city and county) may no longer be available for use by tourists. Fáilte Ireland estimates that additional hotel bedrooms of c9,000, are required to meet the projected demand growth by 2030.

The required tourism accommodation should be developed in a way that supports urban regeneration. As tourism accommodation drives visitor footfall and revenue to local areas on weekdays and weekends and during daytime and nighttime, it has proven to be a powerful lever to drive urban regeneration.

The capped Dublin Airport capacity is a matter outside of the Taskforce's remit, but it is a concern that the city centre could see a sharp drop-off in tourist numbers. Investment in hotel properties may be delayed in the short-term.

Recommendations

- Develop a meanwhile-use strategy and plan to utilise the city's vacant space (in particular, outdoor space) for musical, artistic and cultural events, artists workspaces, community spaces or public amenities like toilets
Owner: Implementation team
- Create a vibrant artistic community in the city centre through continuation of the basic income scheme for artists and expansion of the Space to Create scheme
Owner: Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media and DCC
- Identify 3-4 high footfall areas to create "visitor corridors". Using Crime Prevention Through Environmental Design (CPTED) principles, these corridors will be safe, clean and attractive spaces, with enhanced public realm and animation, connecting visitor attractions and key hubs in the city e.g. the Gate's proposal for a cultural corridor
Owner: Fáilte Ireland and DCC
- Reimagine the current Dublin trail as a key visitor attraction, similar to Boston's Freedom Trail
Owner: Fáilte Ireland and DCC
- Provide funding for cultural institutions to stay open later in the evening and to coordinate their offerings to maximise engagement
Owner: Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media
- Develop a joint plan between Fáilte Ireland, DCC and the other Dublin local authorities to deliver sustainable development of hotels
Owners: Dublin local authorities and Fáilte Ireland
- Adopt a co-ordinated approach to event programming with cross-agency coordination and advanced planning that facilitates a more even spread throughout the year
Owner: Implementation team
- Fund and promote Dublin's Night-Time Economy strategy and plan and ensure it is adequately resourced
Owner: Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media

Big Move 9

Create a marketing and communications function for Dublin

What's the issue?

The narrative of Dublin has become deeply negative. Social media is full of reports of violence, of hostility, of heavy littering etc. most of which is misinformation. The negative perception is reducing the number of people, mainly from Greater Dublin, visiting the city. Consequently, with fewer people the city centre feels even less safe.

We need to change this narrative. A positive image of Dublin will attract more people into the city adding to a sense of safety and vibrancy.

While DCC, Fáilte Ireland, Dublin Bus, etc. market their own activities, the whole is less than the sum of the parts. Many private sector or cultural organisations lack the funds to run impactful campaigns. Multiple agencies with different mandates mean that there is a significant gap in delivering cohesive and comprehensive information to Dubliners and the city's identity is being lost.

A dedicated team responsible for communicating about all aspects of city life, from events and cultural activities to essential services and infrastructure projects would ensure consistent messaging, effective branding and direct engagement with residents. It would foster a more connected and resilient community, where residents feel informed, supported and actively involved in the city's growth and development.

The 'Believe in Dublin' campaign last Christmas showed the potential of marketing activation. Dublin should have an 'always-on' campaign, promoting the excellent activities from DCC, private sector institutions etc.

As well as public facing communications, there is a need for better inter-agency sharing of information and data to improve decision-making, co-ordinate events and allow for analytics to predict future trends. The Covid-19 Taskforce was an excellent example of inter-agency collaboration where appropriate data sharing agreements and collaborations across multiple agencies ensured that accurate and timely data was used to support the public health response and a similar approach should be taken here.

Recommendations

- Create a high-level Dublin marketing team to own and manage the brand of Dublin through 'always on' marketing campaigns, development of a high-profile digital platform and proactive/reactive communications. This team would also:
 - Work closely with DCC, Fáilte Ireland, Dublin Town, arts and cultural organisations, events and hospitality organisations and others to ensure cohesive messaging and avoid information silos
 - Work with DCC and others to manage the meanwhile-use strategy and plan (see Big Move 8)
 - Promote Dublin as an entity with private sector investors e.g. MIPIM

Owner: Implementation team

- Expand the role of Smart Dublin through data sharing agreements to support effective management of all aspects of the city centre and make effective, data-driven decisions

Owner: Smart Dublin

What's the issue?

Dublin is too large and distinct to be managed by the national government. Resolving the challenges presented in this report requires dedicated leadership with devolved decision making from government departments.

Most of the report's recommendations stem from previous reports or plans where implementation has been delayed or minimised.

The implementation challenge is real. All the agencies and actors involved in Dublin operate with good intent. The regulations and laws which can sometimes slow progress are well intentioned. But the system needs to develop in line with best practice across European cities, which sees real power and funding at a city level.

Given the complexity of the challenge and the legacy of failed reports in the past, we believe the key differentiator of this report will be clear action – an implementation process that delivers for the people of Dublin and of Ireland. Successful implementation must adhere to the guiding principles of pace, agility and transparency.

The proposal for an elected mayor has been thoroughly debated and recommended at the Citizens' Assembly. Any successful city governance model needs much greater control over funding and spending than currently devolved to local councils. Transition from national government to a new governance model will take time but there is an immediate need for coordination to implement the Taskforce report.

Recommendations

- Immediate establishment of a Taskforce implementation steering committee with membership at the level of Secretaries General and CEOs of agencies
- Immediate establishment of a Taskforce implementation team with a part-time chair and full-time project team under the auspices of the Department of the Taoiseach. The team would have the following objectives:
 - To develop the Taskforce recommendations into a comprehensive, costed plan of delivery over a three-year time period and to extinguish itself at the end of three years or when an enduring governance model is in place, whichever is sooner
 - To deliver some aspects of the delivery plan directly and to coordinate delivery of others through the relevant agencies
 - To incorporate the Dublin marketing team (see Big Move 9)
 - To provide updates regularly and publicly on progress including a terminal report on what has been achieved, what has not occurred and lessons for the future.

Owner: Department of the Taoiseach

- Hold a plebiscite (if required) for the establishment of a mayoral office

Owner: Department of the Taoiseach

Further work will be required to fully quantify the cost of implementing the recommendations set out in this report. However, it is clear that it will require commitment from government for significant funding on an immediate and a sustained basis to deliver the scale of work required at pace. Many recommendations are already included in existing programmes. Initial scoping estimates indicate it would require additional funding of €750m - 1bn in capital expenditure and €100 - 150m in operating expenditure annually.

Trying to calculate a return on investment for the various initiatives can be a spurious exercise. As the report has highlighted, Ireland's reputation as a progressive, successful economy with stable government and social cohesion is heavily influenced by Dublin's reputation. In line with the government's successful economic strategy, to attract more foreign direct investment, the most obvious return on investment will be an increase in the % share of Foreign Direct Investment (FDI) that Ireland can attract. As FDI contributes over €35bn in tax revenues annually, any change positively or negatively in FDI share gained by Ireland has an impact that is a multiple of any investment in the city.

But investing in the rejuvenation of Dublin city centre is a long-term commitment that cannot be measured in purely monetary returns. The government's commitment to the United Nation's Sustainable Development Goals includes 'Sustainable Cities' as one of 17 SDGs. And the broader political culture, as reflected in the tax structure, is towards progressive equality.

Once established, the implementation team will need to develop a detailed investment case for this programme of work, working with central government, DCC and the other agencies. The success of this programme will be dependent on a well-resourced plan, against which funding will need to be secured and progress tracked. Development of this investment case will be complex for several reasons:

1. There are high levels of interdependencies between recommendations
2. There will be a need for the programme to be integrated with delivery of existing projects and of business-as-usual operations
3. Some parts of the plan will be delivered through the implementation team, some through the agencies themselves and some are already included in spending plans

Funding mechanisms

There are a number of funding mechanisms that could be leveraged to support implementation of this plan ringfenced for the city. These include state level supports through funds like the Urban Regeneration and Development Fund (URDF), European level supports through the European Investment Bank (EIB), public-private partnerships and the introduction or enforcement of levies such as a tourist tax, congestion charges, increased vacant property levies or a lifting of the derogation for rates on State buildings. Any decision on fundraising is a matter for government and is outside the remit of the Taskforce. A detailed review of funding mechanisms could be carried out by the implementation team.

Ireland's reputation as a progressive, successful economy with stable government and social cohesion is heavily influenced by Dublin's reputation.



**Dublin City
Taskforce Members**

David McRedmond	(Chair), CEO, An Post
Aideen Howard	Director, The Ark
Angela Willis	Assistant Commissioner, An Garda Síochána
Anna McHugh	Head of Corporate Comms, An Post
Anne Graham	CEO, National Transport Authority
Darrell Kavanagh	MD, Image Now
Ethel Buckley	Deputy General Secretary, SIPTU
Karl Mitchell	Director of Services, DCC
Liz Halpin	Head of Dublin, Fáilte Ireland
Máire Henry	VP, RIAI; Director dhb Architects
Richard Guiney	CEO, Dublin Town
Stephen O'Malley	CEO, Civic Engineers
Tony Duffin	CEO, Ana Liffey Drug Project

The purpose of the Taskforce was to develop a cohesive and focused list of recommendations to improve the city centre and make it a safer, more attractive and more desirable place to live, work and visit. The terms of reference from the memorandum to Cabinet are:

- To make clear and concrete recommendations on improving the city centre's public realm, safety and experience - making it a more thriving, attractive and safe cityscape; and a desirable location to live, work, do business and visit
- To take an evidence-informed approach and interrogate and harness existing efforts and initiatives underway to inform the work and have regard to the existing plans, structures and processes for driving forward change in the inner cordons of the city centre, north and south
- To deliver its recommendations to the Taoiseach and the Government for consideration by the end of August
- To review work already underway by Dublin City Co-ordination Office and its recommendations will inform the conclusion of a well-integrated Dublin City Action plan.
- The Taskforce's recommendations may also be transferrable to other parts of Dublin City and other city centres

We are grateful to the many agencies who provided pro bono support, the stakeholders that provided their time and input and the individuals and groups who submitted ideas and thoughts on the city centre.

Methodology and stakeholder consultation

The Taskforce met in person for several full-day meetings in June, July and August. As well as representation on the Taskforce itself, members conducted wide stakeholder consultation which was central to the development of the final recommendations. We worked closely with previously established groups like the City Coordination Office and the Rejuvenation Action Group as well as the NEIC Initiative. The full list of stakeholders can be found in appendix C.

We recognise that substantial work has already been undertaken by the above groups and others to develop plans, recommendations and reports on the rejuvenation and regeneration of Dublin city centre. The project team collated relevant reports over the last twenty years and conducted analysis of these publications to identify the common recommendations as well as understand the obstacles to implementation. A full list of documents reviewed can be found in appendix D. Given the timeframe, no original research was carried out other than stakeholder consultation.

The recommendations of the Taskforce are made by the group as a collective. They were not voted on and are not endorsed by the individual agencies.

The consultation process included individual meetings, focus groups and group meetings to which a wider range of individuals and groups were invited. This list covers those that were able to attend these meetings and not the full list of invitees.

An Bord Pleanála

Avison Young

Colm MacEochaidh, Judge of the General Court of the European Union

David Barnville, President of the High Court

David McWilliams, Economist

DCC Focus Group - Commerce

AIB Group
Asia Market
Convention Centre Dublin
DIAGEO Ireland
Legacy Communication
The Complex, Smithfield
The Church Cafe Bar
Urban Land Institute

DCC Focus Group - Community

Disability Federation of Ireland
Dublin City Community Co-op
Kids Inc
National Youth Council of Ireland
Outhouse

Dublin Bus

Dublin Chamber

Dublin City Architects

Dublin City Council

Dublin Civic Trust

Fáilte Ireland Focus Group

EPIC - The Irish Emigration Museum
DoDublin
Trinity College Dublin
Irish Tourism Industry Federation
St. Patricks Cathedral
Aloft Dublin City
Office of Public Works
National Museum of Ireland
Christ Church Cathedral Dublin
Diageo Irish Brand Homes

Fáilte Ireland	Moore Street Preservation Society
First Music Contact	Music Network
Gaelscoil Choláiste Mhuire	North East Inner City (NEIC)
Genesis	North Inner City (NIC) & South East Area (SEA) Councillors
Hammerson	Linders Property Group
HSE	Peter McCann, The Merrion Hotel
Houses of the Oireachtas Eamon Ryan, TD, Green Party, Dublin Bay South, Minister for Environment, Climate and Communications, and Minister for Transport Paschal Donohoe, TD, Fine Gael, Dublin Central, Minister for Public Expenditure, National Development Plan Delivery and Reform Jim O'Callaghan, TD, Fianna Fáil, Dublin Bay South Ivana Bacik, TD, Labour Party, Dublin Bay South (Fiona Connelly, Councillor) Mary Lou McDonald, TD, Leader of Sinn Féin, Dublin Central Chris Andrews, TD, Sinn Féin, Dublin Bay South Gary Gannon, TD, Social Democrats, Dublin central	Piper's Corner
	Reddy Architecture and Urbanism
	Restaurant Association of Ireland
	Retail Excellence Ireland
	Royal Institute of Architects of Ireland (RIAI)
	Smart Cities
	Scott Tallon Walker Architects
Ibec Dublin	Seán Harrington Architects
IDA Ireland	South Georgian Core Residents Association
Inner City Enterprise	The Abbey Theatre
IPUT Real Estate	The Ark Children's Council
Irish Doctors for the Environment	The Arts Council
Irish Hotel Federation	The Complex
Irish Institutional Property	The Gate Theatre
Licensed Vintners Association	The Little Museum of Dublin
James Geoghegan, Lord Mayor of Dublin	The Temple Bar Company
Kat Hanna, Urbanist	Universities DEI Community
Michael McDowell, Senator	National College of Ireland Royal College of Surgeons in Ireland Technical University (TU) Dublin Trinity College Dublin

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Behaviours and attitudes towards Dublin City Centre.	Restaurants Association of Ireland	2024
Report on Engagements on Policing Matters	Joint Committee on Justice	2024
Dublin Economic Monitor	Dublin City Council, Dun Laoghaire Rathdown County Council, Fingal County Council, South Dublin County Council,	2024
Dublin Metropolitan Area Walking and Cycling Index 2023	NTA	2024
SPSV Environment May 2024	NTA	2024
Attitudes towards Dublin City Centre	Dublin Town	2024
Safety in Dublin City Research	Dublin Town	2024
HRB Bulletin: 2023 Drug Treatment Demand	Health Research Board	2024
Special Purpose Vehicles for Delivering Regeneration & Renewal	Avison Young	2024
Dublin - An international comparative study on the future of living, working, playing and staying downtown.	Blossity	2024
Tourism & Hospitality Cost and Price Benchmarking	Fáilte Ireland	2024
Project Senator	An Post	2024
Dublin Hotel Pricing: A Comparative Review	Fáilte Ireland	2023
Profile of Visitors to Dublin 2023 (survey)	Fáilte Ireland	2023
Dublin City Council - Dublin City Sports Plan 2023 - 2028	Dublin City Council	2023
Dublin Regional Tourism Development Strategy 2023 – 2027	Fáilte Ireland	2023

Title	Publisher	Publish Date
Traffic Changes Research	Dublin Town	2023
CARPE NOCTEM: DUBLIN Towards an Evening and Night Strategy for Dublin	Dublin City Council	2023
Canal Cordon Report 2023: Report on trends in mode share of vehicles and people crossing the Canal Cordon 2006 - 2023	NTA/Dublin City Council	2023
Key Tourism Facts 2022	Fáilte Ireland	2023
Review of Global Ireland: Ireland's Global Footprint to 2025 Achievements and New Priorities	Department of the Taoiseach	2023
Various Report from the Dublin Citizens' Assembly - 2024/2023	Houses of the Oireachtas	2023
2023 Law Engagement & Assisted Recovery (LEAR) Report	Ana Liffey	2023
Dublin Regional Enterprise Plan to 2024	Department of Enterprise, Trade and Employment	2022
Taxi driver research - Wave 6	National Transport Authority	2022
Report on the Broadstone Together survey	Broadstone Together	2022
Position Paper on Greening of Urban Environments and Public Health	HSE Public Health Medicine Environment and Health Group	2022
Dublin City Center Transport Plan 2023	Dublin City Council/ NTA	2022
Vibrant, Vital and Sustainable: Regenerating Dublin City Centres Commercial Core for the 2020's and beyond	Dublin Town	2022
Dublin Business Priorities 2023	Dublin Chamber of Commerce	2022
College Green Dame Street Project: Strategic Assessment Report	Dublin City Council	2022

Title	Publisher	Publish Date
A Safe, Planned & Controlled Reopening of Temple Bar	The Temple Bar Company	2021
The 2019–20 Irish National Drug and Alcohol Survey: Main findings	Health Research Board	2021
Rebuilding Dublin: A Resilient Capital City; Helping Dublin remain a premier Global City and the Engine Room of the Irish Economy	Dublin City Council	2021
Report of the Night-Time Economy Taskforce	Department of Tourism, Culture, Arts, Gaeltacht, Sports and Media	2021
Dublin City Cultural Infrastructure Study	Dublin City Council	2021
On-Street Food Services in Dublin: A Review	Dublin City Council	2021
The Annual Report 2019	Grangegorman Development Agency	2020
Dublin: The 15 Minute City	Dublin Chamber	2020
Role & Function of Retail in the City Centre - Review of the Dublin City Council Development Plan 2022-2028	Dublin City Council	2020
NDA Factsheet 5: Where do Persons with Disabilities Live	National Disability Authority	2020
Policing with Trust	Ana Liffey	2019
Dublin's Global Reputation	Dublin Chamber of Commerce	2019
A Better Dublin is Possible	People Before Profit	2019
Dublin Hospitality Zone Assessment: After Dark Solutions	Dublin Town	2019
Recommendations to initiate a MaaS Programme in Dublin	Smart Dublin	2019
GeoView Residential Q4 2019	GeoDirectory	2019
Rent Index 2019 Q1	Residential Tenancies Board	2019

Title	Publisher	Publish Date
Disability Profile: Dublin City	Disability Federation of Ireland	2018
Bringing Back Homes:	Department of Housing, Planning and Local Government	2018
Manual for the reuse of existing buildings	The Department of Housing, Planning and Local Government	2018
Reimagining Dublin One Laneways	Dublin City Council	2018
The Future of Policing in Ireland	Commission on the future of policing in Ireland	2018
Canal Cordon Report 2017: Report on trends in mode share of vehicles and people crossing the Canal Cordon 2006 - 2017	NTA/Dublin City Council	2017
Drugs and the City – A Vision for Dublin A discussion document	Dublin City Council	2017
Reimagining Dublin One	R/UDAT Report	2017
Temple Bar Square Refurbishment	Dublin City Council	2017
An Outline Plan for the Social and Economic Regeneration of Dublin's Northeast Inner City (Mulvey)	NEIC Dublin	2017
Reducing Harm, Supporting Recovery	Department of Health	2017
Time For Change - A Research Study on Begging in Dublin City Centre	Ana Liffey	2016
Dublin City Development Plan 2016–2022 - Written Statement	Dublin City Council	2016
Dublin City Development Plan 2011 – 2017 - Written Statement	Dublin City Council	2016
Draft - Temple Bar Public Realm Plan	Dublin City Council	2016
Dublin City Local Economic and Community Plan 2016–2021	Dublin City Council / Dublin City Local Community Development Committee	2015

Title	Publisher	Publish Date
Local Area Plans - Guidelines for Planning Authorities	Department of the Environment, Community and Local Government	2013
Retail Design Manual - A companion document to the Retail Planning Guidelines for Planning Authorities	The Department of Arts, Heritage and the Gaeltacht	2012
George's Quay Local Area Plan	Dublin City Council	2012
Your City Your Space - Dublin City Public Realm Strategy	Dublin City Council	2012
Anti-Social Behaviour and your area	Dublin City Council	2011
A better City for all - A partnership approach to address public substance misuse and perceived anti-social behaviour in Dublin City Centre	Strategic Response Group	2011
Temple Bar Area Business Evaluation	TASCQ & Temple Bar Cultural Trust	2009
Retail Strategy for the Greater Dublin Area 2008-2016	Dublin City Council, Dun Laoghaire Rathdown County Council, Fingal County Council, South Dublin County Council, Meath County Council, Kildare County Council, Wicklow County Council and the Department of Environment, Heritage and Local Government	2008
Draft - Dublin City Night-Time Economy Advisor Medium Term Strategy	Dublin City Council	

Acronym	Definition
AGS	An Garda Síochána
CSO	Central Statistics Office
CPTED	Crime Prevention Through Environmental Design
DCC	Dublin City Centre
DEI	Diversity, Equity and Inclusion
DRHE	Dublin Region Homeless Executive
EIB	European Investment Bank
EU	European Union
EV	Electric Vehicle
FDI	Foreign Direct Investment
GPO	General Post Office
HRB	Health Research Board
HSE	Health Service Executive
IBAL	Irish Business Against Litter

Acronym	Definition
IDA	Industrial Development Agency
IPAS	International Protection Accommodation Services
NEIC	North East Inner City
NIC	North Inner City
NTA	National Transport Authority
PSC	Public Spending Code
RIAI	Royal Institute of Architects of Ireland
SDG	Sustainable Development Goals
SEA	South East Area
SIPTU	Services, Industrial, Professional and Technical Union
TD	Teachta Dála
URDF	Urban Regeneration and Development Fund

Many thanks to the Dublin City Taskforce:
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Tony Duffin, CEO, Ana Liffey Drug Project

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