



**NOTIFICATION TO ATTEND MEETING OF THE PLANNING, INTERNATIONAL RELATIONS
AND PROPERTY DEVELOPMENT SPC**

TO BE HELD IN THE COUNCIL CHAMBER, CITY HALL, DAME STREET, DUBLIN 2.

ON THURSDAY, 10 SEPTEMBER 2015 AT 3.30 PM

AGENDA

THURSDAY, 10 SEPTEMBER 2015

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**STRATEGIC POLICY COMMITTEE
PLANNING & INTERNATIONAL RELATIONS**

**TUESDAY 8th SEPTEMBER 2015
@ 3.30 P.M.**

COUNCIL CHAMBER

CITY HALL

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STRATEGIC POLICY COMMITTEE

**PLANNING
& INTERNATIONAL RELATIONS**

Tuesday 8th September 2015 @ 15:30

Council Chamber - City Hall

AGENDA

- 1. Minutes of meeting of 23rd June 2015**
- 2. Matters arising**
- 3. Development Plan Update**
- 4. Living City Initiative Update**
- 5. Review of Section 48 Financial Contribution Scheme Report**
- 6. International Relations**
- 7. A.O.B.**

**Strategic Policy Committee
Planning and International Relations
Minutes of Meeting held on 23rd June 2015 Council Chamber, City Hall**

Attendance

Cllr. Andrew Montague (chair)
Cllr. Cathleen Carney Boud
Cllr. Cróna Ní Dhálaigh
Cllr. Daithí De Róiste
Cllr. Janice Boylan
Cllr. Kieran Binchy
Cllr. Patrick Costello

Mr. Alex Sproule
Mr. John McGrane
Ms. Oznur Yucel-Finn
Mr. Patrick King
Ms. Valerin O 'Shea

Cllr. Mannix Flynn
Cllr. Ruairí McGinley

Apologies

Cllr. Áine Clancy
Cllr. Éilis Ryan

Officials

Mr. Jim Keogan, Assistant Chief Executive
Mr. Peter Finnegan, Executive Manager, Economy & International Relations
Mr. Paul Clegg, Executive Manager, Planning & Department
Ms. Maire Igoe, Senior Executive Officer
Mr. Mick Ryan, Senior Executive Officer
Ms. Niamh Lambert, Administrative Officer

The Chairperson welcomed new committee member Mr John McGrane from the British Irish Chamber of Commerce.

1. Minutes of Meeting of 28th April 2015

Order: Agreed

2. Matters Arising

Cllr Flynn requested a copy of the presentation under **Item 4**.

The Assistant Chief Executive informed the meeting that report from the Chief Executive together with a recommendation on the Part 8 application for the Henrietta Street Visitor Centre proposal will be presented to the July City Council Meeting.

Regarding **Item 5** the dublinbikes scheme Cllr Flynn suggested signage should be in place to advise cyclists not to cycle on the footpaths as there are areas in Europe where cycling is allowed on the footpath. The ACE will refer this issue to the dublinbikes Project Manager.

3. Living City Initiative

This is an Initiative of the Departments of Finance and Heritage. Agreed to make representation to the Department to have it extended to include landlords. The City Council is examining ways which can maximise the Initiative's potential and we are in consultation with other cities in Ireland regarding best practice.

Order: Report noted

4. RPS and City Development Plan Review Process

Order: Report noted

5. NIAH recommendations and the RPS

The ACE will clarify if NIAH list is confidential or if it can be circulated to members of the SPC.

Order: Report noted

6. Motions referred by Development Plan Review Process

(a) **Motion 38** – included as part of Living City Initiative.

(b) **Motion 74** – a question is before the Council on this matter, outside the scope of Planning SPC. Refer to Housing SPC.

(c) **Motion 343** – agreed to review Planning website for next meeting and make presentation to meeting.

(d) **Motion 382** – review with Motion 343 above.

(e) **Motion 387** – dealt with under Planning and Development Act 2000 (as amended).

7. International Relations

Peter Finnegan, Executive Manager presented reports and informed members that review of International Relations Policy is ongoing. He showed a promotional DVD *Why Dublin?* made to attract foreign students to Dublin.

Order: Reports noted

8. A.O.B:

Emergency Motion in the name of Cllr Éilis Ryan:

That the committee requests the Chief Executive facilitate an emergency extension of the O'Connell Street Special Planning Scheme by one year, to September 2016, and to develop a continued new scheme in that period, in light of the recent acquisition of Clerys in dubious circumstances.

The ACE responded that in the legislation there is no provision for the Chief Executive to extend an Area of Special Planning Control. There is provision for a Scheme to be reviewed or amended or revoked as a reserved function of the elected Members. The proposal around this Motion will be discussed at a Special Meeting of the City Council on 29th June.

Next meeting: Scheduled for 8th September 2015 @ 3.30 in the Council Chamber, City Hall.



Draft Section 48 Development Contribution Scheme 2016-2020

Section 48 of the Planning & Development Act, 2000, as amended, enables a Planning Authority, when granting planning permission under Section 34 of the Act, to attach conditions requiring the payment of a contribution in respect of public infrastructure and facilities benefiting the development of the administrative area of the Planning Authority. This relates to public infrastructure and facilities that are provided, or that it is intended will be provided, by or on behalf of the Local Authority.

Section 48 (2) specifies that the basis for the determination of the contribution shall be set out in a Development Contribution Scheme which shall state the basis for determining the contributions to be paid in respect of public infrastructure and facilities which are provided or are to be provided by a Local Authority. The Planning Authority shall have regard to the actual estimated cost of providing the classes of public infrastructure and facilities, except that any benefit which accrues in respect of existing development may not be included in any such determination.

Following a review of the 2010 to 2017 Scheme the current Development Contribution Scheme was adopted by the Council on the 2nd December 2012 for the period 2013-2015. The Scheme reduced the core contribution rate by 26.44% reflecting reduced infrastructure costs and supporting Government efforts to promote business and renewed economic activity. Furthermore since responsibility for water services projects transferred to Irish Water a 50% reduction to the Water/Drainage element has applied since 1st January 2014.

The City Council's current Scheme expires on the 31st December 2015 and it is proposed to introduce a revised scheme with effect from 1st January 2016 subject to the approval of the Council. A copy of the Draft Development Contribution Scheme 2016-2020 is circulated with this report.

The four Dublin Local Authorities, Dublin City Council, Dun Laoghaire-Rathdown County Council, Fingal County Council and South Dublin County Council engaged Future Analytics as consultants to undertake 'An Economic and Market Analysis of the Development Sector and the factors influencing development in the four Dublin local authority administrative areas' in order to provide background information to assist with the reviews of each authorities Scheme. The consultant's report will be made available on Sharefile and a hard copy on request.

The main findings of the consultants in relation to Dublin City are summarised as follows:

Economic Analysis: Economic conditions are improving and with a growing population there will be demand for residential and commercial properties. New residential/commercial development is required to meet growing demand. In relation to industrial provision as current stock is old and small in size the trend to redevelop it will continue but any large scale development is unlikely to occur within the period of this Scheme.

Assessment of Likely Trends: The market is in recovery but is still fragile. Demand is not uniformly spread and not all construction is yet viable. With end values for residential development generally increasing, viability is spreading geographically. Office locations in the city centre are viable however non traditional locations are unlikely to become viable within the timeframe of this Scheme. Retailing conditions have improved with prime locations in highest demand. The opportunity to develop new large scale retail is limited in the next five years but there will be opportunities for smaller retail developments as part of mixed use schemes. In relation to industrial lands, large scale development is unlikely to take place before 2020.

Analysis of Construction/Development Costs: While it is difficult to predict future development land costs it is noted that small changes in property values greatly impact land values. Construction costs are on the increase and a rate of increase of 5 to 6% per annum for the period of the scheme is predicted.

Indexation: The Society of Chartered Surveyors of Ireland Construction Tender Price is recommended as it has been more reflective of the market over the previous years than other indices. It is also the only independent assessment of construction tender prices in Ireland.

As part of this review of the existing Scheme and in order to inform the draft 2016 to 2020 Scheme, the City Council examined

- Development contributions,
- Projections of infrastructure which could be included in the Scheme,
- Permissions granted, commenced and not commenced,
- Development capacity of available zoned land,
- Projections of development by sector for 2016-2020 inclusive.

The estimated capital expenditure over the period 1st January 2010 to 31st December 2015 in respect of eligible infrastructure is €96.8m. The table below sets out the different classes of infrastructure, the contributions collected and capital expenditure incurred.

Infrastructure Class	Contributions Collected	Capital Expenditure
Class 1: Roads infrastructure & facilities	€30,591,292.26	€23,552,683.00
Class 2: Water & Drainage infrastructure & facilities	€25,620,207.27	€46,166,871.00
Class 3: Parks & open space facilities & amenities	€4,053,346.22	€7,759,133.00
Class 4: Community facilities & amenities	€11,165,821.67	€9,013,737.00
Class 5: Urban regeneration facilities & amenities	€5,047,563.22	€10,300,841.00
	€76,478,230.65	€96,793,265.00

In order to determine eligible costs for the draft Scheme each relevant Department of the City Council provided cost details of projects which it projected will proceed during the period of the draft Scheme totalling €359m. Adjustments were made to reflect the opening position, and the costs were reduced to reflect the “existing user benefit” discount. This resulted in eligible costs of €225m being identified (**see Appendix1**).

The consultants' analysis of the development sector, the status of permissions granted and an assessment of the overall quantum of available zoned lands including an estimation of the potential capacity of these lands was undertaken by the Planning Department.

The projected number of social housing units (including those units likely to be provided under Part V and those provided by voluntary and co-operative housing bodies) were excluded from the quantum of residential development identified for the purpose of the draft Scheme as they are exempt from Development Contributions.

Dividing the net eligible costs for the years 2016 to 2020 by the aggregated floor area of projected development would result in increasing the development contributions payable per square meter of new development from €86.40 per sqm to €140.83 per sqm in the case of residential development and from €70.06 per sqm to €114.20 per sqm for industrial/commercial development.

While the economic analysis provided by the consultants indicates improving conditions it also highlights the fragile nature of the recovery and that any change in variable costs could have a negative effect on development activity. The City Council is mindful of the need to ensure the correct balance is struck 'between the funding of public infrastructure and the need to encourage economic activity and promote sustainable development patterns' (Development Contributions - Guidelines for Planning Authorities, DOECLG).

Accordingly the rates proposed in the draft Scheme are the same as the current rates:

Residential	Industrial/Commercial
€86.40 per sqm of new build & extensions in excess of 40sqm	€70.06 per sqm

The projected income from these proposed rates under the draft Scheme is €138.2m. With other sources of income currently standing at €56.4m the City Council will need to source alternative funding to bridge the funding gap of €164.5m.

Under the draft Scheme it is proposed to hold the existing rates at least until the end of 2017 in order to provide certainty to the market and stimulate the supply of development. It also provides that indexation may be applied for the remainder of the Scheme in accordance with the Society of Chartered Surveyors of Ireland Construction Tender Price Index.

Main differences between the 2013-2015 Scheme and the Draft Scheme 2016-2020

Class 2

The draft Scheme proposes the same classes of infrastructure as the current scheme with the exception of Class 2 which will be renamed 'Drainage (surface water) infrastructure & facilities' on account of the transfer of the water infrastructure to Irish Water.

% Contribution Allocation

The % of contributions to be allocated to the different classes of infrastructure has been adjusted in the draft Scheme.

Infrastructure Class	Current levy allocation 2013-2015	Proposed levy allocation 2016-2020
Class 1: Roads infrastructure & facilities	40%	30.24%
Class 2: Drainage (surface water/flooding) infrastructure & facilities	33.50%	14.61%
Class 3: Parks & open space facilities & amenities	5.30%	11.89%
Class 4: Community facilities & amenities	14.60%	17.16%
Class 5: Urban regeneration facilities & amenities	6.60%	26.10%

Reason:- to reflect the demand for investment in the different categories of infrastructure.

Hospitals

Currently clarification is provided that 'Hospitals and similar developments' will not be exempt. The draft Scheme further clarifies this by stating 'Hospitals, medical facilities, primary care centres and similar developments including any ancillary buildings' will not be exempt.
Reason:- to bring clarity.

Indexation

Consideration may be given to applying indexation to the rates of contribution effective from 1st January 2018 having regard to the Society of Chartered Surveyors of Ireland Construction Tender Price Index.

Reason:- The SCSi construction tender price index has been more reflective of the market over the previous years than other indices. It is the only independent assessment of construction tender prices in Ireland.

Planning Applications

This Scheme is effective in respect of Planning Applications lodged with Dublin City Council from the 1st of January 2016, where a development contribution is applicable under this Scheme. Any application lodged before this date where a decision has not yet been determined by the 1st of January 2016 will be subject to the terms of the Section 48, Dublin City Council Development Contributions Scheme 2013-2015.

Reason:- To give clarity and certainty to the market.

This report is being forwarded to Members for information and noting.

The making of a Scheme is a reserved function of the Council. In order to have a Scheme operational on the 1st January next the Council intends to publish notice on 14th September, 2015, under Section 48(4) of the Planning & Development Act, as amended stating that a draft scheme has been prepared and is on public display and that submissions /observations will be accepted over a six week period.

In addition a copy of the draft Scheme will be sent to the Minister for the Environment, Heritage & Local Government who may make recommendations. Four weeks following receipt of submissions the Chief Executive will prepare a report on the submissions received and will submit this report to the Council. Not later than six weeks after receipt of the Chief Executive's Report, the Council will decide by resolution to vary / modify or make the scheme as submitted by the Chief Executive.

Jim Keogan

Assistant Chief Executive

Dated this the 27th day of August 2015

**Dublin City Council
Draft Development Contribution Scheme 2016 - 2020**

(under Section 48, Planning & Development Act, 2000 as amended)

INTRODUCTION

1. Sub-section (1) of Section 48 of the Planning and Development Act 2000 as amended, enables a planning authority, when granting a planning permission under Section 34 of the Act, to include conditions for requiring the payment of a contribution in respect of public infrastructure and facilities benefiting development in the area of the planning authority, and that is provided, or that it is intended will be provided, by or on behalf of a local authority (regardless of other sources of funding for the infrastructure and facilities).
2. (a) Subsection (2) of Section 48 requires that the basis for the determination of a contribution under subsection (1) shall be set out in a development contribution scheme made under this section.

(b) A scheme may make provision for payment of different contributions in respect of different classes or descriptions of development.
3. (a) Subsection (3) of Section 48 specifies that a scheme shall state the basis for determining the contributions to be paid in respect of public infrastructure and facilities, in accordance with the terms of the scheme.

(b) In stating the basis for determining the contributions to be paid, the scheme must indicate the contribution to be paid in respect of the different classes of public infrastructure and facilities which are provided or to be provided by any local authority and the planning authority shall have regard to the actual estimated cost of providing the classes of public infrastructure and facilities, except that any benefit which accrues in respect of existing development may not be included in any such determination.

(c) A scheme may allow for the payment of a reduced contribution or no contribution in certain circumstances, in accordance with the provision of the scheme.
4. Subsection (15)(a) specifies that a planning authority may facilitate the phased payment of contributions under Section 48 of the Planning and Development Act 2000, as amended and may require the giving of security to ensure payment of contributions.

DEFINITIONS

5. (i) Section 48 of the Planning and Development Act 2000, as amended ("The Act") gives the following meaning to "public infrastructure and facilities" -
 - (a) "the acquisition of land,
 - (b) the provision of open spaces, recreational and community facilities and amenities and landscaping works,
 - (c) the provision of roads, car parks, car parking places, sewers, waste water and water treatment facilities, service connections, watermains and flood relief work

- (d) the provision of bus corridors and lanes, bus interchange facilities (including car parks for these facilities) infrastructure to facilitate public transport, cycle and pedestrian facilities, and traffic calming measures,
 - (e) the refurbishment, upgrading, enlargement or replacement of roads, car parks, car parking spaces, sewers, waste water and water treatment facilities, service connections or watermains,
 - (f) the provision of high-capacity telecommunications infrastructure, such as broadband,
 - (g) the provision of school sites, and
 - (h) any matters ancillary to paragraphs (a) to (g)".
5. (ii) "scheme" means a development contribution scheme made under Section 48 of the Act.

BASIS FOR DETERMINATION OF CONTRIBUTION

6. The basis for determination of a contribution under the Dublin City Council Development Contribution Scheme 2016-2020 ("the Scheme") is as follows;
- (a) The amount of the costs which are attributable, in the years to 2020 to the five classes of public infrastructure and facilities (listed in the table at Article 9 below). These costs are given in Table A of Appendix I of this Scheme
 - (b) The aggregated floor areas in square metres of projected development, in the years to 2020, in each of the classes or descriptions of development, namely, residential class and industrial/commercial class. These floor areas are given in Table B of Appendix I which is annexed to this Scheme
 - (c) The development contributions payable per square metre of residential development, and of industrial/commercial development were determined upon consideration of a number of factors including:
 - Eligible costs of projects;
 - Expected quantum of development;
 - The level of existing contribution rates;

And the following:

- (d) An examination of current market conditions

The result of the above analysis is shown in Article 9 of the Scheme.

DEVELOPMENT CONTRIBUTION SCHEME

7. This Dublin City Council Development Contribution Scheme 2016 - 2020 ("the Scheme") is made under Section 48 of the Planning and Development Act 2000, as amended ("the Act").
8. Under the Scheme, Dublin City Council will, when granting a planning permission under Section 34 of the Act, include conditions for requiring the payment of a contribution (the amount of which is indicated below under the heading Level of Contribution) in respect of public infrastructure and facilities benefiting development in the City and that is provided, or that it is intended will be provided, by or on behalf of Dublin City Council (regardless of other sources of funding for the infrastructure and facilities).

LEVEL OF CONTRIBUTION

9. Under the Scheme, the contributions to be paid (except where an Exemption or Reduction applies, see Article 10 below) in respect of the different classes of public infrastructure and facilities are as follows:-

10.

Class of Public Infrastructural Development	€ per square metre of Residential Development	€ per square metre of Industrial/ Commercial class of Development
Class 1: Roads infrastructure & facilities	26.13	21.19
Class 2: Drainage (surface water/flooding) infrastructure & facilities	12.62	10.24
Class 3: Community facilities & amenities	10.27	8.33
Class 4: Parks and open space facilities	14.83	12.02
Class 5: Urban regeneration facilities & amenities	22.55	18.28
Total of Contributions Payable	€86.40	€70.06

Note 1: The above rates shall be applied to Planning Applications lodged with Dublin City Council from the 1st of January 2016, where a development contribution is applicable under this scheme. The above rates shall be fixed from 1st January 2016 to 31st December 2017. Consideration may be given to applying indexation to the rates of contribution effective from 1st January 2018 in consideration of the SCSi Construction Tender Price Index.

Note 2: With the exception of ancillary non-residential surface car parking, the floor area of proposed development shall be calculated as the gross floor area. This means the area ascertained by the internal measurement of the floorspace on each floor of a building (including internal walls and partitions) and including mezzanine floors. In the case of multi-unit residential buildings, only the gross floor area of each residential unit will be included.

Note 3: New extensions to existing developments, including domestic extensions, will be charged at the above rates subject to Exemptions and Reductions Clause 11.

CONTRIBUTION IN LIEU OF OPEN SPACE

11. The Dublin City Development Plan provides the discretion to the Council to determine a financial contribution in lieu of all or part of the open space requirement for a particular development. The Plan provides that in the event of the planning authority considering a site to be too small or inappropriate to fulfill Dublin City Development Plan requirements for open space provision a financial contribution towards provision of or improvements to a park and/or enhancement of amenities in the area in line with the City's Park Strategy shall be required.

EXEMPTIONS AND REDUCTIONS

12. The following categories of development will be exempted from the requirement to pay development contributions under the Scheme:
- The first 40sq meters of extensions to a residential development (subsequent extensions or extensions over and above 40 square meters to be charged at the residential rate per square meter);
 - Development in receipt of a disabled persons' grant;
 - Social housing units, including those which are provided in accordance with an agreement made under Part V of the Planning and Development Act (as amended) or which are provided by a voluntary or co-operative housing body, which is recognised as such by the Council;
 - Non-fee paying primary schools and secondary schools;
 - Not-for-profit, community-run childcare facilities;
 - Development to be used for social, recreational or religious purposes and not to be used for profit or gain;
 - Development to be used as a workshop, training facility, hostel or other accommodation specifically for persons with disabilities and not to be used for profit or gain;
 - The non-built elements of recreational facilities (eg. Playing pitches, golf courses);
 - Works to, and change of use from residential use to commercial and vice versa, of buildings included in the Record of Protected Structures. Protected Structure refers to the actual structure(s) and does not include development within its curtilage;
 - Ancillary uncovered surface car parking;
 - Residential ancillary car parking;
 - Masts and antennae, dish and other apparatus/equipment for communication purposes that form part of the National Broadband Scheme (NBS) as defined by the Department of Communication, Energy and Natural Resources (DCENR)
13. **For clarification purposes, the following development will not be exempt from the requirement to pay development contributions;**
- **Third level educational institutions and student accommodation**
 - **Fee paying schools**
 - **Hospitals, medical facilities, primary care centres and similar developments including any ancillary buildings**
14. The following categories of development will be liable for a reduced rate of development contributions under the Scheme:
- Where an applicant is granted permission to demolish in part or in full an existing building and replace with another, then the development contribution payable is to be charged on the net additional floorspace created

- In the case of a change of use from residential use to commercial and vice versa, development contributions will be calculated at 50% of the applicable rate. Where development contributions under a Section 48 Scheme were paid in respect of the former use, the contribution payable on the new proposal will be net of the quantum of development previously paid for. The Development Contribution Scheme does not provide for any rebate or refund in this regard. Agents/applicants should provide evidence of prior payment at application stage in order to expedite assessment and avail of this provision.
 - Permissions for minor extensions to Protected Structures shall be calculated at 50% of the applicable rate of contribution. For the purposes of this Scheme, minor extension is defined as a new extension which is no greater than 50% of the extent of the total floorspace of the Protected Structure. Protected Structure refers to the actual structure(s) and does not include development within its curtilage.
 - Open storage/hard surface commercial space development, other than car parking, shall be liable for development contributions at one third of the commercial rate
 - Ancillary non-surface, non-residential car parking will be calculated at 50% of the applicable rate of contribution
 - Temporary permissions shall be liable for development contributions at one-third of the applicable rate of contribution. Further temporary permissions granted for the same development will not be charged provided they are granted within 5 years from the expiry date of the original temporary grant of permission (a maximum of one such additional temporary permission will apply). In cases where a subsequent full planning permission is granted for the same development the contribution payable on the new proposal will be net of the amount already paid.
15. **Exemptions and Reductions shall not apply to permissions for retention of development.**

PAYMENT OF CONTRIBUTION

16. Conditions requiring payment of the contributions provided for in the Scheme will be imposed in all decisions to grant planning permissions made following the making of the Scheme by the Council. The operative date of the scheme is from 1st January 2016.
17. The contributions under the Scheme shall be payable prior to commencement of development or as otherwise agreed by the Council. Contributions shall be payable at the rate pertaining to the year in which implementation of the planning permission is commenced, as provided for in the Note I to the table at Article 9 above.
18. The Council may facilitate the phased payment of contributions payable under the Scheme, and the Council may require the giving of security to ensure payment of contributions.
19. The Council, in accordance with statutory powers, may recover as a simple contract debt in a court of competent jurisdiction any contribution (including interest and legal costs) due to it under the terms of this scheme. Furthermore, the Council may instigate enforcement action under the Planning and Development Act, 2000 as amended in respect of unpaid development contributions and all associated costs and fees.

20. Where applicable, connections to drainage (surface water) services will be denied at commencement of development where the development contribution has not been paid in full or paid in part in an agreed installment plan. The development contribution is required for capital expenditure and therefore costs incurred for such matters as connections to such services are not included in the development contribution and are subject to separate connection fees.

APPEAL TO AN BORD PLEANÁLA ("the Board")

21. An appeal may be brought to the Board where the applicant for planning permission under Section 34 of the Act considers that the terms of the Scheme have not been properly applied in respect of any conditions laid down by the Council.

REVIEW OF SCHEME

22. The Scheme may be reviewed from time to time by the Council having regard to circumstances prevailing at the time. After a review of the Scheme, a new Scheme may be made. The Scheme is effective from 1st January 2016 until 31st December 2020 unless a new scheme is made in the interim.

SPECIAL DEVELOPMENT CONTRIBUTIONS

23. A special development contribution may be imposed under Section 48 of the Act where exceptional costs not covered by the Dublin City Council Development Contribution Scheme 2016 - 2020 are incurred by the Council in the provision of a specific public infrastructure or facility. (The particular works will be specified in the planning conditions when special development contributions are levied). Only developments that will benefit from the public infrastructure or facility in question will be liable to pay the special development contribution. Conditions imposing special contributions may be appealed to An Bord Pleanála.
24. This Scheme is effective in respect of Planning Applications lodged with Dublin City Council from the 1st of January 2016, where a development contribution is applicable under this scheme. Any application lodged before this date where a decision has not yet been determined by the 1st of January 2016 will be subject to the terms of the Section 48, Dublin City Council Development Contributions Scheme 2013-2015.

APPENDIX I

TABLE A: COSTS INCLUDED IN SCHEME

Costs attributable in the lifetime of the scheme to the classes of infrastructure and facilities:-

	Eligible Costs	% Contributions Allocated	Contributions Allocated
Class 1: Roads infrastructure & facilities	€68.0m	30.24%	€41.8m
Class 2: Drainage (surface water) infrastructure & facilities	€32.90m	14.61%	€20.2m
Class 3: Parks & open space facilities & amenities	€26.7m	11.89%	€16.4m
Class 4: Community facilities & amenities	€38.6m	17.16%	€23.7m
Class 5: Urban regeneration facilities & amenities	€58.8m	26.10%	€36.0m
Total costs included in Scheme	€225m	100%	€138.2m

TABLE B – PROJECTED DEVELOPMENT

Units of projected residential development and projected industrial/commercial development (in the years to 2020):-

<u>Residential</u>	<u>Industrial/Commercial</u>
15,000 units* (1,275,000 sqm)	400,000 sqm

*excludes social housing

APPENDIX II – PROJECT LISTS

Roads

1. Blackhorse Avenue (Section 2)
2. Grafton Street Quarter
3. St Stephens Green North Public Realm Improvement
4. College Green Public Realm Improvement
5. Pedestrian & Cyclist Bridge Docklands (Forbes Street)
6. Dodder Bridge (Gut)
7. Thomas Street Environs (footway improvements)
8. Underground Cycle Parking
9. Clonshaugh Road (Footway and boundary at northern end)
10. Balcourris Road Extension BRL
11. Stillogue Avenue / Main Street link road BRL
12. Balbutcher Lane South / Poppintree Park Lane West Junction BRL
13. Gateway Crescent Extension BRL
14. Crumlin Village (at Garda Station)
15. Ratoath Road
16. Website Development - Cycledublin.ie
17. River Road
18. Richmond Road
19. Liffey Valley Park Pedestrian and Cyclist bridge
20. Dolphins Barn Improvement Scheme
21. Coolock Village
22. Dorset Street (Phase 7)
23. Capel Street (Mary St to Parnell Street)
24. Castle Street
25. Blackhorse Avenue (Section 4 Hole in the wall pub)
26. Raheny Village

Drainage(surface water) infrastructure and facilities

Flood Relief Schemes & Other Flood Risk Management Measures

1. Dodder Flood Alleviation Works Phase 2 to 5 (under construction)
2. South Campshires Flood Protection Project (under construction)
3. South Campshires SDZ Sir John Rogerson's Quay
4. Culvert Improvement Works, Screen Upgrade Works
5. Culvert Improvement Works, Camac Culvert Collapse, future works
6. Culvert Improvement Works, Wad Improvement Works (under construction)
7. S2S (Sutton to Sandymount)
8. Sandymount Flood Defences
9. Project 2100
10. Dublin Flood Forecasting & Flood Warning System

11. Implementing Flood Resilient City Outcomes
12. Flood Alleviation Fleet
13. Dollymount/Clontarf Flood Relief Project, Dollymount under construction.
14. North Campshires Flood Defence, future climate change.
15. Small Stream Improvement Works / Recommendations in GDSDS
16. Flood Emergency Works
17. Flood Defence Inspection Scheme
18. Flood Defence Repair Works

Surface Water Infrastructure Schemes

1. Surface Water Asset Management System
2. Surface Water Network Improvement Works
3. Sustainable Drainage Projects (incl Integrated Constructed Wetlands, Swales, Green Infrastructure)

Parks

Parks Historic Parks Conservation

1. Herbert Park
2. Blessington St Basin
3. Palmerston Park
4. Sandymount Green
5. St Patrick's Park
6. St Audeons Park/Church
7. Mountjoy Square
8. Merrion Square
9. Cuilin House and Courtyard
10. Windmill, Thomas Street

Parks Community

1. Community Parks Improvement Programme
2. Chocolate Park, Docklands
3. Weaver Park, Cork Street
4. Bridgefoot Street Park
5. City Farms

Parks Sport/Recreation

1. Parks Sport/Recreation Infrastructure
2. Kilbarrack
3. St Annes Park
4. Fr Collins Park
5. Bluebell
6. Rockfield Park * SPG
7. Springdale * SPG

8. Poppintree Park* SPG
9. Tolka Valley * SPG
10. Pitch Drainage and Goal Posts Etc.

Parks Playgrounds

1. Playgrounds Programme
2. Le Fanu Park

Parks Linear Parks/Greenway

1. Liffey Vale, Liffey Valley
2. Poolbeg Peninsula
3. Camac River
4. Santry River
5. Tolka River Greenway
6. Dublin Bay Greenway (Former S2S)
7. Dodder Valley

Parks Major Projects

1. Bull Island
2. St Annes Park
3. Bushy Park
4. Sculpture Installations
5. Interpretation and Signage Programme
6. Depot Improvement Programme
7. Land Acquisition

Community facility & amenities

1. Refurbishment of Community Buildings in North Central Area
2. Refurbishment of Community Buildings in Central Area
3. Refurbishment of Community Buildings in South East Area
4. Refurbishment of Community Buildings in North West Area
5. Refurbishment of Community Buildings in South Central Area

Libraries

1. Inchicore – access
2. Coolock – access
3. Finglas – replace
4. Donaghmede – replace
5. Drimnagh – new
6. Dolphins Barn – refurbish
7. Terenure – rebuild
8. Marino – access
9. New Civic Museum
10. Ballymun, Walkinstown & Charleville Mall – refurbish

Social Inclusion

1. Provision of premises for Social Inclusion outreach

Arts

1. Axis Centre Ballymun
2. Upgrade of Gallery - Hugh Lane

Cultural/Heritage Infrastructure

1. Henrietta St.
2. Richmond Barracks local connectivity
3. Kilmainham Mill - acquisition & refurbishment
4. St. Lukes, The Coombe
5. Pigeon House
6. Rates Office
7. 14 St. Stephens Green
8. Tourist Trails

Leisure/Sports

1. St. Catherines Sports Facility - pitch, carpark and plant upgrade
2. Finglas Sports and Fitness - new exercise studio & stop netting
3. Ballymun Sports and Fitness - re-tiling changing area
4. Clontarf All-weather pitches - carpark & landscaping
5. Irishtown Stadium - New pitch carpet, reception & extension
6. Ballyfermot Sports and Fitness - Gym extension, Carpark & Café
7. Northside Swimming Pool - gym extension
8. John Paul Park - full size all-weather pitch
9. Municipal Sports Centres
10. Community Recreation Centres - ongoing maintenance

Urban Regeneration

Public Realm Implementation Programme

1. Grafton Street Projects
2. College Green Placemaking and Environmental Improvements
3. St Stephens Green North (Grafton Street)

Linking Routes North South

1. Liffey Street Upper and Lower
2. Georges Street
3. Westmoreland Street - O'Connell Bridge
4. Malborough Street - Townsend St- Merrion Square
5. Tara Street/Townsend Street
6. North Lotts/Abbey Street - Liffey Street
7. Bachelors Walk/Ormond Quay/Eden Quay
8. Jervis Street

Linking Routes East/West

1. Dame Street-Georges St Jnc- Georges Street to Christ Church
2. Connolly to O'Connell Street Link
3. Mary Street/Mary Street Little/ towards Smithfield
4. Nassau Street
5. Pearse Street

Space and Placemaking

1. Bald Man Space Georges Street
2. Wolfe Tone Square
3. Aungier Street
4. Moore Street
5. Castle Street - Barnado Square - New project
6. City Markets /Arran Street
7. City Centre Play Destination (Smithfield)

Luas Associated Projects

1. O'Connell Street/Malborough Street Links, Cathal Brugha, Cathedral Street, Sackville Place, Earl Street North
2. Parnell Square & Links

Temple Bar Public Realm Plan/Civic Offices

Docklands SDZ Public Realm

Liberties Plan

1. Francis Street
2. Newmarket
3. Pimlico Green
4. High Street
5. Peace Garden

Others within Public Realm Strategy

1. Portobello Harbour
2. Street Cleaning/SUDs Projects (additional to greening in listed Public Realm Projects)

Others Outside Public Realm Strategy

1. Local Environmental Improvement Projects, holistic approach
2. Car Park/ Muga and Roads redesign with associated Landscaping (Markets)
3. Renovation of Market Building Daisy Market and new Toilet Block with service areas

Dublin Bikes Scheme

Dublin In the World

Actions for Global Relevance

A Policy to Govern The International Leadership provided by Dublin City Council.

Draft for consideration by Dublin City Council



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

2015

Context

Dublin City is Ireland's capital and lies at the heart of the Capital Region. It is Ireland's International Gateway and window onto the world. The city is marked by the concentration of internationally focused business, third level institutions, cultural and tourist attractions, vibrant urban living, and quality retail outlets that draw others to visit, invest and work in Ireland. The City has a deserved international reputation as a Creative, Innovative, Open, Diverse and Smart City.

Dublin City Council is the Local Authority for the Capital City. The City Council was traditionally represented the city in Europe through organisations such as "Euro cities" and the Union of Capitals of the European Union (UCEU). It formed bi-lateral links with other cities primarily through the formal process of city twinning.

It has a wider leadership role in terms of leading, facilitating and promoting international links and relations that benefit the city, its economy, its education and research capacity and its communities. This wider leadership role needs to find expression through a more comprehensive and holistic approach to International linkages. Recognising the importance of this international role, the City Council established in 2007 a new Unit with responsibility for International Relations.

Dublin is a capital city. Capital Cities have a responsibility to provide leadership and example, nationally and internationally. In serving the nation, Capital Cities can enhance global competitiveness through the development of the knowledge economy. Capital Cities can foster creativity, promote innovation, value diversity and build the social capital that enables a competitive economy. In addition, Capital Cities should have practical means of realising their 'Corporate Social Responsibility' by addressing key global issues of sustainability and balanced development.

The strength of Dublin lies in its people. These people are the citizens whose actions and activity express the distinct and unique characteristics that make a city like Dublin different. Citizens find expression and participation in the life of their city through participation in community, through employment and business and through the democratic institutions of Local Government. Individually and collectively the decisions and actions of these citizens influence and determine the contribution a city plays internationally and the perception others have of a city like Dublin. Dublin as a city needs to mobilise and support its citizens as they fulfil their roles internationally, through for example business activity, travel and tourism, or participation in international organisations.

The direction and implementation of the Policy rests with City Council (elected members and executive) and with the major stakeholders in the city (Business, Cultural Institutions, Education & Research bodies, and communities).

Responsibility for the Policy direction of International relations specifically is vested with City Council through the Policy role of the **Planning & International Strategic Policy Ctte and the Protocol Ctte.**

The **Office of Lord Mayor** as the City's political leader and Ambassador is essential to the success of International Relations. The Lord Mayor represents the City Internationally and leads City Missions

abroad. He/She by virtue of the Office can access important decision makers across Government, Business, Education and Civic Society. The Lord Mayor can delegate representational leadership roles to his/her Deputy, or Chairs of Council Committees enabling them to use their expertise to represent Dublin abroad.

The focused engagement of Stakeholders will be through an **International Advisory Ctte**. This Ctte shall advise on project/initiatives; collaborate on International work, and provide a forum for sharing knowledge, contacts and opportunities.

Executive support will be through a dedicated **International Relations Unit**. The Primary role will be facilitative, co-ordinating and advisory. Delivery on projects and partnerships will be through relevant executive functions of City Council and /or of Stakeholder organisations.

Purpose

The purpose and objective of Dublin City's International Policy is to promote Dublin globally and enhance its reputation and capacity to attract investment, expand business opportunity, extend the global reach of its economy, attract students and researchers, attract tourists and business conferences, extend its cultural ties and reach, and ensure influence on the major environmental, growth, justice and social challenges facing cities in an ever changing world.

The Policy and the actions to implement it would affect :

- **Dublin City Council** as organisation directly in the following ways ;
 1. Develop the skills, focus and knowledge of elected members and officials that makes the organisation more open and efficient by learning through engagement with other cities
 2. Develops at official and elected member levels an increased capacity to develop policy that has global influence and impact
 3. Opens up funding and partnership opportunities to advance more efficient and relevant provision of services
 4. Extends the leadership and facilitation role of City Council through collaboration with stakeholders to advance economic, social and cultural positioning and promotion of Dublin on the global stage.
- **Dublin City, its Region and its People, communities, business, cultural bodies and higher education institutions**
 1. Create access to opportunities for economic, cultural, tourism and education growth
 2. Develop around the International agenda collaboration among Stakeholders in the interests of promoting Dublin
 3. Extending the awareness and perception of Dublin and Ireland globally
 4. Supporting the integration of migrant communities in Dublin
 5. Building co-operation around the International agenda with other local authorities in Ireland.

The Policy will be realised through specific actions and projects which are approved in advance by the Executive and reported on to the Strategic Policy Committee and the Protocol Committee of City Council.

The Policy will establish short and long term priorities within a work programme (below) which will be reviewed annually.

Policy Objectives

Strategic Focus : To ensure that it as Capital City supports and advances National Foreign Policy and ensures the best global positioning and advantage for the City and People of Dublin.

Economic Development : Pursue new and existing city-to city relationships that offer economic opportunities through the facilitation of economic partnerships and projects, and open doors for trade, investment, research, innovation, and talent attraction into Education and Business

Foster linkages ; that support business tourism through attracting conferences/international events, facilitate economic development through tourism, provide learning partnerships for city officials, policy makers and stakeholders, provide opportunities to influence policy at National, European and Global levels in the interests of the local and global Urban agenda

Promotion of Dublin and its Region as the Gateway to Europe and the world ; as a cosmopolitan city region with a young vibrant open and talented people. Promotion of Dublin as a place of Innovation, of creative energy, and a global centre of excellence for research and technology development and application.

Engagement through bi-lateral and multi-lateral relationships in advancing solutions to global challenges of urban growth, economic development, sustainability, democracy & citizen participation, and balanced global development.

Principles guiding decisions on International Relations actions

1. **All International** relationships and associated projects must fit with **“The Global Island” Irish Foreign Policy for a Changing World (2015)**. This emphasises People, Values, Prosperity (economy), our place in Europe and our influence in the world. In short the objective of actions taken in International Relations for the City of Dublin is
 - To develop the capacity, engagement and global connections for the people of Dublin
 - To build our connections around values that promote justice, equity, diversity and sustainability
 - To use the connections and engagement to open up economic opportunities and promote Dublin as a place for investment
 - To engage with Europe as the “home” continent and the place of shared values
 - To use international connections to extend the influence of Dublin and Ireland in the world.
2. The International Relations activity of City Council must be built around **collaboration and co-operation** with local , national and global stakeholders.
3. Any new partnerships or projects **must fit with the common priorities and objectives** as agreed between the Council and its International Relations Stakeholders (ie Business, tourism , education and diplomatic leaders.)
4. All International relationships **must be assessed annually on their current reality and continuing potential** to deliver demonstrable and practical benefits to Dublin.

5. International relations initiatives of City Council must not replicate initiatives or actions already developed or being delivered by stakeholders in Dublin.

The **Benefits** of City Council facilitating International relationships can contribute to Dublin are:

- **Economic** – access to markets, commercial opportunities, international investment in Dublin and the attraction of skilled migrants and international students and tourists all contribute to the city’s economic prosperity.
- **Community and culture** – by opening up to the world ensuring that people who live , work and visit Dublin contribute to its development as a creative, knowledge-based city , that is culturally rich and alive, and upholds it’s reputation as being diverse and open.
- **Education, Research & Innovation**

Policy outline

Dublin City Council can use a variety of mechanisms to ensure effective international relations. The use of these will be guided by the following:

1. Focus international relations resources where Council has a distinct role and can make a difference.

International relations activities will focus on opportunities and initiatives where the Council does not displace other actors and is best placed to be a facilitator, political or community leader. Decisions on allocating the Council’s international relations resources must be made with confidence that the citizen/stakeholders derives sufficient social, cultural or economic value to justify Council engagement (partly demonstrated by assessment of actual or likely stakeholder participation, engagement and resource commitment).

2 Encourage local, regional, national and international collaboration

A key driver is the commitment to partnering with local, regional, national (all Ireland) and international organisations, recognising that the Council cannot act alone in achieving the aims. Just as it is important for Council to focus effort on where it adds most value, it is important to ensure Council continues to be well linked in to key national agencies and to diplomatic missions, and to ensure our stakeholders can fully capitalise on the advantages of being the nation’s capital. Specifically, the Council will leverage its relationships and agreements with institutions to promote Dublin internationally.

3 Council and stakeholder perspectives

There is a wide range of stakeholders who may participate in developing and maintaining Dublin’s international relations. Stakeholder perspectives can inform Council’s planning by helping to:

- Identify and prioritise opportunities
- Establish the level of stakeholder commitment to supporting International Relations activities. (Stakeholder commitment to engage directly in supporting international relations activities provides a useful proxy for stakeholder assessments of the value of specific initiatives.)

The following table identifies the main categories of stakeholders, their possible roles and interests, and Council’s potential roles in respect of each category. This is not a complete list and other key stakeholders may emerge over time. Council will engage with stakeholders to inform forward planning of international relations activities and work with them to deliver same.

Categories of stakeholders	Council’s potential role(s)
National Govt Depts and National Agencies Eg DFA, Enterprise Ireland, Tourism Ireland, Failte Ireland, IDA,	Work in partnership to promote Ireland and promote Dublin globally
Business Community in the City	Facilitate connections and projects that open up access to markets globally, attract global talent and position Dublin as a Business Gateway to Europe and the World
Higher Education & Research	Facilitate connections and collaboration through projects that promote and extend Higher Education & research and attract students especially Post graduates to Dublin
Cultural /Sporting Institutions in the City	Facilitate and support connections that enrich the cultural and sporting life of Dublin and extend its global reach
Convention Centres/International Conference Organisers/ International Conference Promoters	Facilitate, support and contribute to bids for International Conferences and events and promote Dublin as a location for such events
NGOs in Dublin engaged on global issues	Facilitate and support global positioning of Irish NGOs especially on global environmental, justice and sustainability issues
Foreign Embassies and their citizens in Dublin	Receive and manage delegations and missions from other countries who wish to engage with the City
Irish Embassies around the World	Respond to and provide a services to Irish Embassies around promoting Dublin and facilitating visits/exchanges from other countries
City Council , its elected members, it’s staff and it’s service delivery partners.	Identify and promote learning through knowledge exchange and staff exchange programmes internationally that enhance skills and contribute to organisational change and efficiency. Identify and advise on funding opportunities that could benefit Council service provision.

Actions to support Policy delivery

1. Bi lateral City to City Relationships : These can be formalised in the traditional manner of Twinning or through Sister City/Friendship Agreements. In both situations the bi-lateral agreement must be time defined (3 to 5 years), have specific objectives and an agreed bi annual work or project commitment between the two cities.

2. Multi-lateral Relationships through organisations of common purpose. These organisational memberships must be reviewed annually. Participation must involve relevant units of city council and/or city stakeholder organisations and /or Elected members. The objectives of involvement can be one or all of the following; policy focused, project focused, city positioning/promotion, learning/skill development. The annual review must be based on the value add they bring to Dublin/City Council, and the feedback of City participants .

3. City Missions ; City Missions must be agreed and scheduled annually in advance by the Lord Mayor, Protocol Committee and the Chief Executive. The Missions must be targeted and should seek to benefit city council and stakeholder interests as well as promoting Dublin.

4. Economic Development Projects/partnerships external to the City. This involves working closely with the Economic Development Department in City Council, with the Start Up Commissioner , and business and with National Agencies such as EI/IDA. It involves identifying funding opportunities to underpin such activity, relevant partners/projects and advising and negotiating of a time defined and target/goal focused programme of actions. The role of International Relations as a Unit here is to facilitate identified opportunities , stimulate and support the establishment of delivery partnerships and monitor deliverables. The action would seek to develop collaboration and innovation, support access by Dublin/Irish business to new markets globally, attract technical expertise and entrepreneurs , and stimulate trade.

5. Networks/Projects of learning, international best practise and staff exchange . These may be networks/projects with an international focus on learning and exchange. The objective is to provide ideas, knowledge and information to the city and its organisations that result in project activity designed to develop some aspect of performance within the city. In particular working, with and under the direction of HR within City Council, this action should realise staff exchanges and international focused placements that ;

- Exchange information, practises, and learning to contribute to innovation within City Council
- Build a positive and informed profile of City Council and its work domestically and internationally
- Develop a global perspective within City Council workforce including a deeper appreciation of different cultures, business practices, activities and opportunities
- Enhance the skills, knowledge and abilities of council staff to meet career development needs.

6. Managing Programmes for International delegations visiting Dublin. This involves managing requests from other cities, from International Organisations, from Irish and other Embassies and from National Government to organise and provide programmes for delegations visiting Dublin.

This will require in its delivery the collaboration of other Departments in City Council and of Stakeholders. These delegation programmes provide an opportunity to promote Dublin and network stakeholders with new cities and countries.

7. Supporting Business Tourism ; This involves providing support for organisations and stakeholders who bid or seek Business conferences or major global events to locate in Dublin.

8.Promotion and Global Marketing of Dublin as Gateway to Europe and the World ; This involves using and creating opportunities through web based promotion, social media, conferences/events speaking engagements and use of print , radio and TV/Film media to promote Dublin as destination for inward investment, business growth and location, study and research, conference/events and tourism. This action would be fulfilled in close collaboration with City Council Press Office and with relevant Press/media/PR expertise of stakeholder organisations at City and National level.

9. Providing advice, speech material and policy drafts as required on International Matters. This involves providing advice and informed opinion to the CEO, Council management, the Lord Mayor, SPC Chairs and Councillors on International issues as required. It also involves drafting Policy options and preparing speech material as required for international meetings and events.

10. Providing a co-ordinated overview of International connections and advice on EU Projects to Management of Dublin City Council.

The international relations policy has connections with other strategies and council activities including:

- General Tourism promotion, attractions and events The Council funds tourism promotion, major and iconic events and support facilities that draw visitors to the city.
- The City Development Planning and the Planning function (statutory) of City Council
- The Economic Development and SME/Digital/Smart City functions with City Council
- The Media Relations and Communications functions of City Council
- Relations with Councillors and Dublin TDs and MEPs
- International connections and networks developed by Operational Departments of City Council around learning, projects, funding , expertise exchange , or professional membership organisations.

Monitoring and Review:

- Annual Report to Chief Executive, and City Council on Strategic impact and value of actions to deliver on the Policy listed above.
- Review and recommendations for change to CEO and Council on Policy every three years.

Short Term Priority Work Programme

<p>New Bi Lateral relations. Priority Focus 2015-2017 Mexico City Guadalajara</p>	<ul style="list-style-type: none"> • Build and deepen the economic, social and cultural ties through the agreements with Mexico City and Guadalajara. • Focus heavily on building practical co-operation through the business sector on technology and Smart research, innovation and business growth • Extend tourism traffic and student/education links, with particular emphasis on attracting business conferences and events to Dublin from Mexico. • Develop Dublin as Gateway to Europe and location of choice for business expansion and investment for Mexican and Latin American business.
<p>Renew and refocus relationships with USA in 2015-2017</p>	<ul style="list-style-type: none"> • Focus on Sister Cities Summit for 2016 and focus on revising basis and outcomes of sister city co-operation while contributing to global awareness of Dublin in context of celebration of 1916 centenary. • Renew and refocus purpose of sister city relationship with San Jose and operational basis of same to mark 30th anniversary of the relationship in 2016. • Explore East Coast USA City friendship agreement(target Washington) • Work with Convention Bureau (Failte Ireland) to promote Dublin as Business Conference location focusing primarily on Corporate sector(technology) in Silicon Valley and Association sector in Washington/New York.

<p>Develop exchange /learning opportunities for Council staff/Councillors</p> <p>Funding opportunities</p>	<ul style="list-style-type: none"> ● Agree approach and focus with Human Resources by end November 2015 ● Identify within existing International connections and activity opportunities for learning relevant to organisational change priorities. ● Negotiate and deliver and monitor same in programmed pilot for 2016 and 2017 ● Identify funding opportunities and advise operational departments ● Identify funding supports for staff development through projects/exchanges/International placements
<p>Promote Dublin</p>	<ul style="list-style-type: none"> ● Promote Dublin as location and Gateway through ; City led Missions Participation in International Conferences/Events Use of Web based and Social Media Use of Print/Radio /TV opportunities around major conferences/events <ul style="list-style-type: none"> ● Work on Promotion with Stakeholders, and in particular with DFA, EI, IDA , and Start-Up Commissioner ● Develop and agree International promotion & communication plan for 2016-2017 by end of October 2015
<p>Redesign delivery and intervention model around indirect provision , outsourcing and partnerships.</p>	<ul style="list-style-type: none"> ● Establish operational delivery plan for 2016-2017 which reduces direct staff requirements, develops skill base of staff, identifies and implements new delivery model based on externally contracted expertise, outsourced options and financial commitments to strategic partnerships with other organisations eg British-Irish Chamber of Commerce ● Delivery Plan agreed with CEO and in place by January 2016

Long Term By end of 2016

<p>Identify outsourcing to co-operative stakeholders</p> <p>Extend use of technological solutions to improve Dublin's global reach.</p> <p>Evaluate membership advantages of International Multi-lateral fora which DCC is a member of .</p>	<ul style="list-style-type: none"> ● Identify opportunities to increase skill base by contracted outsourcing of International Relations workload to commercial partners and/or co-operating stakeholders ● Present Delivery plan by November 2016 for 2017 -2019 on basis of contracted outsourcing to CEO and SPC. ● Identify technological solutions to extend branding and promotion options and effect ● Identify technological solutions to reduce travel and increase project co-operation with Bi –lateral cities. ● Provide Plan for implementation with costs and cost savings identified by end of 2016 ● Provide evaluation report and recommendations on reducing or changing participation in multi lateral International Fora/organisations
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