



Comhairle Cathrach  
Bhaile Átha Cliath  
Dublin City Council

Dublin City  
**Promoting Economic Development**  
2021



## Dublin City Council: Promoting Economic Development 2021

The Economic Development Office has produced this document to set out the key work that is planned to be undertaken this year in support of its role to promote Economic Development in Dublin City. This work is designed to inform and support the work of the members of the Economic and Enterprise Strategic Policy Committee and its working groups. The programme will see the development and implementation of a range of policies and practices that will deliver on our strategic priorities in this area.

The adaptive nature of this approach means that we will be able to identify emergent strategies and responses to external shocks, through a range of policy measures and interventions, designed to make a positive difference to the lives of those who live, work, visit and invest in Dublin City.

This strategy is a living document and can be added to, amended or adapted, depending on changing economic conditions or with the introduction of new resources or responsibilities. It is accompanied by an annual work programme, which will detail the work to be undertaken by the office in 2021 in collaboration with internal and external stakeholders that will be reported on to members of this SPC.



## Contents:

1.	Forward: Head of Economic Development and Enterprise .....	5
2.	Our Strategy: 2021.....	6
3.	The Pillars of Economic Development:.....	8
4.	Work Programme: 2021 .....	10
5.	Our Role & Resources:.....	14

## **1. Forward: Head of Economic Development and Enterprise**

Dublin remains one of the most vibrant Cities in the world, blending a unique mix of culture, history and enterprise, which adds to a rich tapestry of life attracting people to live, work, visit and invest in our capital City. Dublin is the engine, which continues to drive the national economy, supporting job creation through entrepreneurship; indigenous SME's and International businesses who have chosen to locate here. It is critical that we champion the needs of Dublin, to secure the resources required to build on existing strengths, address areas that require development and create a resilient city of the future. We will continue to work to contribute to the changing dynamic of what the "City of the Future" looks like in a changing global context, promoting ways that our city is demonstrating innovations in how we live and work. We are examining the outputs from the Dublin City Reset Summit held last November. Many of the contributors spoke of how we need to respond to the changing nature of society, work and employment, developing a digital city with a smart public realm and sustainable transport infrastructure, and a green city that meets the needs of its citizens, residents, visitors and students.

In Dublin City Council, we are responsible for providing a wide range of Local Government services such as Planning, Parks, Housing, Waste, Libraries, and Environmental services. However, the promotion of economic development is emerging as one of our key functions, as it has the potential for a significant positive or negative impact on the communities we serve and the services we provide. Through our work with the Economic Development and Enterprise Strategic Policy Committee and the Economic Development & Enterprise Office, we will continue to engage and collaborate with key stakeholders at local, national and international levels to build capacity and champion the needs of the City and benchmark our progress against other comparable international Cities.

This document is designed to focus the resources of the Economic Development Office into areas where we can make the greatest positive impact for the City and assist in directing information, networking, projects, events, research and policy. The work programme sets out a series of high level activities and objectives at local and regional level that will be used to measure and report on progress throughout the year. Part of the work planned for this year will involve drawing up a new Economic Strategy for the coming years. I would like to thank the members of the team and senior management and members of the SPC and other stakeholders who are instrumental in ensuring a successful year ahead.

***Greg Swift***  
***Head of Economic Development and Enterprise***  
***Dublin City Council***  
***January 2021***

## 2. Our Strategy: 2021

### To Support a City of Opportunity that Encourages an Inclusive and Sustainable Economy

The Economic Development Office (EDO) of Dublin City Council has responsibility for the promotion of economic development in Dublin City. Our vision above sets out our overarching objective, which involves using our resources, knowledge and expertise, to make a positive difference for those who live, work, visit and invest in Dublin City. Our mission is;

- **To support initiatives that will improve the quality of people's lives**
- **To enhance the ability of the City to attract and retain world-class talent through Placemaking.**
- **To promote Dublin as an attractive place to live, work, visit and invest.**
- **To foster a culture of creativity and innovation in a globally connected City.**
- **To engage with economic stakeholders to maximise the alignment and impact of resources.**

We will achieve this by engaging, promoting, facilitating and collaborating with internal and external stakeholders, across a specific range of interventions designed to deliver on this vision. These interventions will be identified and assessed with reference to 4 pillars of Economic Development, which have been selected to offer clarity and focus to our role. These pillars were identified following consultation with a range of stakeholders and the completion of a SWOT analysis.



Our interventions will largely be project based and seek to achieve specific, measurable, achievable, relevant and time bound (SMART) outcomes.

Projects considered by EDO will be assessed based on their fit with the 4 pillars, their ability to “make a difference” and their potential benefits and the resources available to deliver them. Where possible within the available resources, attempts will be made to assess the economic impact of projects in terms of engagement, job creation, value added & societal benefits.

As part of this work programme we will carry out or commission research which will inform our understanding and clarity of the 4 pillars, and we will disseminate the findings of this research to inform decision making and policy creation.

The EDO is responsible for contributing to, delivering & reporting on a range of policy initiatives at local and national levels including, the Dublin City Corporate Plan 2020 to 2024, Dublin City Local Economic & Community Plan (LECP) 2016 to 2021, The Dublin City Development Plan and The Dublin Regional Enterprise Plan.

The EDO reports into the Assistant City Manager for Culture, Recreation & Economic Services of Dublin City Council. The EDO also report to and is responsible for the management of the Economic Development & Enterprise Strategic Policy Committee (SPC).

This strategy is designed to focus the resources of the Economic Development Office into areas where we can make the greatest positive impact for the City and assist in directing projects, research and policy. The strategy is accompanied by a work programme designed to coordinate the activities and objectives at local and national level that will be used to measure and report on how economic activity and resources are contributing to addressing existing and future challenges and in improving the experience of citizens and visitors to this great capital City.

### **3. The Pillars of Economic Development:**

The 4 key pillars set out below encapsulate our Vision and Mission for the City and assist in categorising the areas where we will focus our resources.

#### **1. Human Development:**

Human development is the process of enlarging people's choices. Their three essential choices are to lead a long and healthy life, to acquire knowledge and to have access to the resources needed for a decent standard of living. Additional choices, highly valued by many people, range from political, economic and social freedom to opportunities for being creative and productive and enjoying personal self—respect and guaranteed human rights. (OECD)

#### **2. Placemaking & Clusters:**

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. It capitalises on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing. A business cluster is a concentration of interconnected enterprise, suppliers, and associated institutions in a particular field. Clusters are considered to increase the productivity with which companies can compete, nationally and globally.

#### **3. Promotion & Investment:**

The promotion and investment component of economic development is critical for the success of any City and this is even truer for Dublin given the open nature of its economy. Dublin City Council can play a significant role in attracting foreign direct investment (FDI) into the City by supporting the activities of national agencies such as the IDA. Dublin City Council will actively promote the City as a key international destination for business and enterprise through promotional tools such as the Dublin.ie platform and the Dublin Economic Monitor. We will also develop concierge services for Dublin to provide potential investors with key information and contacts for the City.



## 4. Climate & Innovation:

Dublin like many international cities is creating a road map for a green recovery, our ambition is to move to a clean, circular economy to restore biodiversity and reduce pollution. Innovation will be a key component in how we respond to global challenges and identify local opportunities that can provide solutions that will work in adopting circularity in how our city operates. To be innovative, an idea must be replicable at an economical cost and must satisfy a specific need. It involves deliberate application of information, imagination and initiative in deriving greater or different values from resources. The Economy of Dublin is constantly Transforming and evolving as we shift to new patterns of living and working such as Circular Economy, Digital Economy, Smart Cities, Green Cities and the Gig Economy. These societal shifts will result in disruptive solutions emerging to meet our changing needs and the City eco-system will need to be able to adapt to support and develop these transformations.

Figure 2 below represents a categorisation of sample projects identified by EDO under the pillars of Economic Development.

*Figure 1: High Level Projects under each of the 4 Pillars of Economic Development*

Human Development	Placemaking & Clusters	Promotion & Investment	Climate & Innovation
Re-set Summit	Enterprise Space	Dublin Economic Monitor	Smart Dublin
Skills – Future Work	Dublin Belfast Economic Corridor	Dublin Place Brand	MODOS
Your Dublin Your Voice	Dublin Region Enterprise Plan	EU Programme Participation Office	Responsible Innovation

## 4. Work Programme: 2021

The Economic and Enterprise eco-system in Dublin city is strengthened, through engagement with a wide range of stakeholders, designed to improve and support various policy initiatives, projects, events and research documents. In furtherance of this work we have identified a number of high level projects under each of the Pillars that we are confident when delivered, will result in positive change, based on the understanding built up through our networks, knowledge, resource capacity and expertise.

### 1. Human Development:

#### **Summit Series: Dublin Re-set Summit: (Research, Promotion, Future of Dublin)**

The Economic Development Office designed and delivered the Dublin Re-set Summit event as an initiative of the Economic Development and Enterprise SPC in November 2020. Work planned this year will capture some of the key comments and contributions made during the Summit. This content when complete will be disseminated in Q 1 2021. Work will also be carried out to build on the success of this Summit and to plan and prepare for the 2021 Summit to be held in Q 4 2021.

#### **Skills - Future of Work (Dublin Region Skills Forum - FutureScope)**

The Economic Development Office contribute to the work of the Dublin Regional Skills Forum by acting as a member of the Forum. Through working with the Forum we assist in the development of actions necessary to ensure that the future skills demands for the Dublin region are being planned for and met through engagement with employers and the higher and further education sector.

**FutureScope** is an event that engages business leaders and entrepreneurs in sharing current trends and future insights that have the potential to transform our cities, businesses and enterprises. Dublin City Council will work with Dublin BIC, to provide themes and learning on the topics of SmartDublin, GreenDublin, Local Enterprise, Dublin Place Brand and Economic Development. The future of work and the changing landscape for global cities will be addressed through our support and programming of the FutureScope event scheduled for 2021. This work will be carried out collaboratively with Dublin BIC, the Impactor and with our colleagues in Smart Dublin, the Dublin Place Brand team and the Climate Action Office.

### **Your Dublin Your Voice: (Dublin Survey Panel)**

We will plan and conduct four surveys seeking the views of those living in Dublin who are members of the Your Dublin Your Voice panel. Survey findings will be disseminated to inform decision making and policy and strategy development.

## **2. Placemaking and Clusters**

### **Enterprise Space: (Research, Dublin Region Enterprise Plan)**

The diversity of the start-up and scaling community adds vibrancy, creativity and builds innovation and employment capacity in the city. Enterprise space supports this community and responds to threats such as increasing rents, while responding to opportunities to reimagine the use of these spaces with the growing demand for remote working and other developments. An enterprise space review was undertaken by the ED capturing details of enterprise spaces operating in the Dublin Region and capturing their plans for future development. The findings of this research were presented to members of the SPC and the Dublin Region Enterprise Plan Steering Group. There is scope to gain greater insights into the important role played by Enterprise Spaces in supporting entrepreneur and early stage businesses and to continue to support and promote specialist start up spaces and clusters in the city and the Dublin region.

### **Dublin Belfast Economic Corridor: (Engagement with seven local authorities and two universities)**

The three representatives from Dublin City Council will participate in the Advisory Group established as part of the governance structure for the Dublin Belfast Economic Corridor. 2021 will see further work undertaken at Chief Executive and Steering Group level to further the work of the DBEC. This work will be guided by the recommendations of the

### **Dublin Region Enterprise Plan: DREP**

Dublin City Council will operate as one of the key stakeholders of the Dublin Region Enterprise Plan led by the Department of Enterprise Trade and Employment. In collaboration with the other stakeholders, work will be undertaken in Q 1 to identify actions to be delivered under the Dublin Region Enterprise Plan 2021. The objectives and actions identified, will be designed to support the economic recovery of the region, following the impact of the Covid 19 pandemic and Brexit. This work will also consider the opportunities and actions required under the green business agenda to build a resilient and circular Dublin region.

### 3. Promotion and Investment:

#### **Dublin Economic Monitor: DEM**

The Dublin Economic Monitor is an initiative of Dublin City Council, led and co-ordinated by the ED office on behalf of the four Dublin LA's. The DEM is a key project that captures and publishes reliable, regular and accessible economic data for the Dublin region on a quarterly basis. The initial data sets have been reviewed and added to where possible. Data sets that are unique to the DEM have also been developed such as the Spending Pulse data. Four editions of the DEM are planned for publication in 2021, along with the further enhancement of the website [www.dublineconomy.ie](http://www.dublineconomy.ie) and the development of a communication plan. On-going engagement with the other three Dublin LA's is key to building on this important work.

#### **Dublin Place Brand:**

The award winning city branding website Dublin.ie promotes Dublin as an attractive city to live, work, study and invest in. The place branding team continue to increase engagement with an international and local audience through adding valuable content to the website and through social media postings. Engagement is also built up through dialogue and collaborative projects with key stakeholders nationally and internationally. In 2020 the team delivered a series of impactful campaigns designed to support front line workers and local businesses and to promote safe behaviour in the city during the Covid 19 pandemic. This year the team will develop a growth strategy, identifying a number of areas where they will take action, to further build on the value that has been built up through the Dublin place brand

#### **DCC EU Programme Participation Strategy:**

Work will be undertaken to implement the recommendations of the EU Programme Participation Strategy that was developed following the implementation of a three step work programme, agreed with members of the International Relations and EU Affairs Working Group of the SPC. The establishment of an office designed to support staff and managers who wish to align EU Programme objectives that will add value to corporate and departmental objectives, is one of the key recommendations of the strategy. The office, once established, will raise awareness of funding opportunities, strengthen working relationships with EU programming national and international contact points, produce reports and profile successful project engagement. It will also seek to address gaps in knowledge and experience to build capacity and strengthen governance for engagement in future programmes. The office once established will be an asset to Dublin City Council is aligning strategic objectives with key European Funding and Development programmes assisting us in developing to a Green and Digital city economy.

## 4. Climate and Innovation:

### **Social Enterprise: (Responsible Innovation Summit, Dublin City Social Enterprise Awards)**

Social Enterprise remains a significantly under represented sector in Ireland. It has the capability to deliver unique, tailored and environmentally innovative solution to societal challenges. Dublin City Council will support for-profit and not-for-profit social enterprise and assist them in developing their business capacity. This work will be carried out through working with other stakeholders at national and local level. Delivering the Dublin City Social Enterprise Awards with Inner City Enterprise and with the support of the Department of Rural and Community Development, training, peer to peer learning and event designed to network, promote and support existing and new social enterprises operating in the Dublin region.

### **Green Business: Responsible Innovation - MODOS**

A series of work is planned this year to support Dublin businesses to transition to the circular economy, to raise awareness of the opportunities and challenges contained in the European Green Deal and to profile businesses that are leading the way in making their businesses more sustainable and circular.

As part of this work we will collaborate with the Impactor who have developed the Responsible Innovation Summit, the Business Spirit Awards and the new Profit with Purpose publication.

### **Smart Dublin: Dublin as a Test Bed for Smart Innovation**

The wide ranging work programme developed by the Smart Dublin team will be reported on through our SPC meetings in 2021. The Smart Dublin Team have built a network of stakeholders who participate in this programming by bringing their expertise to bear from industry, community, universities and public sector organisations.

Many of the Smart Dublin projects are drawing on and contributing to European knowledge and understanding through participation in programmes with other European partners. The findings and learning from these projects will be shared and disseminated at SPC meetings.

## 5. Our Role & Resources:

The Economic development office is responsible for the promotion of Economic Development in the Dublin City Council administrative area. Our remit derives from the introduction of the Local Economic & Community Development Plan (LECP) as part of the Local Government Reform Act 2014

The Economic Development Office is the sister office and closely aligned to the operation and the activities of the Local Enterprise Office Dublin City, which also emerged from the Act following the dissolution of the County and City Enterprise Boards. Both offices are part of a larger Dublin City Council department, Culture, Recreation and Economic Services and report into the Assistant Chief executive with responsibility for this department. The Work of the office can be broadly broken into 3 streams; Policy, Projects & Research.

*Produced by the Economic Development Office, Dublin City Council*  
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