Our destiny in our hands
The renewal of the Dublin City Business Improvement District
Dublin City BID Company Limited, trading as DublinTown, (Company Registration Number 404961) with a registered office at 1st Floor, Abbey House, 43-45 Middle Abbey Street Dublin 1 (D01X8R2) submits the following proposal in accordance with Sections 129B and 129C of the Local Government (Business Improvement Districts) Act 2006 to Dublin City Council, the relevant Rating Authority, proposing to re-authorise a Business Improvement District (BID Scheme) in Dublin’s Commercial Core of Dublin 1 and 2. Dublin City BID Company Limited is a company limited by guarantee. The proposed scheme is to commence on 1st January, 2018 and conclude on 31st December 2022.

Chairman’s Address 2
Executive Summary 4
Our Destiny In Our Hands 16
Key Strategic Considerations 26
Growing the City’s Business Communities 58
   (i) Talbot District 62
   (ii) Dublin One 68
   (iii) Central District (working title) 76
   (iv) Dame District 82
   (v) Grafton Quarter 86
   (vi) Creative Quarter 92
Additional Membership Services 98
Appendices 104
Appendix One: Budget & Projections Summary 2018-2022 104
Appendix Two: DublinTown Board and Team 105
Appendix Three: Map of BID Area 107
Appendix Four: Streets in BID Area 109
Appendix Five: Dublin City Council: Baseline Services Provision*
Appendix Six: List of BID Properties within the bid Area*

*Appendix five and six available on request from the company
As a director of Carrolls Irish Gifts, a business which operates throughout the city centre, I am acutely aware of the many opportunities and challenges that face us. It is my firm belief that if we, as a business community, come together and work towards a common strategic goal we can truly advance the positioning of Dublin city as a leading European destination. However, if we miss the chance, we will come to rue the lost opportunities as other destinations and on-line platforms eat into our market share and leave our ambitions unsatisfied.

Simply speaking we can make this city a truly great European capital or we can let it limp behind. The choice is ours and the time to act is now. But to achieve all that we can achieve we will have to work together and we will have to work hard. We must harness the ambitions and energies evident within the business community to make our potential a reality.

Having worked amongst the city’s retail community for 28 years and having seen so many plans and ambitions fail to reach their potential I have always believed that the Business Improvement District (BID) model gave us the best chance to bring all sectors of the business community together with one vision and plan. That is why I have advocated for the BID since it was first mooted. As time has progressed and having worked with DublinTown I have seen what it is capable of achieving and what more it has the potential to deliver. I am convinced that the BID model offers us the best opportunity for success. It is impossible to imagine any other structure that could yield the same budget and have the same reach from the ground up. It is these unique qualities that allow DublinTown to get things done and build upon that momentum.

With 2,500 businesses within the district, it is unlikely that we will all agree on all points, but the BID model allows us the space to debate our options and come to democratic decisions. We can then present a thought through and clearly articulated view to other stakeholders be that Dublin City Council, the Gardaí or indeed the host of Government agencies with an interest in the city.

We have achieved a lot from the process so far. Before DublinTown who could have believed that we could have made such progress in addressing drug related anti-social behaviour on the north side of the city? If we can address an issue as difficult as that and one that dogged us for so long just think what we can achieve on so many other matters.

Now is the time to bring this all together under the collective umbrella of the BID process. I urge the business community to come together and make this city as great as it can be so in future years we can all look back with pride at what we have achieved and how far we have come.

I am asking you for your yes vote to realise the destiny that is now in our own hands.

Lorcan O’Connor
Chairman DublinTown
Carrolls Irish Gifts
Executive Summary

Challenges and Opportunities

This is a time of change and uncertainty. The 21st century will be very different to the 20th and we need to ensure that Dublin city centre remains relevant for all, its customers, its workers and its residents.

When we began the BID organisation our competition came primarily from out of town shopping centres. Our retailers now compete with the world through an array of online platforms. You can buy whatever you want, from anywhere in the world, at any time of day or night on your mobile phone. While total retail spend is anticipated to rise, the expectation is that sales from bricks and mortar stores will be under pressure. Despite the fact that our CSO hasn’t begun to measure this key trend, it is evident that consumer behaviour in Ireland is changing.

In order for city retailers to thrive, they will need to develop a viable online presence and we will need to ensure that we continue to attract an ever increasing proportion of customers to the city centre. This goal is central to DublinTown thinking and activities.

To meet this challenge we have to enhance the Dublin experience and use our combined strength across retail, hospitality and leisure to create a city where people want to spend their time and money. Dublin will follow other cities towards greater evening time use. The Purple Flag awards on both sides of the city and the resulting standards required will assist us in keeping more of the city’s 235,000 workers on our streets after office hours.

The extent of the city offer and the myriad of reasons why people chose to be here, provides us with a competitive advantage over out of town destinations. However, they are professionally managed and are changing their offer, profile and messaging to meet changing demands. If Dublin city does not respond it will lose market share. Maintaining our primary position is core to the DublinTown agenda.

The city is holding its own and the significant investments that have been made, particularly in the last 2 years on the city’s north side, demonstrate a confidence in the city and confirm our ability to move forward from here. DublinTown will continue to promote this investment through an investor’s guide to the city centre which will include the facts and figures required for investment decisions. This will encourage the right businesses to open in the right locations.
The Gardaí can achieve so much more when we work closely with our stakeholders and we very much value our close partnership with the business community. I can say without fear of contradiction that the BID model as operated by DublinTown has allowed us to work with the business community in a way that was just not possible before. This has allowed us address drug related behaviour that blighted the city’s north side commercial district for so long. Having come so far, no one in this Division wants to go back to the bad old days. The Small Areas Policing model and intensive operations such as Operation Spire, work best when there is constant feedback and analysis. DublinTown provide us with reports each week that allow us assess the success of our policing as viewed by external stakeholders from the ground up and assists us in focusing our resources where we can achieve most. This input from DublinTown has proven invaluable.

Pat Leahy
Chief Superintendent at Store Street

Being central to decision making

Vital decisions about the city’s future are now being made. These decisions relating to transport, access, pedestrian environment, cycle infrastructure, building heights and city planning will all impact on the vitality of the city and viability of businesses within it. The business voice needs to be central to those decisions. The BID model ensures that this is the case.

However, it is equally essential that we listen to our customers. Through research programmes DublinTown is observing changing tastes and patterns and is using this research to ensure that our own programmes and the policies of others keep the city relevant at a time of rapid change.

Our influence can be felt through our programme of lobbying and engagement and the quality of position papers that we have compiled and shared. These are available to view on wearedublintown.ie
City performance

Footfall has continued to rise despite the intense Luas Cross City works. Indeed, when the works were scaled back at DublinTown’s request for Christmas 2016 we saw an 8% increase in footfall. The graph below demonstrates footfall trends over the past three years. Similarly vacancy rates have continued to decline and will fall further with investments planned and occurring.

Perceptions of public safety are continuously improving, aided in no small way by Garda Operations Spire and Pier which are addressing open drug dealing on the streets.

This table shows the trends in perceptions of safety

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<tbody>
<tr>
<td>Day</td>
<td>74</td>
<td>91</td>
<td>75</td>
<td>70</td>
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<tr>
<td>Evening</td>
<td>51</td>
<td>81</td>
<td>35</td>
<td>31</td>
</tr>
<tr>
<td>Night</td>
<td>24</td>
<td>50</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 1

This has resulted in people agreeing that the city experience is improving and that they would recommend the city for both shopping and socialising. Indeed the city is outperforming the suburbs when it comes to visits as demonstrated through research conducted by Red C.

It is essential that we continue to monitor these Key Performance Indicators to ensure that the city maintains its progress. Our competitors set targets for growth we must do likewise.
Our programme of events such as Dine in Dublin, Dublin Fashion Festival and Dublin at Christmas including the erection of Christmas lights on 30 streets are resulting in both footfall and spend in the city as can be seen in the table below.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dine in Dublin</td>
<td>€1.09mil</td>
<td>135</td>
<td>12,840</td>
</tr>
<tr>
<td>Dublin Fashion Festival</td>
<td>€6.9mil</td>
<td>400</td>
<td>1.3mil</td>
</tr>
<tr>
<td>Dublin at Christmas</td>
<td>€1.5mil</td>
<td>51,160 Attend light switch on events</td>
<td></td>
</tr>
</tbody>
</table>

Table 2

Individual plans for each of the six districts are contained on pages 62 to 97.
During 2015 footfall increased by 2.1% and in 2016 the increase was 1.5%, despite the extensive Luas works.

DublinTown reported 4,629 incidents to the Gardaí and received response.

4,629 incidents

£9.5 million

In 2015 and 2016 DublinTown events (including Dine in Dublin, Dublin Fashion Festival, Dublin At Christmas) generated almost £9.5 million worth of positive media coverage for the city centre.

21,000 requests for our rapid response cleaning service

35,420 disposed of sharp/dangerous waste items (including needles and syringes)

1,370kg disposed of worth of broken glass.

38,000 square meters worth of graffiti removed (3 times the size of the pitch at Croke Park!)

41 pallets of general waste removed from the streets (equivalent of around 41 double decker buses)

10,700 incidents of graffiti

Your Clean Team

Your Ambassadors

200,000+ maps were handed out

322,000+ Direct Business Recommendations

215+ cruise ships docked in Dublin Port

600,000+ individual interactions

230,000 cruise ship passengers

Meet the Business briefings

Christmas Lights

Over 30 Flower planters and baskets located around the city, replanted twice yearly

Christmas lights were erected on over 30 individual streets (stretching a distance of 4.5km) in 2015 and 2016.

33,185 Instagram followers

102,611 Facebook fans

72,779 Twitter followers

Combined our social media channels have:

Social Media Figures 2015 & 2016

2,520,060

DublinTown’s online and social media platforms promote businesses in the city centre. Combined our websites receive 2,520,060 page views annually.

Media coverage

2.1%

Footfall
Summary of DublinTown Activities

As a short summary, we note below some of the things that DublinTown has brought about in the past five years. Nobody else will provide these. It would be foolish to think that a budget could be found in the absence of DublinTown or that any other agency could undertake these services in the BID Area but nowhere else in the city.

Some activities that we have undertaken in the past five years include:

» Christmas lights which are erected on 30 streets each year - four streets had Christmas lights before Dublin Town.

» Clear and coherent marketing of the city including our programme of events:
  - Dine in Dublin
  - Dublin Fashion Festival
  - Dublin at Christmas promotion.

» Ambassador Team including cruise ship liaison & business promotion through the information kiosks; 300,000 members of the public are provided with 160,000 business recommendations annually.

» Working with the Gardaí to enhance perceptions of public safety including active support for Operations Spire & Pier and the Small Areas Policing on the city’s north side.

» Monitoring of infrastructure projects such as Luas Cross City & Grafton repaving, achieving pro-business changes to work schedules, in particular scaling back of works for Christmas 2015 and 2016.

» Input into city plans to ensure a pro-business emphasis.

» Additional lighting such as Fade Street & Dame Lane.

» Additional CCTV throughout the city.

» Lane washing and needle removal - 15,720 needles were removed in 2016.

» DublinTown brand identity and messaging together with supporting district brands and identities - including Dublin One & Creative Quarter

» Proactive management of the area and enhancement of the customer experience.

» Increased footfall and regaining customers from other destinations.

» Parking app & use of technology to assist people in accessing the city & finding parking.

» Promoting the city as a destination for both shopping and socialising, by day, evening & night.

» Securing pro-business improvements to transport & access plans including NTA plans & infrastructure investment.

» Purple Flag designation for both south and north side destinations. Purple Flag rewards excellence in the management of the evening time economy & imposes obligations on DublinTown, Dublin City Council & Gardaí to retain it.

» Group schemes that save members money.

» District meetings and co-ordination of programmes to meet business needs.

» Graffiti removal from business premises; 20,000 sq. metres of graffiti removed in 2016.

Key anticipated outcomes of the plan

The priorities that we see for the creation of a sustainable city are:

» The development of strong district identities and business mix within each of the six districts together with customer loyalty and better connectivity within and between city districts.

» A well-defined communications programme that keeps Dubliners engaged with their city and informed about developments.

» Maintaining the drive for an efficient, integrated, affordable and appropriate set of transport options.

» A better place to operate a business, work in, live in or visit.

» Enhanced perceptions of the city including perceptions of safety and presentation as well as the city’s overall appeal to all market segments.
Introduction

A city, like a business, is constantly evolving and changing; adapting to new challenges and opportunities. When DublinTown was established we faced competition from the out of town shopping centres, we are now competing against the world through online sales. This was increasingly evident during Christmas 2016.

The backdrop to our planning is that online sales will increase and sales through traditional outlets will decline. Positioning the city to meet this challenge is central to our thinking.

The city should be less vulnerable to the online threat than out of town locations as there is more to experience and do in the city. However, shopping centres are professionally managed and will react to emerging trends and will change their profile and marketing messages accordingly. Dublin City Centre needs to do the same to compete. It too needs professional management. It needs a BID.

On a wider level decisions are now being made that will determine the shape and performance of the city in the 21st century. Decisions around transport & access; communications & WiFi; decisions around the balance of access and pedestrian environment; decisions around investment & business mix and the use of space are all ready to proceed. Each decision will impact on the vitality of the city and the viability of businesses within it. The business community must be central to the decision-making process. The BID model ensures that it is.

If DublinTown was not there to fight our corner, who would? Decisions have been made above our heads and without our knowledge in this town for too long. We need someone to hear what is happening and make sure that the business interests are protected.

Ian Deegan, Debenhams, Henry Street
Strategic Vision & Operational delivery

Ultimately, the question we need to ask of ourselves in 2017 is what type of city do we want in 2030 and what are the steps that we must take now to realise this vision. In order to achieve our objectives, we must develop a model of strategic development aligned with operational delivery.

We can’t rely on others to do this for us; we must create and agree a business-friendly vision and deliver upon it. This dual aspect is the cornerstone of our 2018-2022 plan.

In devising all plans and proposals DublinTown is guided by the principle that the city must remain relevant to our customer base and DublinTown must remain relevant to our members.

The wider context

This is a time of extreme uncertainty. In early 2016, it looked like the recession was receding fast and we could look forward to prolonged prosperity. Brexit and the uncertainty of a Trump presidency give pause for thought. There may be opportunities for Dublin but there may also be tough challenges. We must get the balance right.

We need to listen to our customer base - those who choose to spend their time in the city and those who do not. Within 10 years the millennial generation will be the decision makers. They think and act very differently to their parents. We need to future proof the city with their needs and wants in mind. We need to fully understand their motivations and assess their likely reaction to both change and inertia.

So, let’s consider what makes us successful and what limits our potential. We have to build on our strengths and minimise our weaknesses and in a competitive world we need to ensure that we are relevant to our customers’ needs. This is the only way to stay ahead of the competition, be that traditional destinations or the online world.

Measuring progress & City performance

To measure the effectiveness of our work, DublinTown has developed a number of key performance indicators which record how the city is performing against competitors and our own expectations.

Through these indicators, we can see that the city is making steady progress against our objectives. According to our key performance indicators the city is showing signs of positive performance. However, there is still considerable work and significant milestones to be passed before we can say that the city’s future is secure.

Footfall

The footfall graph below shows a steady increase in footfall trends over the last three full years. This is despite the extensive Luas construction works through the heart of the city. Indeed, the very large increase in footfall detected when the works were scaled back for Christmas 2016, at the insistence of DublinTown, is evident.

This gives rise to optimism that footfall will increase significantly from 2017 when the Luas works are complete and passengers are being carried.

Consumer research has shown a consistent 44% of people who intend visiting the city more when the Luas Cross City service becomes operational.

Footfall for 2014, 2015 & 2016 shows a steady increase

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<tr>
<td>Jan-Feb</td>
<td>2,400,000</td>
<td>2,600,000</td>
<td>2,800,000</td>
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<tr>
<td>Mar-Apr</td>
<td>2,800,000</td>
<td>3,000,000</td>
<td>3,200,000</td>
</tr>
<tr>
<td>May-Jun</td>
<td>3,200,000</td>
<td>3,400,000</td>
<td>3,600,000</td>
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Fig 5
Perceptions of public safety

From the inception of the Business Improvement District, improving perceptions of public safety has been a key consideration. In 2011, it was found that 36% of Dubliners cited fears of public safety as the key reason for not visiting the city. Since that time we have made steady progress in addressing those perceptions despite difficult economic circumstances and increased rough sleeping.

It is very noticeable that the number of sensational headlines about the city and in particular media coverage of drug related anti-social behaviour have reduced significantly. The hard work and diligence of the Gardaí is paying dividends.

However, we cannot be complacent. Our perceptions of public safety still lag behind those of our competitor destinations and we need to continue to make significant progress.

The table below notes the trends in perceptions of safety. The overall progression is clearly visible. We will continue to monitor progress on a bi-annual basis.

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<td>Day</td>
<td>74</td>
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<td>75</td>
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<td>Night</td>
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The issues to be addressed in order to maintain progress are clear from engagement with the public and can be summarised as follows:

<table>
<thead>
<tr>
<th></th>
<th>Northside</th>
<th>Southside</th>
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<tbody>
<tr>
<td>Loitering</td>
<td>24</td>
<td>12</td>
</tr>
<tr>
<td>Drugs</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>General feeling unsafe</td>
<td>17</td>
<td>4</td>
</tr>
</tbody>
</table>
Facing our competitors

DublinTown is always conscious of the need to assist our members compete with other destinations and the online world. In 2016 we asked Red C to measure and compare perceptions of Dublin City with our competitor locations. The results, as noted below, are encouraging. However, we know that these destinations are always looking at ways to enhance their offering and experience and we must do the same.

At present it looks as if we are making some progress against these locations. Our main area of growth is amongst the over 55’s. We continue to do well particularly amongst the under 35’s but are still struggling with the family market.

A Millward Brown survey in 2015 confirmed that a majority of people believe that the city centre experience is improving. 86% of people would recommend the city as destination for shopping while 76% would recommend it as destination for socialising. In the latter case the main reason for not recommending it was perceptions of safety at night which we are addressing through the Purple Flag process. We expect that this will yield positive results.
Through its ongoing marketing and promotional activities DublinTown has helped the Creative Quarter to establish itself as a must-visit destination in Dublin City Centre. The Powerscourt Centre is proud to be involved in such showcase events as the Creative Quarter Fashion Show. Such initiatives drive footfall and interest into the area and make a real difference to business.

Mary Larkin, Powerscourt Centre
Key Strategic Considerations

The largest cohort of businesses within the district are retailers who face competition from other locations and the online world.

The CSO in Ireland does not measure online retail sales, however, it is estimated to be in the region of c.15% of all non-food retail and is growing exponentially. In surveys conducted on behalf of DublinTown it has been found that online sales are growing consistently at 40% per annum. Clothing accounts for the greatest slice of online sales, however, the public are increasingly comfortable purchasing all items online.

Most people cite convenience as a key determinant when it comes to online purchasing. The peak period for online sales is between 6pm and 8pm each evening and between 5pm and 8pm on Sundays. So when shops are getting ready to close our customers are getting ready to purchase, most often using their mobile phones to do so.

Trends from the UK show the manner in which online sales are impacting on total sales and how traditional retailers are losing out.

Competitors: Online and out of town

DublinTown seeks to ensure that businesses within our district are best positioned to capture market share within their own sectors.

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Trends from the UK show the manner in which online sales are impacting on total sales and how traditional retailers are losing out.

So, while total sales have returned to pre-recession levels sales from bricks and mortar continue to decline. This trend is set to continue. If current predictions hold true it can be envisaged that sales from traditional stores will remain in their 2010/2011 recession range for some time despite general economic growth.
Strategies to boost city sales

Emphasising the variety of the city offer and experience

Online sales are driven by convenience. Shopping centres also appeal to convenience whereas town centres rely on diversity, experience and variety. Therefore, there is a view that online sales represent a greater threat to shopping centres than town centres. However, it would be naïve to rely on this one competitive advantage alone.

We know that people are increasingly inclined to shop, socialise and seek entertainment as part of their visit. Therefore, we will emphasise the significant variety on offer. We also know that people increasingly seek out independent and unique stores. We will continue to emphasise that aspect of the city offer through the Unique to Dublin branding and messaging.

Encouraging city workers to stay in the city after office hours

Internationally there is a move towards more evening retail. Dubliners have shown a desire for greater evening time use of the city. In a survey conducted by Red C, 65% of people working in Dublin 1 and 2 have said that they would shop after office hours Monday to Friday if shops stayed open. Of this number 73% said that they would visit a cafe or restaurant as part of their visit.

We have successfully achieved purple flag status for excellence in the management of the evening and nighttime economy on both the north and south side of the city. Through this programme we are encouraging the retail, hospitality, entertainment and service offerings to extend their opening hours and keep customers in the city longer. Through our Purple Flag programmes on both the north and south sides of the city we are working to integrate the retail, hospitality and entertainment offerings along with the services provided by office based businesses.

This initiative is producing results. The greatest increases in footfall are experienced on those streets where the balance of offer is right. South William Street, South Great George’s Street and Capel Street are the streets where we have seen the most consistent footfall increases. The graph below shows how the Creative Quarter centred on South William Street compares with the more traditional Henry Street profile. A key challenge for us all, is to change the profile of use for traditional streets to better match the needs of millennials who wish to spend more time on a wide variety of experiences.

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Fig 9

This integration of retail and hospitality has worked well on the south side of the city. The Dublin One process seeks to ensure that the same is the case for the northern district also.
Transport

The daily average footfall into the BID area is c.325,000. We wish to grow this but recognise the constraints and congestion that face the city. Internationally there is a move away from car transport. Cities, such as Birmingham, which were designed and built with the car in mind are being refocused to become more person centred. Dublin has retained much of its architectural heritage and integrity and therefore we now have the advantage of interesting streets that are full of character. This will stand us in good stead as the 21st century progresses.

However, we are still left with the challenge of growing footfall on streets with limited capacity and also increasing access through already over-burdened access routes. Internationally, people are turning to sustainable modes of transport. The Paris Accord which further limits greenhouse gas emissions will reinforce this trend. The dramatic increase in cycling experienced in recent years will continue. This will require additional safe cycle parking and more safe cycle routes into and around the city centre. Balanced with this is the need to maintain vehicular access to both car parks and hotels.

The chart below illustrates the spending habits of consumers according to their mode of transport. It’s clear to see that the spend generated by car borne customers is significant. Maintaining access for all modes of transport is essential to ensuring the future viability of the city centre.

![Chart showing transport modes and related spend]

Many cities have faced similar dilemmas and have reached workable solutions. We should study these models and where practical, adapt them to the Dublin situation. We should consider dual use carriage ways that allow for both pedestrian & cycle movement together with slow moving vehicular access to car parks and hotels. This concept works well in a number of Danish cities including Copenhagen and Odense. We also need to concentrate on the potential to win new customers through increased use of shop and drop and deliveries from the city centre. Both schemes would allow customers to access the city by sustainable and public transport, to shop and socialise here and to have their bulky purchases minded for them until they are ready to return or have them delivered home.

The 21st century will not mirror the 20th. We need solutions and attractions that are relevant to our existing and new customers. This will require us all to think outside the box and challenge our preconceived notions. We have no choice but to strike an appropriate balance that reflects the city’s diverse needs.

We need investment in underground rail. DublinTown will continue to advocate for the fast tracking of Metro North and DART Underground as essential pieces of infrastructure. Over 80% of people shopping on London’s Oxford Street use the tube. We need similar infrastructure here.

In advocating investment in public transport we are equally conscious of the need to maintain access for car borne shoppers as illustrated in the table below.

<table>
<thead>
<tr>
<th>Mode</th>
<th>Percentage in city using this mode</th>
<th>Spend per trip €</th>
<th>% of Total Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus</td>
<td>42</td>
<td>63</td>
<td>37.46</td>
</tr>
<tr>
<td>Car</td>
<td>19</td>
<td>117</td>
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<tr>
<td>Walking</td>
<td>17</td>
<td>50</td>
<td>12.03</td>
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<tr>
<td>Dart/Train</td>
<td>3</td>
<td>50</td>
<td>2.12</td>
</tr>
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</table>

Table 4
Investment in public transport

DublinTown supports investment in our public transport infrastructure. We believe that the introduction of Luas Cross City will significantly improve city accessibility and movement within it. However, we need much greater investment to follow. The city is beyond the point where we need to invest in underground solutions. The space above ground is insufficient to accommodate 325,000 people on buses, Luas, DART & Commuter trains, bicycles, in cars and on foot. We are pleased to see that Metro North is scheduled for delivery while DART Underground is contained in the NTA’s transport proposals for Dublin. However, the timescales for delivery of these projects is far too long. DublinTown will argue that these timescales must be shortened.

Important decisions will be made within the next year regarding access to the city. It is essential that the business community present itself as unified and professional. We cannot present opinions as facts. Individual businesses may not always agree with their neighbours, however, we have to develop mature dialogue which respects clear majority views.

For its part DublinTown will present its evidence and policy positions based on consumer research and reliable surveys of business opinion and will continue to study programmes which have worked throughout the world.

Working through infrastructure construction

The investment required in our public transport service will lead to disruption during construction, however, the longer term benefits accruing will outweigh this inconvenience. DublinTown has gained considerable experience in dealing with such issues during the Luas Cross City construction and the Grafton Street re-paving. The proactive approach taken by the team and our member businesses has ensured that city footfall actually rose during the periods of construction despite the many difficulties that arose and arguments that were had.

There are undoubtedly streets that bore more than their fair share of pain during construction, most noticeably Dawson, Nassau and Parnell Streets, and the lessons learnt from these experiences need to be brought forward for future projects. Amongst the changes to plans and work schedules secured by DublinTown were:

» Changes to the timing of water and utility cut offs to best meet individual business needs.
» The repositioning of work sites to give better access and visibility to individual business premises.
» The rescheduling of works on O’Connell Street; which would have resulted in six weekends of traffic closures to intense periods of work over two bank holiday weekends.
» Re-arrangement of work on O’Connell Bridge to last for one intense bank holiday weekend instead of several weeks of disruption to both sides of the quays and cross city traffic.
» Re-arrangement of work planned for November/December 2015 on O’Connell Bridge, O’Connell Street & Parnell Street to January/February 2016 to accommodate Christmas trade.
» Reduction from 10 weeks to 6 weeks for works conducted on the Talbot Street/ Marlborough Street junction.
» In various submissions we have called for the upgrading of streets adjacent to the Luas, especially for improvements in streets like North Earl Street, Sackville Place, and Cathal Brugha Street, Cathedral Street, Dawson Street and Nassau Street. This is going to happen.
» Reinstatement of right hand turn onto O’Connell Bridge which was due to be inaccessible for a period of six to eight weeks in October & November 2016.
» Significant curtailing of works during the Christmas 2016 period. Footfall rose by approximately 8% during this period, something that could not have been imagined if the works had continued as planned.
» Securing over €400,000 in advertising spend during 2016 to encourage customers to keep visiting the city centre.

The streets which suffered most during construction must be assisted in gaining most when the service become operational. Additional marketing and promotion of these streets will be undertaken when the works are complete.

I feared the Luas Cross City works remembering just how disruptive they were when the first lines were laid. Working with the guys from DublinTown we were able to maintain access to my store and to the area in general. They supported me and I will support them by voting yes to the BID.

John Bergin, Sky Tours, Talbot Street
Similarly, DublinTown has secured significant changes to the original transport and traffic proposals for the city that will greatly assist customer access. These include:

» The abandonment of the plan to ban cars and delivery vehicles from using the south quays.

» The relocation of the proposed northern quays bus gate to a point beyond the retail/hospitality centre of the city, this will allow for access to public car parks in the city’s northern commercial centre. We will argue for logical access for cars and delivery vehicles if and when Eden Quay becomes a public transport corridor.

» The dual running of buses & taxis on the Luas line around Trinity College allowing for access by taxi to the city’s south side hotels and allowing for more buses to come through the heart of the city’s commercial district.

» Reversal of traffic movements on Church Lane ensuring better access to the city’s south side car parks.

» Maintaining access to the city’s car parks within the retail core albeit with changes in the necessary route alignments. Allied to this we developed The DublinTown Parking app which guides people to their car park and hotel of choice.

We need a balanced approach to transport. There is a need for greater investment in public transport, and maintaining of access to the city’s car parks.

Branding & Identity

The city needed a brand and identity to sell itself with. We undertook a process to achieve this resulting in the DublinTown brand, website and related messages. We consolidated the Dublin at Christmas, Dublin Fashion Festival and Dine in Dublin brands into this overall message.

Based on footfall and sales performance data, it was clear that the individual districts had their own separate customer basis and were operating independently of each other. We therefore began work on individual district brands. Each district brand is founded on the needs of businesses within the district and is developed through consumer research and a professional approach and examination of the district’s strengths and weaknesses.

Thus far we have worked to develop local brands and identities with businesses in the Dame District, Dublin One and Creative Quarter. In the next term we will work with businesses based in the Talbot District, the Grafton District and the Central District (the area around College Green and Westmoreland Street) to develop their brands and identities. This will include enhanced communications and promotional programmes aimed specifically at their customer bases.

Higher Residential and Office Densities

Internationally, people are opting to live closer to city centres and to walk or cycle to work. DublinTown supports this city living concept. We believe that higher density housing needs to be supplied on brown field sites close to the city centre with higher density and higher rise. Having people living on our doorstep helps ensure a more consistent pool of employees for businesses together with customers for our shops and restaurants. We believe that the Georgian Squares can provide quality accommodation and that other accommodation can be brought on stream where more sensible regulation and policies are adopted.

Similarly, there is a need to build higher density office accommodation to help regularise the rental market. Office rents are rising due to a lack of supply and this must be addressed. We must also learn from London’s experience that when offices and their workers are priced out of the city centre, and when offices are converted into residences, retail and hospitality suffer. We need to maintain and grow a vibrant and integrated economy in Dublin City Centre.

Dublin is experiencing a homeless crisis, which is creating issues on city centre streets. DublinTown supports the Housing First approach that seeks to place people experiencing homelessness into homes and provide them with the additional supports they may need. This approach was incredibly successful in New York and closer to home in a number of UK cities. We believe that it can be every bit as successful in Dublin when resourced adequately.
Accessible City Wi-Fi

Most customers expect to have access to Wi-Fi and this trend will accelerate. DublinTown has looked at mechanisms for providing free Wi-Fi on our streets. This is likely to make use of the electrical installations used for Christmas lights. Upon renewal we will begin a process of piloting free Wi-Fi on our streets and will develop a programme for making Dublin a truly Smart city. We will use this Wi-Fi to inform the public of the wide range of options available to them during their visit to the city and will solicit their views on the city experience as it currently is and what changes and adaptations they would like to see.

Encouraging Investment into the City

DublinTown has worked with potential investors encouraging investment in the city. This has included providing performance data and detailing adjacencies.

We are developing an investor’s guide to Dublin which we will use to encourage investment appropriate to each of the six districts.

Using International experience

Town Centre and Place Management began with programmes to enhance cleaning, safety and customer experiences in the 1970’s and 1980’s. It has evolved since then, coming to understand that strategic thinking is required to both position and sustain town centres in the future. DublinTown has research and fact based arguments to support its contentions. This approach is yielding results.

DublinTown is a member of the London based Association of Town and City Management (ACTM) and have established connections with cities throughout Europe, North America, Asia and Australia.

We have learned from our peers and have brought examples of good practice back to Dublin. Examples of such learning include, addressing perceptions of public safety following the experience of BIDs in New York and Philadelphia, effective branding & marketing following engagement with BIDs in London and creating a balance of transport options from cities on continental Europe.

BIDs readily share notes with each other and engagement with other BIDs throughout the world has greatly assisted us in our work.

The BID model works as can be seen from successes around the world. Successful towns are those with clear public-private partnership models, where customer research feeds into the planning process, where international best practice is brought to bear and where there are ongoing programmes that continuously enhance a district.

BIDs have the budget to get things done. That budget is owned by the business community and cannot be appropriated by anyone else.

BIDs have a reputation for professionalism. The fact that BIDs require periodic renewals ensures that they must stay on their toes.

DublinTown will always be guided by the principles of professionalism and integrity. Our policies and positions will be rooted in evidence and fact. We expect that some of those opposed to the BID renewal will engage in a programme of soundbites, specious arguments and emotion.

Our advice to businesses is interrogate the claims, arguments and propositions made and make your own informed choice. There are many who voted for Brexit who wish they had considered all the implications but it is now too late. The time to ask questions and ensure you are happy with your choices is before the vote.

The renewal of the Dublin City Business Improvement District

Over the years, DublinTown has strived to represent its members interests when working with DCC and other various bodies. They have achieved many successes on this front on our behalf.

Derek McDonnell,
Jervis Shopping Centre

Our destiny in our hands
The DublinTown cleaning programme includes:

- Emergency response cleaning both day and night. The most common requirements are to clean animal and human waste and also to remove drug paraphernalia.
- Graffiti removal
- Lane washing
- Street washing
- Chewing gum removal
- Removing cardboard and other litter left behind by rough sleepers

In the past two years alone we have recorded the following cleaning actions:

<table>
<thead>
<tr>
<th>Metric tonnes of rubbish removed</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>267</td>
<td>264</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sharp &amp; potentially infected items</th>
<th>15,790</th>
<th>18,720</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Illegally dumped bags removed</th>
<th>780</th>
<th>4,320</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Kilogrammes of glass removed</th>
<th>650</th>
<th>720</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Square metres of graffiti removed</th>
<th>20,000</th>
<th>18,000</th>
</tr>
</thead>
</table>

Our cleaning crew operates all year round. The day crew work seven days per week while the night crew work four nights. We intend extending the night crew to a full seven day week programme in the next term. At present they work seven nights a week during the summer months. This allows for street washing, chewing gum removal and general cleaning that cannot be undertaken when the streets are full of customers.

The crew also clean and tidy gated laneways which we will continue to maintain. Where the organisation is not renewed these gates will be removed and the lanes re-opened.

Turning strategy into delivery

The DublinTown 2018-2022 plan is one of strategic development and operational delivery. While large strategic decisions must be addressed, we also have to be active on the ground ensuring that each business, employee and visitor experience is the best that it can be.

Creating a more pleasant environment

Enhancing the look and appeal of the BID area is critically important in developing a welcoming environment. DublinTown will continue to do this through:

- Floral arrangements
- Cleaning
- Enhanced signage
Improving perceptions of safety

We are making steady progress in enhancing perceptions of public safety throughout the district. However, we are conscious that we still have ground to make up on competitor destinations.

International experience suggests that it will take time for perceptions of safety to change fully, however, we have started down the right road with initiatives such as Purple Flag and will continue working closely with the Gardaí and other agencies to achieve a safer city for all.

We are confident that gaining Purple Flag recognition for the north side of the city will assist us greatly in addressing lingering doubts about safety north of the Liffey after dark. It is the intention of DublinTown to expand the two existing Purple Flag areas where possible. This accreditation has helped to boost the night-time economy and increase perceptions of safety in the Creative Quarter and Dame District area since it was first awarded in 2013.

The Gardaí are due enormous credit for addressing drug related anti-social behaviour in the city. We now find less discarded needles and have been told by drug users that they are not inclined to bring drugs into the commercial centre of the city. This has significantly improved perceptions.

The Gardaí have given us assurances that Operations Spire & Pier will be maintained. We have kept legislation to deal with the mis-selling of prescription medicines on the agenda. We made our views known on this subject through the City Wide - Joint Policing Committee and resurrected the issue when it appeared to be falling off the Government radar.

We will continue to advocate for more appropriate legislation to deal with aggressive begging and will work with other Irish town centre management partnerships and emerging BIDs to lobby nationally for such changes.

Throughout the Dublin One process we engaged with the public and elicited their views as to how the district could be made more attractive. Following this we engaged with Dublin City Council’s architects’ office and are currently working on plans to improve perceptions and flow through the city’s north side. The American Institute of Architects have taken an interest in this work and will visit the district in March 2017. This will result in a plan that focuses on strengthening the entire area. Having gained from this experience we would like to consider other districts and re-imagine them as vibrant hubs that better balance the often competing demands on available space, creating more user-friendly destinations that better engage with the public, encouraging them to visit more regularly.
Marketing & promotion

DublinTown’s primary focus is the promotion of the city centre. We do this through an extensive series of marketing events and activations. Our current programme concentrates on the following major events:

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<tr>
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<tbody>
<tr>
<td>Dine in Dublin</td>
<td>€1.09mil</td>
<td>135</td>
<td>12,840</td>
<td>“Great Tuesday night! Loved seeing new elements added to the festival”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Extremely pleased with this week. We had lots of first timers due to Dine. Big group bookings”</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“Very happy with the week, Sangaria night was a huge success &amp; bookings were up for the week”</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>“Saw an increase in trade the week of and the week following Dine in Dublin”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“Saw a 9% increase in bookings for the week”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“20% of our diners requested information about the Dine menu or came directly because of Dine – great result!”</td>
</tr>
<tr>
<td>Dublin Fashion Festival</td>
<td>€6.9mil</td>
<td>400</td>
<td>1.3mil</td>
<td>“There was a notable increase in footfall for both the Henry Street and South King Street Stores”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Increase in footfall to my store. Clients reacted to increase in social media”</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“The footfall in the centre on Saturday 12th was up 10% YOY”</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“People came in from on-street shows to purchase looks featured on the catwalk shows and in the lookbook”</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“We saw 186% lift in sales vs last year”</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“Looking forward to being more involved and getting our brand out there further around the festival”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“Everything styled beautifully. Care taken with all stock. Dublin can hold its head high to London Fashion Week”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“Sold out of the Persian paisley dress that was featured in the lookbook”</td>
</tr>
<tr>
<td>Dublin at Christmas</td>
<td>€1.5mil</td>
<td></td>
<td>€1,160</td>
<td>“The light switch on event attracted so many families into the area from early in the afternoon. It was great for business”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>“There was a brilliant atmosphere around the city all day”</td>
</tr>
</tbody>
</table>

Table 5

We also run family fun street events during the summer months, which prove very popular. DublinTown is constantly reviewing and improving our key events to ensure maximum engagement with the public and the greatest return on investment for our members. In our deliberations members’ views are paramount.

In addition, DublinTown supports events promoted by other agencies where they are likely to enhance both engagement and spend in the city. In 2016 alone we invested in the following events:

- New Year’s Eve Festival
- St. Patrick’s Festival
- Easter 2016 celebrations
- Bram Stoker Festival
- American College Football
- One City One Book
- One Family – Family Day Event

This allowed us to influence the events and create a better appeal for the city and also to facilitate a greater level of engagement with our member businesses.

We were also able to place activities in locations that could benefit most from the additional footfall created. Examples of this include, the relocation to Henry Street & Wolfe Tone Square of the Macnas parade as part of the Bram Stoker celebration and the relocation of the One Family event that saw an audience of 5,000 entertained in family groups on Wolfe Tone Square while the Dame District and Creative Quarter played host to the 20,000 overseas visitors, primarily from the US, who came for the American College Football game.

In previous years each of these events brought attendance and spend to other parts of the city. In addition, we have been able to ensure that events that add to the city have been prioritised. For example, when the Tour De France was held in the city many retailers noted that it impacted negatively on trade. Similarly, the Bavaria Motor Car event was felt to have reduced rather than improved trade. These experiences were brought to bear when it came to the Giro D’Italia where we ensured that the event was hosted on specific streets to ensure that access was maintained throughout the DublinTown area. Members were facilitated in joining in the celebration and making their support known to help ensure that they benefited from the additional spend in the city. Without DublinTown the event could have been planned in such a way that access would have been negatively impacted resulting in lower sales for our members.

Creating additional spend

To further monetise our events we began selling vouchers that can be redeemed during the events. We began this process with the Dine in Dublin voucher. These vouchers which are sold online can be redeemed at face value in participating restaurants, with no commission or charges being deducted. In 2016, we sold €15,000 worth of vouchers, money that went directly back into members’ tills.

Based on this experience we are rolling out the sale of both retail and restaurant vouchers. Vouchers will be sold all year round. Where vouchers remain uncashed we will use the funds generated to add to the city promotion budget.
We have segmented the total market into 4 demographic groupings:

- Single under 34’s
- Family
- Empty nesters (largely over 55’s with adult children)
- Seniors (over 68)

The city has always performed well with under 34’s and still does. We had underperformed with other demographics, however, we are picking up considerable market share from the empty nester category and also with seniors. In contrast we continue to underperform with families. Addressing this shortfall will be a key consideration in the next term. We know from research and experience that families are attracted to the city by events and activities. We also know that activities that last for approximately 45 minutes are enough to persuade people to visit the city but also allow them time to wander through the streets and engage with its attractions. We will continue to develop activities along these lines and will use our various channels to market and promote them. Parents speak highly of their day out in town with their children attending events and festivals. The challenge for all of us is to ensure a greater level of repeat visits and this is an area we will work on with members.

International Marketing

DublinTown were active participants in Failte Ireland’s Grow Dublin Task Force, Grow Dublin Tourism Alliance, the Dublin Now project and the Dublin Breath of Fresh Air programme. We have played a keen role in the development of a Dublin tourist proposition, including support for the Aer Lingus College American Football Challenge and the New Year’s Eve Festival.

The Dublin Fashion Festival has become an integral part of my annual calendar. The 70,000 copies of festival look book magazine gives me a chance to reach customers that I could never reach with my own marketing budget. Participating in the festival makes a lot of sense for me and even for that reason alone, DublinTown are worth it and I will be voting yes this time.

Ashling Kilduff, Owner, The Design Centre, Powerscourt

We are currently formalising our links with Failte Ireland in order to further develop our partnership approach to the marketing of Dublin internationally.

Each cruise ship that visits Dublin welcomes on board a DublinTown Ambassador who advises the passengers on how to maximise their time in our city with a particular reference to the businesses within the BID Area. This service, which yields a spend measured in hundreds of thousands each year will be maintained.

As part of the overall investment in the city, DublinTown will advocate for greater investment in the Cruise Ship facilities at Dublin Port including an appropriate welcome centre. We will also support the extension of the Luas to meet with this facility in order to bring passengers efficiently and cost effectively into the heart of the city.

Our marketing programme including online and social media engagement has witnessed significant growth since 2012. DublinTown is now a go to website to find out what is happening in the city as our visitor numbers show.
Brand development and marketing

The re-brand of Dublin City BID to DublinTown has been extremely successful and has been universally praised by brand practitioners. In addition we developed the ‘We are DublinTown’ brand to promote our members. We will use the experience gained on this project to further develop, strengthen and promote the burgeoning district brands. Allied to this we will continue to create and develop events and festivals that reinforce both the DublinTown and individual district brands, while also growing city centre footfall.

As part of this process we will work with local business to better co-ordinate opening hours and maximise the potential for evening trade. We will communicate these hours through our various communication channels.

When comparing the city to other locations we have come to understand the importance of the city’s cultural offering to both the retail and hospitality trades.

Working with the Abbey Theatre we engaged Fitzpatrick & Associates economic consultants to assess the importance of cultural attractions to the rest of the city offer. The results were eye opening as can be seen from the charts below.
This concept of shared space also applies to busking and performances within the city and indeed charitable collections and activities; all of which impact on how we manage the city for the benefit of all. DublinTown played a key role in the development of busking protocols and subsequent bye laws. We have continued this role in assessing the outcomes of these bye laws and making recommendations as to how they can be strengthened. We intend remaining active in this space and to use the experience and contacts gained to address other on-street issues in order to maximise the enjoyment of the city for as many people as possible.

<table>
<thead>
<tr>
<th>Catchment area of theatre</th>
<th>Elsewhere city centre</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>% of visitors</strong></td>
<td>28.1</td>
</tr>
<tr>
<td><strong>Average spending per party (€)</strong></td>
<td>60.44</td>
</tr>
<tr>
<td><strong>Average spending per person (€)</strong></td>
<td>40.80</td>
</tr>
</tbody>
</table>

Table 6

It can be seen that roughly a quarter of people attending the theatre engage in retail activity with a considerable average spend. There is clearly considerable scope for retail and hospitality outlets to engage with neighbouring cultural venues for the purposes of cross promotion. This will assist us in selling the city as a multi-dimensional destination that has a clear competitive advantage over our non-descript competitors and the tedium of the online marketplace.

2016 Experience

The Easter 2016 celebrations confirmed that the city can attract and accommodate large numbers and that these visitors can be hosted in safety and comfort. The celebrations also confirmed that nature of event that attracts the most sustainable and engaged audience.

DublinTown has advocated that the experience from 2015 & 2016 be built upon and that a regular Easter celebration become part of the city’s events calendar.

DublinTown was heavily engaged in the planning and management of the 2016 celebrations. Our influence was evidenced in maintaining access to businesses in the lead up to and during Easter Week. Our ambassadors were also active on the ground in our on-street kiosks providing information and maps to the public.

We will strengthen the partnerships formed during this time for the betterment of the city and the promotion of appropriate events during our next term.

Dublin as a shared space

The city is a shared space. This means that we all have to make some compromises to enable as many people as possible to use the city at any one time. We can better organise events to ensure that road closures and impediments to access are minimised; protests can be organised in a way that doesn’t prevent others from visiting or moving within the city and we can share our city with national and international organisations and agencies while acknowledging the rights of other city stakeholders.

The overriding concern must be to respect the rights of all and to agree protocols for the accommodation of the sometimes competing interests.

Through Dine in Dublin and the Dine in Dublin vouchers scheme DublinTown are actually putting cash in our tills. This along with their other marketing campaigns add real value to our businesses, it is in our interests to make sure that this continues so we will be backing DublinTown with a yes vote.

Billy Creaney - Brasserie Sixty Six/Fade Street
Social/Rustic Stone

Our destiny in our hands

The renewal of the Dublin City Business Improvement District
Marketing in the online environment

DublinTown has excelled in marketing in the online environment. Dublintown.ie, which promotes member businesses, won the Web Award for the Best Web Only Publisher in 2015 and our online marketing profile has won additional awards both in Ireland and abroad.

The numbers speak for themselves. We have been experiencing annual growth of 40% to 50% to our online platforms and now have over 200,000 social media followers. These platforms are used on a daily basis to promote the city in general and our members offers in particular.

DublinTown are pioneers in the field of vlogging (the use of videos on platforms such as youtube for marketing and communication purposes). We believe this form of promotion will grow considerably in the coming years. We have a weekly vlog which details events and attractions in the city that coming weekend.

Our competitors have very significant marketing budgets; far more than is ever likely to be available to DublinTown. We need to be clever in order to get our messages across. Simply speaking we need to cut through the marketing noise and reach the public and engage them with the city centre.

Monitoring interaction and traffic on each of our websites.

DublinTown monitors traffic to our websites to assess: (i) how many people are on each website (ii) what they are looking at (iii) how long they stay on the site (iv) progression on the site ie: what attracts them and what they view next and finally (v) whether they view the site through mobile phone, tablet or desktop. We refer to and use this information on an ongoing basis to ensure that we are meeting the needs and interests of our substantial online audience as well as our members.

As with online sales we are finding an increase migration to mobile platforms. This is particularly evident when the sites are at their busiest during the commuting periods, of 7-9am and 6-8 pm each morning and evening.

Twitter recognised DublinTown as a model of best practice in the use of their social media platform for marketing purposes. In addition, Microsoft have highlighted DublinTown websites as best examples of how websites can be mobile enabled.

The numbers speak for themselves. We have been experiencing annual growth of 40% to 50% to our online platforms and now have over 200,000 social media followers. These platforms are used on a daily basis to promote the city in general and our members offers in particular.

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Representing the business community

DublinTown is actively engaged in influencing decision makers to ensure that the outcomes of deliberations better understand and protect business concerns.

A list of submissions made in 2015 and 2016 is given below. In addition, we submit our views on the Dublin City policing plans each year.

Decisions are made nationally and locally that impact on businesses often without due understanding of circumstances on the ground. As can be seen from the list below, DublinTown has actively fed into a variety of programmes both formally and informally.

We have found it particularly useful to give context to our submissions and to educate decision makers. The fact that we record all aspects of city life and relate them to footfall and sales has been critical in gaining respect and understanding for business positions. We consider that this aspect of our work will become increasingly important as the city defines itself for the 21st century.

Each submission is available to be read on our website wearedublintown.ie

» Position paper regarding Option 7 Liffey Cycle route
» Submission on revised Dublin Development Plan July 2016
» Comreg submission regarding USO for phone kiosks
» College Green submission May 2016
» Outdoor seating proposal Feb 2016
» Review of Street Performance Bye laws 2016
» Dublin City Development Plan 2016-2022 submission
» Transport Study – Executive Study
» Talbot Street Planning and Transport Analysis & Full Talbot Area Plan
» Review of DCC Litter Management Plan & Draft Plan 2016-18 submission
» Greater Dublin Area transport submission
» Fingal/North Dublin Transport submission to the NTA
» Dublin City Development Plan 2016 issues paper
» BRT Swiftway (Swords to Dublin City) submission
» Street Performers bye-laws submission December 2014
» Oireachtas Justice Committee – Draft Opening Statement
» Consultation on Draft Misuse of Drugs Regulations
» Submission to Comreg regarding phone box provision
» Dawson St Luas stop submission
» Luas Cross City submission to RPA

On a formal basis DublinTown is represented on Dublin City Council’s Transport Committee and the City Wide Joint Policing Committee and on committees of the Dublin Age Friendly City project, which assisted us in marketing the city to a demographic that was turning away from it. We were previously represented on the Council’s Environmental Committee.

As noted earlier we were active members of the Grow Dublin Task Force, The Dublin Now Project and the Grow Dublin Tourism Alliance.

Promoting office based businesses

Dublin city centre is fortunate in having a significant variety of office based businesses, based above the shop and in purpose built office blocks. When such service businesses were displaced in London, it soon became apparent just how important they were for the entire city economy.

In order to prosper and develop these businesses must acquire and maintain the best staff possible. Having a more pleasant environment is obviously of critical importance as is the availability of good quality shopping and recreation opportunities.

In the next term, DublinTown will seek to promote this diversity and work of this vital business sector in a number of ways. One will be a programme encouraging the public to consider what goes on above the shop. Through this programme we will profile the unique and extensive service offer available in the city. This will include profiles of the nature of service businesses, how they have evolved and what makes them successful. We will profile business owners and we will engage with their staff to understand and promote why working within the core city centre makes so much sense and how it adds to the overall quality of working life that they have.

To assist with staff retention we will expand the staff loyalty programme which we piloted in the Creative Quarter. Through this programme staff are able to enjoy discounts and complimentary offers from neighbouring businesses and are made to feel part of the overall district.

In addition, we will actively introduce service based businesses to their neighbours and create networking opportunities.

Finally, we will create a service based directory populated by businesses based within the entire district and will use all of the DublinTown marketing tools to help get the message out to the wider public.

When we relocated our business to the city centre a year ago the team at DublinTown helped to introduce us to our neighbours. This has been hugely beneficial to us in making contacts and new business leads.

Michael Foley, Aspire Digital
Differentiation of the BID District

It is easy to take the collective effort of DublinTown and our members for granted, however, when we consider the impact of the Christmas lights for example, it is easy to see how the appeal of the area is enhanced through our efforts. The photographs below compare streets in Temple Bar where there are no lights to those within the BID where there are festive lights on the same evening in December. The impacts are very clearly visible.

We never had Christmas lights on our street and without DublinTown I don’t think that we would have them again. They add colour and excitement to the street at the time when we most need it. If it were for the Christmas lights alone the DublinTown contribution is worth it, so I am voting yes to the Christmas lights and yes to DublinTown. In addition, the service in removing graffiti and in keeping the waste situation under control has been invaluable. The Street Ambassadors have sent a lot of custom to us as well.

Geraldine Byrne, Charles Byrne Musik Instrument, Lower Stephen Street
Also, in terms of graffiti removal and general cleaning the impact of our work is there to be seen. If DublinTown ceases to exist after the forthcoming vote, the streets within the BID district will soon become indistinguishable from those outside it. Shown below are examples of streets outside the BID area.

Our building is constantly hit by graffiti. I don’t know how much it would have cost us to repeatedly remove this. A lot of the time I don’t even have to tell DublinTown that the wall has been hit, they just come and remove it themselves.

Liam Keighery, Irish Life Centre, Lower Abbey Street
As the second BID term progressed we created separate strategies for each of the districts. Over the next five years we will continue to work with local businesses to create and develop strategic missions based on the priorities of each of the districts.

With the growing likelihood of a pedestrianised College Green we envisage a greater capacity to manage and promote a separate south side district centred around College Green. This will stretch from Lower Grafton Street and Suffolk Street towards the south quays and will include Westmoreland Street and D’Olier Street.

While Dubliners refer to the core city centre as town, they often have different perceptions of what that ‘town’ is.

We have come to understand that we are promoting a number of distinct communities, with individual strengths, which when taken into the overall context of the city centre, blend into and compliment one another. To this end each of these communities merits its own clearly articulated messaging that promotes their own unique identity.

As the second BID term progressed we created separate strategies for each of the districts. Over the next five years we will continue to work with local businesses to create and develop strategic missions based on the priorities of each of the districts.
Our intention is to redesign the district meetings to allow for greater interaction between members. We are also considering inviting guest speakers who we believe have something to offer members. This may include innovative ways of marketing; business organisation; staff retention and optimisation; and indeed other areas of interest identified by members.

There is a wealth of office-based business housed above the shop throughout the district. We see enormous scope for introducing these businesses to their neighbours and fostering a community spirit.

District budgets

To strengthen the local district approach we have developed local area budgets which are ring-fenced for activities within each of the districts. The spending of this budget is taken after consultation with the local businesses. Again, this approach will become an increasing feature of how we organise our work during the next term with greater emphasis on local needs and expectations.

The priorities for each of the districts are summarised below. Over the course of the next term these plans will be further refined and delivered upon in close co-operation with the businesses within the districts.

District branding & identity

Each district has its own identity and appeals to its own demographic markets. In order to understand the motivations of these market segments we have conducted market research with specific reference to the districts in question. This work has consisted of consumer research and also on-street surveys with people visiting the area.

This consideration has allowed us to determine:

- Assessment of motivation for spending time, shopping and socialising in the area
- What attracts people to the area
- What keeps people away
- Understanding of the modes of transport used
- Establishing spending patterns and use of the district i.e. propensity to shop, socialise or seek entertainment as part of a visit to the district.

We have worked with local businesses to help draw out the conclusions of this research and understand how the district matches the motivation of its customer base and the improvements required to better fulfil the district’s potential. We are very grateful to the businesses who have worked through this process with us.

To date our primary work has concentrated on Dublin One; Creative Quarter and Dame Districts. In the next term we will undertake further development work in the Grafton District, Talbot District and Central District.

Having developed this understanding of both business and customer motivations we have developed marketing and event themes that further enhance the brand identities in question. For example, we have organised Purple Flag themed events in the Creative Quarter and Dame District, we have developed the Creative Quarter Fashion Show within the Dublin Fashion Festival to highlight the unique style offering in the Creative Quarter; we concentrated the American College Football activities primarily within the Dame District and also in the Creative Quarter. On the north side of the river, we secured the One Family event for Wolfe Tone Square and the Macnas Parade for the Dublin One area. These activities were aimed at bolstering the district’s family-friendly credentials.

There is more to be achieved through this process and this work will be key in the next term. The priorities for each district are set by local businesses. In this regard the regular district meetings are particularly beneficial. These meetings allow us the space to engage in two-way communication and promote greater participation by the membership in the decision-making process and the allocation of resources. It also enables us to assess the extent to which our activities are resonating with businesses within the district.

We conduct 3-4 meetings in each district per annum and it is particularly gratifying to see increased participation at these meetings.

Our destiny in our hands

The renewal of the Dublin City Business Improvement District

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The priorities for each of the districts are summarised below. Over the course of the next term these plans will be further refined and delivered upon in close co-operation with the businesses within the districts.
The Talbot district has been marginalised and overlooked for too long. However, there is good evidence to show that its fortunes are about to turn for the better. Amongst the investments that have been made recently are:

- The Gresham Hotel was purchased by Riu Hotels
- The recent opening of the Holiday Inn on O’Connell Street
- D2 Private have received planning permission for a scheme centred on the Clery’s building that has the potential to transform the district
- The old eircom building on Marlborough Street was sold for over €20m
- Le Bon Crubeen will open a new hotel and restaurant in the former Guiney’s building on Talbot Street
- Heatons & Sports Direct will open shortly in the old Boyer’s building
- Luas Cross City will have stops on O’Connell Street and Marlborough Street with trams running by the end of 2017.
- Luas will also invest in paving and domain upgrades for Cathedral Street, Marlborough Street, North Earl Street and Sackville Place. This will provide a welcome entrance to the heart of the district from O’Connell Street, a street with an annual footfall of almost 30m.
- Irish Life is investing heavily in their premises. 3,500 people will soon be working from there.
- Other significant employers are looking at establishing a presence in the general district.

Significant investors have bought into the district demonstrating a confidence that the area not only has the potential to reinvent itself and thrive but is poised to do so.
The heart of Dublin welcomes you

More hidden gems than you realise

Cultural Offering

Research undertaken with Fitzpatrick and Associates confirms that this cultural offering brings collateral spend to the area. What we found particularly interesting is that this spend is not confined to hospitality but also extends to a significant retail spend.

The Abbey Theatre has ambitious plans to redevelop and when this happens we will have the opportunity to further promote the general district.

The district's cultural offering is second to none in the country. In addition to the Abbey Theatre, the district also boasts the Gate Theatre, the Ambassador as well as the iconic Savoy cinema.

Promoting the district

Irish Life will soon have 3,500 workers in the area; VHI has over 1,000 and Irish Water has 500. Staff working in these businesses comprise an important market for businesses within the district. We have further agreed with Luas that we will promote the district to the 35,000 people working within the IFSC.

Research suggests that the public would like to see more cafés and restaurants in the district. We believe that such outlets could perform very well and we intend encouraging appropriate businesses to take up residence in the district's under-utilised premises.

This will augment the strong independent retail offering which we will promote through the Unique to Dublin programme. Together with the likes of Michael Guiney’s there is a unique heritage of well-known and well-loved traditional Dublin names that are synonymous with the area. This gives us a powerful arsenal from which to reinforce and enhance the district’s identity in the minds of the public.

Developing a brand identity and related marketing messages

DublinTown has worked on the development of 3 district brands to date. The Talbot District is next on the list. The process will involve working with local businesses to distil their opinions and requirements, to assess the district’s strengths and weaknesses and then to engage the public through research and focus groups. This will result in a detailed plan for the promotion of the district.

Consumer research confirms that perceptions of safety held the district back. It was therefore important to address the issues giving rise to those perception in the first instance. While this work continues we believe that we are now ready to make real and substantive progress using the momentum of investment to drive the message of an area re-inventing and transforming itself.

Addressing perceptions of Public Safety

The Talbot District is ready to host these investments in a way that would have been hard to imagine 5 years ago. At that time drug related anti-social behaviour undermined its reputation. However, Garda activities and especially Operation Spire have transformed the area.

There are still pockets of anti-social behaviour on certain streets and we are liaising closely with the Gardaí in relation to these and expect to see significant improvements over the coming years.

The Gardaí have given a commitment that Operation Spire will remain in force and that the Small Areas Policing model which has brought individual Gardaí into direct contact with local businesses will also continue. This model of community policing has ensured greater Garda proactivity and effectiveness despite a loss of Garda numbers over the course of the recession.

The DublinTown team works very closely with the Gardaí in Store Street on a daily basis and this close engagement will continue.

Conor O’Neill, O’Neill’s Shoes, Talbot Street

When DublinTown installed flower planters on Talbot Street it brightened up the street no end and made it much more inviting for customers. Simple actions like this have a big impact and are good for business.

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This will augment the strong independent retail offering which we will promote through the Unique to Dublin programme. There are many businesses operating in the district for generations such as Duffy’s, Buckley’s and O’Shea’s Hotels. Together with the likes of Michael Guiney’s there is a unique heritage of well-known and well-loved traditional Dublin names that are synonymous with the area. This gives us a powerful arsenal from which to reinforce and enhance the district’s identity in the minds of the public.

The branding and communication process that we are undertaking will provide the area with a new and refreshed image. The investments in businesses and the streetscapes will add to this feeling of renewal.
Addressing area design

The district relies heavily on customers delivered by public transport and we will continue to ensure that they are made to feel welcome in the area.

We are conscious that the junction at Amiens Street/Talbot Street and the positioning of Connolly Station mitigates against better footfall movements. We have engaged experts Aecom to consider these junctions and to propose how we can better advocate for necessary improvements to facilitate greater movement into the commercial district from Connolly Station, Busáras and the many Dublin Bus stops in the district.

We will continue to work with Irish Rail to improve the signage and flow through the station to ensure that more passengers are aware of, and use, the exit that leads to Talbot Street.

Allied with this we have maintained a significant number of buses within the district. These were due to be relocated to other streets in the city. In addition to maintaining a large number of buses we also ensured that a number of new routes were brought into the area.

We know that a large proportion of footfall passes through Talbot Street heading towards Henry Street. We are working with Aecom to assess how we can better utilise the 1.5km straight spine from Amiens Street to Capel Street thereby creating a sense of cohesion to the city’s north side commercial core. Bringing these plans and ideas to fruition will be a core element of our work in the district over the coming five years.

Much of the work to be undertaken, such as the creation of a better link with the area’s transport infrastructure will take time but we are determined to see it through in the same manner that we have continuously addressed anti-social behaviour and perceptions of public safety.

The investments being made in the area are by serious players. They can see the potential for the Talbot District and so can we in DublinTown.

I can’t believe, the difference in O’Connell Street over the past five years. I was ready to walk away from my businesses. When DublinTown and the Gardaí began trying to transform the area, I admit I was cynical that they would manage to achieve much. But they never stopped working at it and now things have changed fundamentally and we need them to stay that way. So I am voting yes to DublinTown.

John Caulwell, Spar, O’Connell St
Developing the Dublin One identity

The south of the city exited the recession at a faster pace than the north side. We began a process with businesses based in the Henry Street district to better understand why this was the case and to address any underlying issues that were holding the district back.

To better understand customer perceptions we engaged in extensive consumer research which turned out to be very revealing and supported many of the contentions that businesses had for the area.

In summary the public told us:

- They have a strong affiliation and association with the district.
- They think that the retail offer on Henry/Mary Street is second to none.
- They concentrate their shopping and recreation trips on Henry/Mary & O’Connell Street and don’t tend to venture from these thoroughfares into the rest of the district.
- They consider the junctions between the principle and secondary streets to be unwelcoming.
- They comment on the fact that there is a large difference between the paving on Henry/Mary Streets and O’Connell St and that of Moore Street, Liffey Street (Upper and Lower) and also Parnell Street.
- They tend to feel that the south city is better integrated whereas there is a disjointed feel to the north city core.
- They would like to see more restaurants and cafés opening and would like greater access to independent and unique stores.
- There are lingering concerns about public safety.

Working with a group of businesses based in the district we developed the Dublin One brand to address the issues identified and better promote the area.

We further tested the Dublin One brand with the public and found that it resonated with them. There was a recognition of what had been achieved with the Liverpool One identity. There was an understanding that the same could be achieved in the Henry Street district also.
Addressing remaining negative perceptions

The research identified lingering associations of the district with drugs and anti-social behaviour. Those of us familiar with the outcomes of Garda activities over the past number of years know that many of these issues are being addressed in a comprehensive and integrated way.

DublinTown will continue to work very closely with the Gardaí to build upon the momentum generated and to ensure that perceptions come into line with the reality that this entire district is very strong and is definitely worth a visit.

Achieving Purple Flag Status

To enhance perceptions and promote the evening offer, which the public want, we have obtained the coveted Purple Flag award for the district. This recognition needs to be formally renewed every two years. We have been given targets to achieve in order to maintain the district’s Purple Flag status. It is up to DublinTown, Dublin City Council and the Gardaí to ensure that we achieve these targets with the road map provided.

Enhancing the junctions, pavings and environment

In addition to creating district wide awareness, the Dublin One strategy aims to address the public domain deficits that are acting as a deterrent to visiting the area. To this end we asked Aecom to work with us on ideas for addressing the difficulties arising.

Before DublinTown, nobody worked to promote the evening economy in Dublin. Now having gained Purple Flag for our district we have a plan and programmes to continually enhance the area. It is working, the footfall is improving all the time and our customers are happy.

Brendan Flynn, The Church, Mary Street

Hospitality and independent retail

Consumer research identified that the public were not as well acquainted with the offer on streets such as Liffey Street, Capel Street and Parnell Street as we would have thought. This gives us promotional opportunities. They want more hospitality and unique independent stores which are to be found on these streets. However, they confess that they don’t visit them. The messaging for Dublin One clearly seeks to address this and to encourage a visit to these emerging streets. We brought 120 media on a tour of the area as part of the launch of the Dublin One brand and the reaction exceeded even our expectations.

We are very confident that the programme and promotion will be enormously successful.
In addition, we are progressing the discussion as to how Lower Mary Street can be pedestrianised and upgraded with additional seating such as the temporary seating that was placed there as part of the Mary Street public realm programme. This would assist us in better integrating Capel Street with the footfall on Henry/Mary Street. This integration would provide a perfect synergy from which both streets would benefit.

We further asked Aecom to specifically look at North Lotts which we believe could become a magnet for the area. At present we are addressing drug and anti-social uses there with the Gardaí and significant progress has been made. The next step is to secure greater use on North Lotts for outdoor seating for use by restaurants and bars that front onto Middle Abbey Street. This would assist us in integrating North Lotts and the adjacent Liffey Street Upper into Middle Abbey Street and from Middle Abbey Street to Liffey Street Lower and on to Henry Street.

This will ensure that we get a greater flow of footfall into the area and will also enable us to replace anti-social use with pro-social use.

In our research, the public identified Moore Street as a place where they would like to see much of the food and beverage offer that they crave. They would like a total upgrade of the street and would be interested in seeing the area enlivened after dark. We will advocate for these uses.

The enhancement and protection of the Moore Street Market is also something that many people are calling for. DublinTown shares this sentiment and is committed to providing additional general and quality Christmas lighting to Moore Street.

The public are, however, less enthusiastic about the Christmas Market on Henry Street which they believe is not sufficiently festive. This view was particularly prominent amongst younger Dubliners. DublinTown will seek to work with all parties to address the concerns arising.

Lighting improvements

We have upgraded the lighting on North Lotts, and Liffey Street and will continue with this programme. This will address a concern that the district’s streets are too dark during the winter period.

The Council upgraded the lighting on Henry Street which has resulted in a significant improvement to the area after dark.

Based on the proposed investments in hotels; the quality roof top café planned for the Clery’s building and the gaining of Purple Flag we envisage O’Connell Street regaining its former mantle as an important evening time destination in the city.

We will promote the evening offer in the district and will encourage other businesses to join it. We will share footfall and demographic profiles of people who frequent the district with restaurant and cafe owners and working with the Gardaí we anticipate considerable progress in transforming the district after dark.
Public and private investment

We are not alone in seeing the potential for the area. Hammerson have invested significant funds in acquiring the Chartered Land site. Riu Hotels have purchased the Gresham Hotel. We believe that D2 Private’s plans for the Clery’s building will transform that part of O’Connell Street and its environs while Fitzwilliam’s plans for Middle Abbey Street and the acquisition of Arnotts by the Selfridge group will provide significant enhancements within the district.

Based on these plans and taken with the growth that will be generated through better integration of the district, we anticipate that an additional 5,000 people will be employed within the district over the next 5 years.

A number of prominent businesses have agreed to work with DublinTown to ensure that a significant proportion of these jobs go to residents of the North Inner City.

In addition to this private investment Luas Cross City will deliver an estimated 10,000,000 potential customers annually.

In time these improvements will be augmented by the development of the City Library combined with the Hugh Lane Gallery and Writers Museum on Parnell Square.

Each investment is a major step forward and will significantly enhance perceptions of the area.

Our research with Fitzpatrick Associates confirms that Dublin One can leverage the cultural offer that is so strong on the city’s north side. Visitors attracted by the district’s theatres, exhibition spaces and cinemas will spend on further retail, leisure and hospitality. DublinTown will work to reinforce the connection between these offerings for the benefit of all.
The area between the south quays and Lower Grafton Street has all too often been seen as a corridor from one side of the city to the other rather than as a destination in itself. It has suffered from neglect and it is now time to put it back on the map.

One of the opportunities we see for this part of the city is the creation of a dedicated brand identity to communicate the many assets of the area. We envisage the Central District as consisting of D'Olier Street, Fleet Street, Westmoreland St, College Street, College Green, Dame Street, Suffolk Street, Lower Grafton Street and Andrew Street.

The possibility of the establishment of a permanent pedestrianised plaza on College Green provides the impetus for the creation of a unique destination at the heart of the city. Traffic calming resulting from the advent of Luas Cross City will we believe, lead to increased footfall and dwell time. This will create opportunities for businesses in the area to flourish.

The district already boasts the presence of a number of strong and iconic businesses within it. The creation of a Central District destination brand will bring these businesses together to define the district’s spirit and character. This is within our grasp. DublinTown will utilise the skills and experience gained through the development of other district identities to establish a greater awareness of this part of the city and to re-enforce its promise as a destination of choice.

It is critically important that the design and management of the Plaza delivers on its promise. DublinTown will influence the design of the location. We will be equally proactive in its management, utilising the experience gained in transforming Wolfe Tone Square.

The Plaza must have a high quality public realm, including outdoor seating opportunities for the public to rest and enjoy their stay. It is important that permanent casual trading licenses are not granted in the space to ensure its use for important civic celebrations and once off events, as and when opportunities arise.
Promoting the districts office based services

The district also has a strong office based presence with businesses based in purpose built offices such as O’Connell Bridge House and also working in an array of offices above the shop.

We will promote their presence to both their neighbours and the general public through a programme of ‘what goes on above the shop’. The diversity of the district’s businesses will considerably enable us to make the most of the district’s potential.

We would also like to see office based service businesses engaging more in the BID process, meeting neighbours and working with them to create a better destination for their staff and customers. We believe that this is likely to lead to more business opportunities.

The district, with its wide ranging business offering and residential use, is a microcosm of where 21st century trends appear to be taking us. The district is a pioneer and has a very exciting future where it is appropriately managed and promoted.

Setting the agenda

We will establish a group of volunteer businesses to initially consider the district’s key strengths and weaknesses and also assess the opportunities arising. We will engage in market research to inform these deliberations, and to better understand the public’s wants and expectations.

Following these initial stages we will engage creative agencies to develop an identity and brand and provide area specific messages which we will convey through the various DublinTown platforms and through our general city promotion.

In preparation for our submissions during the College Green consultation period we conducted research to assess the likelihood that the proposals would meet expectations. We found overwhelming support for the creation of a pedestrian plaza and also found that the public are likely to visit the district far more regularly once such an asset is created.

Therefore, it is clear that there are real opportunities for us to enhance activity and trade in the area.

Enhancing the evening and night time economy

The district already has a strong evening offer and this is likely to benefit from the current proposals.

Therefore, it makes sense to extend the current Purple Flag area on the south side to the Central District bringing the benefits of Purple Flag designation to the area. Not only is Purple Flag an acknowledgement of the quality of a district but it also comes with recommendations for further enhancement of it. In order to retain Purple Flag status it is important to show continuous improvement in line with recommendations and requirements.

In other Purple Flag destinations including in the Creative Quarter & Dame Districts, this has resulted in enhanced CCTV, additional cleaning, better management and an enhancement of the wider evening offer. Not only does this enhance the area but it also provides marketing and promotional opportunities.

The replacing of taxis away from Foster Place will also create enormous opportunities for the development of a café culture within the district. Foster Place has been prone to drug related anti-social behaviour and by reclaiming the area, we will have another location within the city where pro-social use has replaced anti-social use.
During the summer months DublinTown’s evening cleaning crew are very active and address any cleaning issues very promptly and effectively. This is a great resource and doesn’t cost me anything extra to phone them when I need to.

Paul Cashel, Aran Sweater Market, Grafton St
The Dame District has grown from the initial concept generated by businesses based on Dame Lane and Dame Court into a key evening time destination in the city.

However, it has become more than this incorporating both evening and day time activity. It is now a location for cutting edge events and activities resulting in significant footfall increases in the area. This managed growth is set to continue.

Combining the day and evening economies

What distinguishes the Dame District is the way in which the evening and hospitality activities have managed to combine with other activities within the area. This is the result of businesses working together to ensure that patrons visiting hospitality businesses do not negatively impact on other visitors to the district. It has taken a lot of work to get this balance right and all participants to the process are to be congratulated.

Where issues arise they are addressed proactively, lessons are learnt and modified procedures applied for the future management of the space. This is a model that other districts within town can learn from.

The result is a set of protocols by which venues operate their business so that all interests are considered and the location remains a destination of choice for the long term.

This process has led to regular meetings attended by DublinTown, local businesses, the Gardaí and Dublin City Council where issues arising are addressed and a collective understanding and vision for the area is agreed resulting in a well-managed destination.

This co-operative approach has fed into the Purple Flag process. The acquisition and maintenance of the Purple Flag necessitates the co-operation of all relevant parties and the formal and informal interaction of the partners to the process. The outcome of this collaborative approach has been the district maintaining its Purple Flag status over two formal review periods.
Amongst the achievements are the pedestrianisation of Dame Court after 7pm; increased CCTV provision; the installation of a footfall camera; additional lighting for the area including the permanent lighting of Dame Lane and the introduction of a structured cleaning of the lane after the bars close and before workers return to the city in the morning. We have also seen the deployment of additional Gardaí when required.

This is a process that we are keen to build upon and to introduce to other districts.

Building Market Share

The heat map below shows footfall and dwell time. It is clear from the map that the Dame District is generating both footfall and activity. We anticipate this continuing. Maintaining a consistent quality of experience will be key to delivering this long term sustainability. The partnership approach adopted in the area will ensure this.

An event destination

The area has become known for quality events such as Lonesome Dame, Web Summit evening destination, American College Football fan zone and a regular Christmas Market. With its close proximity to the proposed pedestrian plaza on College Green we expect that the area will continue to build upon its reputation as a fun place to be.

I was sceptical about DublinTown, seeing it as another tax on businesses until I engaged with the DublinTown team. My views have utterly changed. They are a business organisation that is working to change the city for the better and they have my full support in what they are seeking to do. Engage with DublinTown and see how it can work for your Business.

Alan Campbell, The Bankers Bar, Trinity Street
However, as with all quality products, there is a challenge to maintain standards and to continue to meet customer expectations. The Grafton Quarter has faced a number of challenges in recent years. The extensive Luas works on Dawson Street and Stephen’s Green have challenged access to the area and contributed to a decline in footfall during 2016.

In addition, the district has borne the brunt of much of the city’s homeless crisis. This has resulted in people sleeping in doorways, a heavy incidence of begging and well-meaning charities providing services which could be better managed.

The Grafton Quarter is synonymous with premium quality and continues to be one of the country’s premier shopping and social destinations. Grafton Street alone retains one of the highest footfall densities in the world with footfall of 35 million annually. Research confirms that the public hold the area in high regard and remain loyal to it. In particular visitors enjoy the mix of businesses and the extent of the offering within the Grafton Quarter.
DublinTown believes that the key to ensuring a successful future for the Grafton Quarter requires investment and management of the space to meet public expectations. DublinTown is committed to playing its part and will undertake an extensive programme of activities including:

- Working with Dublin City Council to enhance the cleaning and maintenance regime for the area. This has been agreed in principle but we must make it a reality.
- Dispatching our evening cleaning crew to regularly power wash the streets and pathways as well as remove cardboard and waste materials left behind after rough sleepers.
- Working closely with An Garda Síochána who encourage rough sleepers to visit venues where breakfast is provided along with washing facilities.
- Lobbying for a more structured approach to addressing the issues facing homeless persons. DublinTown believes that supports should be consolidated and co-ordinated through the Dublin Regional Homeless Executive.
- Working closely with An Garda Síochána in relation to drug activity and general anti-social behaviour. Many of the issues now facing the south side of the city have been experienced on the north side and there is much to be learnt from initiatives such as Small Areas Policing in this regard.
- Working closely with Dublin City Council to secure further investment in the paving, lighting and appearance of the area. As was the case during the Grafton Street repaving project, DublinTown will ensure that water and utility interruptions resulting from these works are timed to coincide with business opening times and needs.
- Seeking a much-improved system of waste collection for businesses in the area.

In recent years the Grafton Quarter has welcomed several new businesses that fit comfortably with the district’s premium status. These include Breereton Jewellers, Tommy Hilfiger, Magee 1866, Space NK, Massimo Dutti, Hugo Boss, & Other Stories, Nespresso and Jigsaw. Such brands augment the district’s status and re-enforce its premium position. In co-operation with existing businesses we will advocate for the addition of quality brands consistent with the district’s identity.

Research confirms that the public believe the district’s hospitality offer is a key attribute. Again, there is a consistent quality to this offer and this is something that we are keen to encourage and maintain.

The availability of quality retail and hospitality will allow us to develop a stronger evening time proposition for the Grafton Quarter. International trends indicate that customers are now shopping and socialising after office hours. Dubliners want to do the same and the Grafton Quarter is well placed to profit from this trend.

Allied to this there is a strong cultural offering in the district with the Gaiety Theatre and the proposed cinema development in the Stephen’s Green shopping centre. Taken together the area can expect to see additional evening time activity which is bound to offer additional opportunities for existing businesses within the district.

DublinTown’s activities make a genuine difference. It is so important that they are constantly out there promoting the city and the businesses within it. We need them to represent our interests, particularly during times of change as we’ve seen on Dawson Street.

Eileen Denham, Sam’s Bar, Dawson Street

Public Transport and Maintaining Access for Cars

Prior to DublinTown’s representations there were no plans for a north bound Luas stop on Dawson Street. Working with local businesses we were able to ensure that this stop became part of the plans. We believe that this success will bear much fruit in the years to come.

As well as the provision of an efficient public transport system for the city DublinTown believes that access for car borne shoppers is essential and must be maintained. Research has shown that the Grafton Quarter is more reliant on car borne shoppers than any other shopping district in the city. Managing traffic and parking issues is therefore paramount to the successful promotion of the district. The table below clearly demonstrates the importance of traffic management for the district.

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>South City Centre</td>
<td>19%</td>
</tr>
<tr>
<td>North City Centre</td>
<td>8%</td>
</tr>
<tr>
<td>Dundrum</td>
<td>11%</td>
</tr>
<tr>
<td>Blanchardstown</td>
<td>8%</td>
</tr>
<tr>
<td>Liffey Valley</td>
<td>6%</td>
</tr>
</tbody>
</table>

Source: Red C Survey
Table 7
This reliance of the Grafton Quarter on car borne shoppers was emphasised when the College Green bus gate was extended to 12 hours daily. Footfall throughout the city fell. However, while it recovered on Henry Street, it did not recover on Grafton Street where footfall has remained below its pre-August 2015 levels.

### Area Branding

As previously stated the Grafton Quarter is synonymous with premium quality. Businesses and visitors to the area also cite that the area offers an experience that is second-to-none. We illustrated this point in a promotional video which we produced for the area. DublinTown will continue to work closely with businesses in the area to further develop and build the Grafton Quarter brand. This brand will emphasise the unique experience and will also reflect the extent and quality of the offering throughout the Grafton Quarter.

### Free Wi-Fi

To reflect the premium nature of the offering in the area DublinTown will pilot a programme of free Wi-Fi in the Grafton Quarter. Following the experience of running this pilot programme we will extend it.

For almost 150 years Weir and Sons has earned its position as one of the most recognised retailers on Grafton Street. As a family run business, we are extremely proud of our heritage. Alongside this respect for the past we have always recognised the importance of adapting our business to meet the requirements of the future. DublinTown shares this vision to future proof the city while embracing its heritage.

Chris Andrews, Weir & Sons, Grafton Street

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**Footfall Analysis**

![Graph of footfall analysis showing data for Grafton Street and other streets over time.](image)

**Fig 14**

To assist shoppers in finding available car parking spaces DublinTown developed the DublinTown Parking App. We intend upgrading our outreach to customers during the next term to assist them in firstly knowing where there are places available and secondly making it increasingly easy for them to find those spaces.

We see considerable scope for creating dual use space in the Grafton District as is used in Danish cities. It works whereby an element of the street can be used by vehicles and pedestrians. To signify this, the road is painted a separate colour. Cars travel at 20kmph in this area.

This would allow cars to get to the Brown Thomas Car Park or the Westbury Hotel, for example, while also facilitating greater pedestrian movement on Exchequer and Wicklow Streets.

DublinTown will advocate that Duke Street and South Anne Street are pedestrianised in line with arrangements currently on Grafton Street and will seek additional seating on Clarence Street to add to dwell time and use of this street, which we believe is under-utilised.
The Creative Quarter's origins lie in the energy and enthusiasm of local businesses who believed that the area had enormous potential to grow and develop. They were right. When we embarked on the project in 2011, the area had 25% vacancy and was underperforming. Today it is recognised as a key destination within the city and can boast its largest footfall increases.

The increasing appeal of the district can be seen in the footfall and dwell time heat map below. It can be clearly seen that the Creative Quarter and Dame Districts are increasingly attracting and retaining customers within the catchment area.
Consistency of footfall & new patterns of city use

As the above graph illustrates, the footfall increases are consistent throughout the day. This is a new pattern of city use that we believe will become an increasing feature in the 21st century.

Having measured footfall on South William Street against that on Henry Street we have seen that there is a more even flow of footfall on South William Street with as many people on the street at 11pm as there are at 10am. The strength of both the day and evening offer are key to creating this unique pattern.

Maintaining structured growth

Growth in footfall and appeal can create their own issues and this in turn requires careful management. The Creative Quarter is within the south side Purple Flag area. This creates clear parameters for its management, imposing obligations on DublinTown, Dublin City Council and the Gardaí as well as on local businesses. The Purple Flag process obliges us to maintain the momentum of improvement.

In line with our commitments under Purple Flag we will expand our evening cleaning crew which in 2015 cleared 720kg of broken glass from the streets. They also clean up after patrons who mistake public path for a public toilet. It is important that such unfortunate incidents do not detract from the district’s reputation as an evening and night time destination.

We will also look to have ambassadors on duty in the area at night to provide information and support within the district and also to act as an additional set of eyes and ears for the Gardaí within the district.

Allied to this, and in line with the increased evening use, we have installed additional CCTV. We will add to the CCTV quota as and when required.

The dramatic increases in footfall on the likes of South William Street and South Great George’s Street reflect the movement towards the integration of shopping and socialising and day & evening economies. International trends and our own research would suggest that this will continue to accelerate much to the advantage of the district as a whole.

Investment in the public domain

The Creative Quarter falls within the City Council’s Grafton Street Quarter regeneration plan. This began with the improvement works such as new paving and lighting on Grafton Street and has continued with recent upgrading of Wicklow Street and Johnson Court. Planning for improvement works on Chatham Street, Balfie Street and Harry Street has been granted and these are going out to tender in Q2 of 2017. DublinTown has liaised with businesses regarding the Council plans for Clarendon Street and these have been broadly welcomed. This is likely to go out for planning permission later in 2017.

DublinTown has also invested in street improvements throughout the area such as feature lighting in Clarendon Market, Fade Street, Coppinger Row and Dame Lane. Previously problematic laneways such as Gt Danesmound Lane off Wicklow Street have been gated by DublinTown. This has reduced levels of antisocial behaviour in the wider area. Part of the condition for closing this lane was that DublinTown would provide regular maintenance of the lane, if DublinTown is not renewed this will cease and the lane will be reopened.

As was the case with the Grafton Street works, DublinTown intends being busy ensuring that these works and the related utility upgrades are planned and executed to minimise disruption to businesses and their customers. We will seek wider footpaths and greater space for pedestrian movement. In line with our view for the Grafton District, we will advocate dual use of space allowing for vehicular access to hotels and car parks while also facilitating greater pedestrian movement.

We have continued to lobby Dublin City Council for a significant reduction in the fees charged for outdoor seating licences. We believe that over the coming years we can create a regime that better meets the needs of the 21st century.
Growing the district identity & brand

The Creative Quarter brand has gathered pace and we intend building upon this with increased visualisation of the brand through decals and information posters throughout the district. A key element for the success of the district will be greater awareness of its identity and strengths.

Unique to Dublin

We know from consumer research that the public increasingly values independent stores. By 2016 customers were noting that they were visiting large and smaller independent stores in equal numbers. Based on this feedback the DublinTown team took the decision to reinvigorate the Unique to Dublin brand which has been centred on the Creative Quarter. This will assist us in developing the Creative Quarter’s brand and marketing message.

When we had issues in our area DublinTown were the only people to come up with solutions to help us overcome them. This kind of service is invaluable to a business like ours.

Anne & Tracy Tucker, Costume, Castle Market
Cost Saving

For many businesses being part of the Business Improvement District is their first time to be part of a wider business network. We see considerable scope for greater co-operation between businesses from various different sectors within the city centre’s tight Geographical area, making it a more attractive location for the customers and staff.

We can also use our combined economic muscle to achieve collective cost savings as is the case with the group insurance and group waste schemes. These schemes offer participating businesses a 20% reduction on general expenditure on these items. When taken together the savings achieved from such schemes more than offsets the costs of the BID contribution.

During the next term we will add to these costs saving schemes and will look at other schemes. Indeed, we would like to hear from members in relation to additional schemes that they believe would be beneficial.

Enhancing district loyalty

We have worked with DublinTown member Aspire Digital to develop a pilot loyalty scheme in the Creative Quarter. This scheme offers support for local businesses but also makes the location a more attractive place to work in by encouraging staff of neighbouring businesses to familiarise themselves with the locality and avail of discounts and offers within the overall district.

There are 5,600 staff working in 477 businesses in the Creative Quarter. The loyalty scheme is exclusive to staff and businesses in the Creative Quarter. It encourages more leisure time to be spent in the area and to reward local staff members with offers and deals exclusive only to them.

Our online service will be FREE for businesses and staff who work in the Creative Quarter. Similar staff loyalty schemes have excellent results in the UK BIDs in driving sales and increasing a loyal customer base.

The new app provides special deals on shopping, dining, bar/club, health and beauty, services, accommodation and culture in the Creative Quarter area. The app will offer measurable value for the businesses as we track each offer redeemed and retail spend locally.

We intend rolling out similar schemes across all of the DublinTown districts with adaptations to meet the needs of local businesses.
Communications and liaison staff

We know that business owners are extremely busy running their own businesses. That is why we say run your own businesses and we will manage what goes on outside your door on your behalf.

Our liaison staff, Rachel, Dave and Fran will meet up with you at any time in your business or other location that suits you to discuss your requirements and will ensure that you are kept up to speed on developments within the city.

Dave regularly visits us on Moore Street. I find that he and the rest of the team in DublinTown are always willing to help find solutions for any issues we are having and keep me informed of what is happening in the area. This is very beneficial as it isn’t easy for me to leave my business to attend meetings during the day.

Marie Cullen, Moore St

Training programmes for members and their staff

A further resource that has proven immensely popular with our members has been the provision of training programmes for members and their staff. This has included courses on the subjects of:

- Training in use of social media
- Risk Management
- Energy Management
- Currency Management: with particular reference to currency fluctuations in the wake of the Brexit vote
- Customer Care
- First Aid/Health & Safety/ Fire Safety
- Pensions & Investments
- Manual handling
- Disability awareness

We will engage with members to consider which additional courses we should organise and will host a number of training workshops in the coming years from our offices on Middle Abbey Street.

Townie Awards

We have so much to celebrate in relation to activities taking place in the city. In order to better do this we have developed the idea of the Townie Awards to reward attractions that add to the city experience. The categories will be wide ranging from best large retail, best independent retail, best café, best bar, best restaurant, most innovative business, best new comer, together with awards that showcase the great work undertaken by some business owners to both enhance the city and promote it as a destination.

We will engage the public by inviting them to vote for their preferences through the DublinTown website and social media platforms.

Ambassadors: Meet the business

A large number of businesses have met with the ambassador crew to introduce their business and help get their marketing messages across.

Each of the 100 cruise ships that visit Dublin annually are boarded by a member of our team who assists the passengers in maximising their time in the city. The more in-depth knowledge that we have of each business, the more we can promote that business and the city in general.

Businesses have made significant financial investments to avail of similar services in the past but our service is free to all DublinTown members.

The information provided on cruise ships is also imparted through our four information kiosks that are strategically placed around the city.

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How the BID model works

The BID model works on the principal that the majority of businesses choose to establish a BID in their area. Each business then contributes to the common good of the district in question.

In Ireland, the rates system is regarded as the fairest mechanism for establishing appropriate contributions for each business.

How the BID Contribution is calculated

The method of calculation of the BID Contribution is the same for every business.

The formula is:
Rateable Valuation x BID Levy = Annual BID Contribution.
The Dublin City BID Contribution has been between 4% and 5% of general commercial rates but it is not fixed at this level.

Governance and Finance

Democracy is at the heart of the BID process and DublinTown. The business community decide if there will be a BID, they decide to extend the BID term or not, they determine the board membership, and they determine the size of the BID budget and its allocation. The pervasiveness of democracy is clear.

With 2,500 businesses members, it is unlikely that we can achieve universal opinions on complex matters, however, we will always strive to ascertain the overwhelming view and a position that maintains the support of the largest possible majority.

This democracy extends to local district level, where the local businesses decide on priorities. We expect that local budgets will become of greater significance during the third term and have significantly increased the budget available for district allocation in this plan.

Significant decisions are being made in the city. DublinTown, given its universal membership is better placed than any to listen to the diverse business opinions.

Corporate Governance

The DublinTown board takes its Corporate Governance obligations very seriously. The board’s ethical code and standards of behaviour are available to view on our website.

Only one board member has ever refused to sign up to the standards specified.

We contract with our members that our administration costs will remain below 15% of our total budget and that we will generate additional income to augment our programme of activities.

The success of DublinTown is made possible due to the support of members. Since the establishment of the BID, over 95% of contributions available for collection have been paid. The team are very grateful for this.

Measuring Success

We will evaluate our success through consumer surveys which will allow us assess perceptions of the city in terms of the quality of experience; safety; and its ability to meet expectations. We will also evaluate footfall patterns and income generation within the city.

We have monitored footfall since 2010 and we are now working with the Norwegian firm Mendo to better understand how footfall patterns translate into money in tills. In order to do this we need to work with businesses who are willing to provide information confidentially to Mendo to better understand how events, activities, disruption, marketing and promotion impact on footfall and trade.
Budget & Projection

<table>
<thead>
<tr>
<th>Income</th>
<th>2018 €</th>
<th>2019 €</th>
<th>2020 €</th>
<th>2021 €</th>
<th>2022 €</th>
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<tr>
<td>BID Contribution Receivable</td>
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<td>3,360,000</td>
<td>3,427,200</td>
<td>3,495,744</td>
<td>3,565,659</td>
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<td>Other Income</td>
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<td>300,000</td>
<td>300,000</td>
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<tr>
<td><strong>Total Income</strong></td>
<td><strong>3,594,118</strong></td>
<td><strong>3,660,000</strong></td>
<td><strong>3,727,200</strong></td>
<td><strong>3,795,744</strong></td>
<td><strong>3,865,659</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2018 €</th>
<th>2019 €</th>
<th>2020 €</th>
<th>2021 €</th>
<th>2022 €</th>
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<tbody>
<tr>
<td>Cleaning &amp; Maintenance, Landscaping</td>
<td>425,000</td>
<td>433,500</td>
<td>442,170</td>
<td>451,013</td>
<td>460,034</td>
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<td>Marketing &amp; Promotion</td>
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<td>326,400</td>
<td>332,928</td>
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<td>Events &amp; Promotion</td>
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<td>463,000</td>
<td>485,000</td>
<td>475,000</td>
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<td>Christmas Lights</td>
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<td>Visitor Assistance and Hospitality</td>
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<td>Capital Projects and Improvements</td>
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<td>Community Gain</td>
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<td>Authorisation Programme</td>
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<td>-</td>
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<td>Income Collection</td>
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<td>District Budgets</td>
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<tr>
<td>Bad Debt &amp; Write Offs</td>
<td>329,118</td>
<td>335,900</td>
<td>343,318</td>
<td>349,574</td>
<td>356,566</td>
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<td>Administration</td>
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<td>433,500</td>
<td>442,170</td>
<td>452,823</td>
<td>462,580</td>
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<tr>
<td>Depreciation</td>
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<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>3,594,118</strong></td>
<td><strong>3,660,000</strong></td>
<td><strong>3,727,200</strong></td>
<td><strong>3,795,744</strong></td>
<td><strong>3,865,659</strong></td>
</tr>
</tbody>
</table>

Key budget assumptions

- A 2% per annum inflation increase has been allowed.
- Sponsorship and other income generated will be spent on city promotion.
- 10% has been allowed for write off's (where a building is vacant for all or part of a year and the levy attributed to it is accordingly reduced) and bad debts.

DublinTown Board
DublinTown

Team

Richard Guiney
CEO

Clyde Carroll
Director of Marketing and Communications

Gerard Farrell
Director of Operations

Anne-Marie Butler
Director of Corporate Development

Justin Keys
Finance Manager

Laura Webb
Information Officer

Cathy O’Donnell
Office Manager

Eileen Sheridan
Accounts Administrator

Rachel McAleey
Member Liaison

Dave Denham
Member Liaison

Fran Crowther
Member Liaison

Jessa Glynn
Digital Marketing Manager

Lauren O’Harron
Marketing and Communications Executive

Lisa Nolan
Marketing and Communications Executive

Noleen Moran
Weekend Support

DublinTown Ambassadors

Appendix 3

BID Area
# BID Area

## Streets in BID Area

<table>
<thead>
<tr>
<th>South City</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Adam Court</td>
<td>Dame Street</td>
<td>Mercer Street Lower</td>
</tr>
<tr>
<td>Andrew's Lane</td>
<td>Dawson Lane</td>
<td>Mercer Street Upper</td>
</tr>
<tr>
<td>Andrew's Street</td>
<td>Dawson Street</td>
<td>Nassau Street</td>
</tr>
<tr>
<td>Anne Street South</td>
<td>Digenes Lane</td>
<td>Noél Purcell Walk</td>
</tr>
<tr>
<td>Anne's Lane</td>
<td>D'Olier Street</td>
<td>Prouds Lane</td>
</tr>
<tr>
<td>Balle Street</td>
<td>Duke Lane/Duke St/Duke Lane Upr</td>
<td>King Street South</td>
</tr>
<tr>
<td>Chatham Lane</td>
<td>Exchequer Street</td>
<td>South William Street</td>
</tr>
<tr>
<td>Chatham Row</td>
<td>Fade Street</td>
<td>St Stephen's Green West/North</td>
</tr>
<tr>
<td>Chatham Street</td>
<td>Fleet Street</td>
<td>Stephen Street Lower</td>
</tr>
<tr>
<td>Church Lane</td>
<td>Foster Place South</td>
<td>Suffolk Street</td>
</tr>
<tr>
<td>Clarendon Market</td>
<td>Glendenning Lane</td>
<td>Swan's Yard</td>
</tr>
<tr>
<td>Clarendon Row</td>
<td>Glover's Alley</td>
<td>Tanger Lane</td>
</tr>
<tr>
<td>Clarendon Street</td>
<td>Grafton Street</td>
<td>Grafton Street</td>
</tr>
<tr>
<td>College Green</td>
<td>Harry Street</td>
<td>Westmoreland Street</td>
</tr>
<tr>
<td>College Street</td>
<td>Johnston's Court</td>
<td>Johnston's Court</td>
</tr>
<tr>
<td>Coppinger Row</td>
<td>Johnston's Place</td>
<td>Wicklow Street</td>
</tr>
<tr>
<td>Cuffe Lane / Cuffe St</td>
<td>Joshua Lane</td>
<td>York Street</td>
</tr>
<tr>
<td>Dame Court</td>
<td>Lemon Street</td>
<td></td>
</tr>
<tr>
<td>Dame Lane</td>
<td>Little Longford Street</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>North City</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbey Street Lower</td>
<td>James Joyce St</td>
<td>O'Connell Street Upper</td>
</tr>
<tr>
<td>Abbey Street Middle</td>
<td>Jervis Lane Lower</td>
<td>O'Rahilly Parade</td>
</tr>
<tr>
<td>Abbey Street Upper</td>
<td>Jervis Lane Upper</td>
<td>Parnell Street</td>
</tr>
<tr>
<td>Amiens Street</td>
<td>Jervis Street</td>
<td>Prince's Street North</td>
</tr>
<tr>
<td>Beresford Lane</td>
<td>Liffey Street Lower</td>
<td>Proby's Lane</td>
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<tr>
<td>Beresford Place</td>
<td>Liffey Street Upper</td>
<td>Sackville Place</td>
</tr>
<tr>
<td>Capel Street</td>
<td>Lower Gardiner Street</td>
<td>Sampson's Lane</td>
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<tr>
<td>Cathal Brugha Street</td>
<td>Marlborough Place</td>
<td>Spencer Row</td>
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<tr>
<td>Cathedral Street</td>
<td>Marlborough Street</td>
<td>Store Street</td>
</tr>
<tr>
<td>Chapel Lane</td>
<td>Mary Street</td>
<td>Talbot Lane</td>
</tr>
<tr>
<td>Earl Place</td>
<td>Moland Place</td>
<td>Talbot Place</td>
</tr>
<tr>
<td>Foley Street</td>
<td>Moore Lane</td>
<td>Talbot Street</td>
</tr>
<tr>
<td>Frenchman's Lane</td>
<td>Moore Street</td>
<td>Thomas Lane</td>
</tr>
<tr>
<td>Henry Street Arcade</td>
<td>North Earl Street</td>
<td>William's Lane</td>
</tr>
<tr>
<td>Henry Place</td>
<td>Northumberland Square</td>
<td>Wolfe Tone Memorial Park</td>
</tr>
<tr>
<td>Henry Street</td>
<td>O'Connell Bridge</td>
<td>Wolfe Tone Street</td>
</tr>
<tr>
<td>Hotel Yard</td>
<td>O'Connell Street Lower</td>
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</tr>
</tbody>
</table>

Appendix five and six available on request from the company
The renewal of the Dublin City Business Improvement District