

To the Lord Mayor and
Members of the Dublin City Council

Report No. 112/2014 of the
Assistant City Manager



**Manager's Report in accordance with Section 19 (e)(ii) of the Planning and
Development Acts 2000-2011 with regard to the Liberties Local Area Plan, (May 2009)**

1.0 INTRODUCTION

On the 11th May 2009, following an extensive and intense period of public consultation, the City Council adopted the Liberties Local Area Plan. With almost five years passed the Council now have the option to extend the life of the plan, for a period not exceeding five years. This may be done by resolution following consideration by the Council of this Manager's report. This matter was discussed by the South Central Area Committee at its meeting on 10th February 2014, where the proposal to extend the life of the LAP was noted. This current report recommends extending the life of the plan on the basis that it is still consistent with the Dublin City Development Plan 2011-2017, and that many of the objectives of the LAP remain to be achieved.

2.0 STATUTORY CONTEXT

Under the Planning and Development Acts 2000-2011, the City Council must publish a public notice to make, amend or revoke a Local Area Plan, at least every 6 years after the making of the previous plan, (Section 19(c)). This process takes between 18-35 weeks to complete and must accord with statutory requirements for consultation and Environmental Assessment. Within five years since making the LAP, the Council may however decide to defer this notice and extend the life of the existing LAP by a further period, not exceeding five years. (Section 19(d)). Before doing so the Council shall have obtained from the manager an opinion that the Local Area Plan remains consistent with the objectives and core strategy of the development plan, and that the objectives of the LAP remain to be secured:

Section 19

(e) No resolution shall be passed by the planning authority until such a time as the members of the authority have:

(i) notified the manager of the decision of the authority to defer the sending and publishing of the notices, giving reasons therefor, and

(ii) sought and obtained from the manager –

(I) an opinion that the local area plan remains consistent with the objectives and core strategy of the relevant development plan,

(II) an opinion that the objectives of the local area plan have not been substantially secured, and

(III) confirmation that the sending and publishing of the notices may be deferred and the period for which they may be deferred.

If the members accept the manager's opinion, and agree by resolution to extend the life of the plan, then notification shall be published in a newspaper circulating in the area of the local area plan, not later than 2 weeks after the resolution is passed, and this notice shall be made available for inspection by members of the public during office hours of the planning

authority, and made available in electronic form on the City Council's website, (Section 19(f)).

3.0 MANAGER'S OPINION

The Manager's Opinion with regard to the Liberties LAP is set out under two headings:

- Consistency with the Dublin City Development Plan 2011-2017, (Section 3.1).
- Objectives of the Local Area Plan remaining to be secured, (Section 3.2).

3.1 Consistency with the Dublin City Development Plan 2011-2017

The Liberties LAP was adopted by the City Council on the 11th May 2009. Subsequently the Dublin City Development Plan 2011-2017 was adopted by the Council on the 24th November 2010 (and came into effect on 22nd December 2010).

At the core of the Development Plan is the aim to achieve the vision for the City, a vision that states;

Within the next 25 to 30 years, Dublin will have an established international reputation as one of the most sustainable, dynamic and resourceful city regions in Europe. Dublin, through the shared vision of its citizens and civic leaders, will be a beautiful, compact city, with a distinct character, a vibrant culture and a diverse, smart, green, innovation-based economy. It will be a socially inclusive city of urban neighbourhoods, all connected by an exemplary public transport, cycling and walking system and interwoven with a quality bio-diverse greenspace network. In short, the vision is for a capital city where people will seek to live, work and experience as a matter of choice.

To help deliver this vision the Development Plan sets out three core strands, each with specific priorities and objectives to achieve such a vision. The strategy seeks to ensure that Dublin becomes:

1. A compact city:- a quality, green, well-connected city, which generates a dynamic, mixed use environment for living, working, social and cultural interaction;
2. A working city;- a smart city, creating real long term economic recovery;
3. A living city – a city of sustainable neighbourhoods and socially inclusive communities.

The policies and objectives of both the Dublin City Development Plan and the Liberties LAP, flow from and are consistent with higher-level national and regional policies that promote intensification and consolidation of the Dublin City metropolitan area. This will be achieved by way of in-fill and brownfield development; regeneration and renewal of the inner city; redevelopment of strategic regeneration areas; and the use of higher densities especially in public transport catchments. The Development Strategy within the LAP identifies key parts of the Liberties that are suitable for significant redevelopment in accordance with good urban design principles helping to create a competitive and compact city.

The promotion of sustainable modes of transport, including walking and cycling with good permeability is an overarching objective of both plans. Support also for an effective public transport system and the emergence of a critical mass for the city is recognised and promoted.

Promotion of sustainable neighbourhoods with diversity and choice of housing, appropriate social and community infrastructure and a strong supporting green infrastructure is central to both the LAP and the Development Plan. Other common threads include the need to protect the heritage of the City and to promote its distinctiveness and cultural and tourism potential.

Supporting the vision to establish Dublin as a centre of employment and innovation are objectives to consolidate Diageo/ Guinness within the area, the expansion and promotion of the Digital Hub and support for the National College of Art and Design and the development of Newmarket as a new city destination.

In short, the vision for the Liberties mirrors perfectly the vision for the City of Dublin – a beautiful, compact section of the City, with a distinct character, a vibrant culture, with a strong economy, and supported by socially inclusive neighbourhoods with attractive walking and cycling routes and good quality public transport. It is the manager's opinion that the LAP is consistent with the objectives and core strategy of the Development Plan.

3.2 Objectives of the Local Area Plan remaining to be secured

The core objectives of the LAP are set out in Chapter 6 – the Development Strategy, and in Chapters 5 & 7 which deal with Character Areas and Significant Development Sites. This section of the report summarises the objectives of the LAP, commenting on what has been achieved and what remains to be secured. It will look firstly at the objectives of the LAP Development Strategy and secondly, at the Significant Development Sites.

3.2.1 LAP Development Strategy

As in the Dublin City Development Plan, the Local Area Plan identifies six themes integral to the delivery of regeneration in the Liberties. These six themes of economic, social and cultural regeneration, urban and spatial form, movement and sustainability, are detailed in the LAP with objectives set out for their delivery. The table below summarises these objectives, and comments on their delivery or status.

Table 1: Objectives of the LAP Development Strategy

Key Objectives	Update/ Status March 2014
<p>ECONOMIC OBJECTIVES are set out under a number of different themes:</p> <p>General, Digital & Creative, Tourism, Retail, Public Realm, Culture & Arts, Employment & Training, Increased population to support vibrant economy.</p>	
<p>General Economic Objectives</p> <ul style="list-style-type: none"> • Ensure that major redevelopment proposals provide a mix of complementary uses including employment generating floor space. • Promote the development of creative and knowledge based industries. • Promote and facilitate a critical mass of development on sites that are currently available for redevelopment and encouraging a self-generating quantum and a momentum of regeneration on sites including Newmarket, Digital Hub, Grand Canal Harbour, Bru Chaoimhin, Donnelly Centre, NCAD, Chamber Court, Bridgefoot Street and others. • Encourage a range of office accommodation including those with large floor plates and small to medium scale office developments and live-work units. • Promote a critical mass of employment generating floor space in the area. • Work in conjunction the Industrial Development Authority (IDA), the Digital Hub 	<p>These objectives are all still pertinent and relevant to the area. While planning permission has been granted for numerous sites throughout the area, development on these sites has been minimal. Recent planning permissions granted for the Digital Hub and Newmarket will hopefully see some new development in the near future. However the critical mass of development sought on sites is still to be realised and provision of more office space and employment generating uses remains a key objective into the future.</p> <p>The National Digital Research Centre continues to hold a positive influence in the area, each year working with c.</p>

<p>Development Agency (DHDA), other statutory agencies and local business groups to promote economic and employment opportunities in the area as well as light industry.</p> <ul style="list-style-type: none"> • Promote and facilitate a safe and attractive urban environment • Facilitate and promote a wide variety of high quality housing and community amenities which are available to workers in the sector. 	<p>1,000 individuals on innovation projects and investing in c. 40 early stage technology ventures. (Also applicable below under Digital and Creative)</p> <p>DCC entered into a partnership agreement with the Digital Hub to encourage use of vacant space by making them available on a temporary basis for a variety of uses, at reduced cost (also applicable under Digital & Creative below).</p>
<p>Digital and Creative</p> <ul style="list-style-type: none"> • Promote the development of the creative and knowledge based industries. • Promote the provision of a sufficient quantum and appropriate range of office space options and ensure there is sufficient space for the expansion of Digital Hub. • Secure and facilitate the provision of the quality digital media infrastructure. 	<p>Recent achievements by the Digital Hub include:</p> <ul style="list-style-type: none"> • Refurbishment of 22-23 (Townhouse Twenty2), 10-13 and 157 Thomas Street. • Establishment of Connected Health – a joint programme between DHDA and St. James’s Hospital – aimed at supporting entrepreneurs to develop digital solutions to health challenges. • Successful running of Future Creators – afterschool programme for local teenagers on digital products, developed by the DHDA and ran in collaboration with NCAD. • Schools Broadband Exemplar Project linking students with Warrenmount Presentation school with a school in Clondalkin to allow maths students to study high-level Maths. <p>Planning permission was granted in Feb 2014 (Ref. 3191/13) for new office space for the Digital Hub and digital media. It is anticipated that this development will be on site shortly.</p>
<p>Tourism</p> <ul style="list-style-type: none"> • Enhance the Liberties as a tourist destination by clustering cultural activities and venues. • Enhance the range of amenities, attractions and transport on offer. • Support improvement of the Guinness 	<p>The launch of the visitdublin website and the Dubliner marks a positive step for tourism in the area. The Dubliner is an east-west tourist route from College Green to Kilmainham with 6 discovery zones along its length including</p>

<p>Storehouse and its environs.</p> <ul style="list-style-type: none"> • Encourage the creation of destination shopping and markets. • Encourage the development of attractive cafés, bars, restaurants venues in the Liberties including at Guinness Storehouse, St James's Harbour, Newmarket, Iveagh Market and along the river frontage from Island Street to Heuston but also along Meath, Francis and Thomas Streets. • Encourage the development of hotel accommodation. • Improving pedestrian links to the city centre. • Encourage the Horse and Carriage business, and the provision of routes and ranks for such. • Enhance the appeal of the rich industrial, cultural and built heritage of the Liberties as an integral part of the tourist attraction for the area. 	<p>Christchurch, The Liberties & St. James's Gate.</p> <p>Unfortunately, while planning permission was granted for the redevelopment of the Iveagh Market and Mother Redcaps, no development has taken place to date.</p> <p>The recent granting of planning permission for a new distillery and visitor centre at Newmarket Square will hopefully provide some impetus for redevelopment at this site, in conjunction with proposals by DCC to enhance the public space here.</p> <p>Other objectives remain to be secured.</p>
<p>Retail</p> <ul style="list-style-type: none"> • Strengthen the retail economy. • Improve specialist retail offer of Francis St. • Facilitate a variety of retail formats. • Facilitate large retail floor plates for anchor stores, and develop key retail locations at Newmarket and Cork Street. • Promote improvements to the Iveagh Market/ Mother Redcap Market. • Encourage sites with planning permission to begin development • Encourage the intensification of shopping on Meath and Thomas Street. • Introduce designated casual trading to Meath Street and consider extending Thomas Street's designation to adjoining streets to encourage the development of markets. • Applications for retail shall be required to demonstrate compliance with the Development Plan Retail Strategy. • Promote traditional small-scale retail outlets. • Protect traditional and original shopfronts and encourage good contemporary shopfront design in accordance with Dublin City Council's Shopfront Design Guide. The City Council will promote an incentive scheme/ other mechanisms, such as the conservation grant scheme, to underpin the objective of high quality shop-fronts throughout the area, in conjunction with local businesses, retailers and stakeholders. 	<p>Planning permission was granted in Aug 2007 (Ref. 1238/07) for largescale redevelopment at the Iveagh Market and Mother Redcap Market, to include the refurbishment and redevelopment of the existing Iveagh market building for use as a multi function market and retail centre, with adjoining hotel, aparthotel, pub and commercial units. Unfortunately due to the economic downturn no development has occurred on these sites, but the applicants have sought and were granted a time extension on the planning permission until Aug 2017.</p> <p>DCC hope to carry out environmental improvements to Francis St and Meath St in the coming years. Improvements to James's St/ Thomas St are underway. Innovative public realm improvements include the proposed "green wall" along Thomas Street.</p> <p>The establishment of the Thomas Street Business Association represents a positive approach on behalf of local</p>

<ul style="list-style-type: none"> • Actively promote the traditional market trading tradition of the Liberties. • To liaise and consult with the Liberties Street Traders Association in respect of proposals for streetscape and public realm improvements. 	retailers.
<p><i>Public Realm and Perceptions of Personal Safety</i></p> <ul style="list-style-type: none"> • Create positive perceptions about the area. • Cluster mixed uses related to culture, tourism, retail, employment, residential and leisure facilities around key public spaces to promote economic viability and 24 hour natural surveillance. • Create high quality streetscaping, lighting and open space improvements • Work with the police and community to improve perceptions of personal safety through a joint community safety strategy in a partnership between the local authority, An Garda Siochana and the Community • Develop and implement a street signage and directional signage strategy tailored specifically to the Liberties area. 	<p>The City Council is proposing to carry out improvements to the public realm over the coming years, as part of a proposed “Greening Strategy” which seeks to implement many of the public realm, open space and biodiversity objectives of the LAP.</p> <p>The Wayfinding scheme was rolled out in the Liberties and across the City.</p> <p>The South West Inner City Local Policing Forum was established between the community, Gardaí and DCC, and continues to meet regularly.</p>
<p><i>Economy of Culture and Arts</i></p> <ul style="list-style-type: none"> • Develop the Liberties as a centre for art and culture building on existing assets. • Encouraging the National College of Art & Design (NCAD), to remain in the area and facilitating the enhancement and expansion of its facilities within the Liberties Area. • Support improvements to existing venues and support moves to bring venues back into public use. • Promote employment in the area related to art and culture • Promote the provision of live work and residential units targeted at emerging artists. • Create improved linkages between third level institutions in Dublin to increase their impact on the area specifically related to art and culture. 	<p>The NCAD is now fully established in the area within a refurbished complex, and their afterschools and community outreach programme continues to add value locally.</p> <p>The City’s Arts office, through the use of the Vacant Space Scheme, have leased out premises at Eblana House (to Basic Space), and recently at Earl Street South (to First Friday Festival), thus enhancing the arts and cultural offerings within the area.</p>
<p><i>Employment & Training</i></p> <ul style="list-style-type: none"> • Provide increased opportunities for investment, employment and training. • Create stronger links between 2nd and 	The proposed locating of the National Children’s Hospital at St. James’s hospital will hopefully bring many

<p>3rd level institutions particularly related to art and culture.</p> <ul style="list-style-type: none"> • Support the development of St. James' Hospital. • Encourage private sector investment including supporting small entrepreneurs by requiring reduced rentals levels for initial periods, short term leases and units to be fitted out as part of planning conditions related to ground floor uses of residential developments. • Ensure design proposals for available brownfield sites maximize their development potential in terms of plot ratio within the bounds of good urban design. • Support the development of the Guinness Enterprise Centre as a centre of excellence for applied entrepreneurship and enterprise development. 	<p>supporting employment opportunities, in keeping with the LAP objectives.</p> <p>The retention of the Diageo/Guinness brewery within the LAP provides welcomed employment, and their continued improvements will be supported in line with the LAP objectives.</p> <p>The Guinness Enterprise Centre (a not for profit organisation) continues to attract new businesses into the area, within its 77 offices spaces.</p> <p>Both the Digital Hub and the NCAD work with local schools providing opportunities for local children.</p> <p>Many brownfield sites are still available for development, and objectives therein remain to be secured.</p>
<p><i>Increased Population to Support Vibrant Economy</i></p> <ul style="list-style-type: none"> • Promote an increase in the population of the Liberties so that it can be of sufficient size to become economically viable and thus able to support more retail, light industry, commercial and tourism. • Ensure design proposals for available brownfield sites maximize their development potential. • Optimise the benefits from the expected high level of public transport investment by optimising densities for residential, employment, housing, retail and leisure. • Facilitate the amount of high quality private and public investment. 	<p>The population of the LAP area increased by 9.88% between the 2006 and 2011 census. This is significantly higher than that for the city as a whole which saw a population increase of 4.01% in the same period.</p> <p>Many brownfield sites still exist for redevelopment and to allow for consolidation of the city in keeping with the Development Plan and LAP.</p>
<p>SOCIAL OBJECTIVES are set out under the headings of:</p> <p>Community facilities, social sustainability, children & education, sport, leisure & recreation objectives, housing.</p>	
<p><i>Community Facilities</i></p> <ul style="list-style-type: none"> • Create an enhanced range of community facilities, open spaces and local services including a community centre and park at Bridgefoot Street, and new parks at Pimlico, Vicar 	<p>DCC have acquired new premises at Bridgefoot Street/ Usher Street and are seeking to provide a new</p>

<p>Street and on the Diageo lands north of Thomas Street and refurbish existing parks.</p> <ul style="list-style-type: none"> • Create new library at School Street. • Invest in existing leisure and community facilities as shown in the Sports, Leisure and Recreation Action Plan. • Provide better access to medical facilities including and encouraging the provision of a Primary care centre in Pimlico • Ensure the provision of flexible community services and facilities as part of major redevelopment proposals. • Ensure that public open space provision is appropriate to the recreational needs of the community including facilities for children, older people and those with disabilities. • Develop links between community organisations and the public sector to facilitate better community voluntary involvement in the delivery of services within community facilities. 	<p>community facility here.</p> <p>A new primary care centre opened at Thomas Court on Catherine’s Lane West, replacing the South Earl Street Health Centre.</p> <p>Many of the objectives for new community facilities were dependent upon regeneration of the Council’s housing stock, which has not occurred to date.</p> <p>DCC proposes to carry out improvements to a number of local greens and parks within the coming years including parks at Bridgefoot Street and Pimlico, thus improving the recreational facilities in the area.</p>
<p><i>Social Sustainability</i></p> <ul style="list-style-type: none"> • Promote integration between the new and old Liberties communities by creating attractive and accessible meeting places and public realm. • Decrease fear of crime by ensuring that public streets and spaces are overlooked, properly managed, well lit and supervised • Work with voluntary and local community groups to help them to secure sustainable arts and cultural facilities in the area. • Promote the exchange of ideas, networking, and open communication between individuals, government bodies, and key organisations • Provide linkages and synergies with NCAD and the Digital Hub on Thomas Street and Crane Street 	<p>The creation of new meeting places, in addition to improved public lighting etc is proposed as part of the “Greening Strategy”. Supervision of new key places remains a priority in the interests of safety and security.</p> <p>The Digital Hub and the NCAD successfully run an afterschool programme for local teenagers called Future Creators, which looks at digital products. The provision of the Schools Broadband Exemplar Project links students at Warrenmount Presentation with a school in Clondalkin allowing local students opportunities to study high-level Maths.</p> <p>The South West Inner City Local Policing Forum allows for a coordinated approach to the management of public spaces.</p>
<p><i>Children and Education</i></p> <ul style="list-style-type: none"> • Promote the improvement of the facilities and services for pre-school children including additional crèches to serve the predicted 	<p>The Mater Dei Primary School and Scoil Seamus CBS in Basin Street amalgamated in Sept. 2013 to create</p>

<p>increased number of families and improve education offer and facilities for school going children.</p> <ul style="list-style-type: none"> • Dublin City Council will engage with the local community, school patrons and the Department of Education & Science (DES) in relation to the provision of new school facilities and the enhancement of existing educational facilities throughout the Liberties LAP. • To liaise with the Digital Hub Development Agency, business stakeholders and childcare providers to foster an integrated approach to childcare provision and to ensure an adequate quantum of childcare facilities to meet the needs of residents and employees within the Liberties Area. 	<p>St. James's Primary School. The old boys school will now be refurbished to provide a new Educate Together school in the area.</p> <p>St. Joseph's, Marylands, was expanded and upgraded.</p>
<p>Sport, Leisure & Recreation Objectives</p> <ul style="list-style-type: none"> • Provide new all-weather multi-use games areas within housing developments. • Provide a new swimming pool minimum length 25m within the Guinness lands accessible to all Liberties residents. • Ensure that new parks include neighbourhood play facilities that cater for the varying needs of different child age groups. • Ensure that community and recreation facilities cater for all age groups. • Ensure that there is no 'net loss' of baseline levels of sport, leisure and recreation provision. • Incorporate safe walking and cycling routes within redeveloped areas. • Incorporate a crèche facility within new indoor facilities. • Promote the provision of allotments and community gardens. 	<p>DCC have provided a number of new MUGAs and playgrounds in the area (e.g. at Poole Street). Proposals to improve recreational facilities and biodiversity in the area, in addition to the provision of new cycle tracks are planned for the coming years. Proposals also include provision for more permanent allotment facilities in the area.</p> <p>Temporary allotments opened at Chamber Street/ Weaver Square in June 2011.</p> <p>A new premise has been acquired at Bridgefoot Street for community use.</p>
<p>Housing Strategy</p> <p>Social Housing Objectives</p> <ul style="list-style-type: none"> • Replace all local authority housing units (recommended for demolition) and provide an additional 23% (363). Provide for social mix in new build. Encourage voluntary and co-operative housing. • Support and retain existing communities by re-housing tenants from flat blocks together. • Provide spacious quality housing. • Work with residents and their tenant associations to make the move from old to new as smooth as possible for tenants. 	<p>The LAP proposes the demolition of 432 local authority flats in three areas Vicar Street, Basin Street and Pimlico. The schemes affected include:-</p> <ul style="list-style-type: none"> • Vicar St./Michael Mallen House, • Basin St. flats, • Pimlico – Braithwaite St., • Pimlico Terrace, • Meath Place, • Summer St., • Thomas Court Bawn,

- Provide a mix of 1, 2, and 3 bedroom apartments and duplex units.
- Prioritise demolition on the basis of phasing programme.
- Provide units for the elderly and those with special needs and provide required number of units adapted for disability.
- Consider the need to replace flats allocated to community use in purpose built developments close to original and also provide meeting rooms in schemes where local residents can meet and organise themselves.
- Provide 20 units of replacement traveller accommodation (5 units in 4 locations) in standard housing including apartments, to replace traveller accommodation at Longs Place.
- Liaise closely with existing tenants of social housing complexes proposed for demolition and re-development at the design stage to ascertain their housing needs and prior to finalisation of any phasing proposals in relation to the replacement-housing programme.
- DCC to establish a Regeneration Committee as part of the demolition and redevelopment process.
- Seek to ensure that social housing will be maintained at a level of 29% of the total housing units within the Liberties area.
- Require that at least 20% of units in the new School St development are made available for social housing, and ideally public housing and that these be offered to tenants of Pimlico for de-tenanting.
- Discuss with NABCO the possibility of rehousing Pimlico tenants on the lands adjoining Pimlico Tavern.
- Dublin City Council will seek to find alternative accommodation for existing elderly tenants in Braithwaite Street SC complex and will include this site for redevelopment as a mechanism for rehousing tenants from Pimlico area.

General Housing Objectives

- Work with owners of older housing to conserve and restore architectural features that contribute to an important concentration of domestic, industrial architecture in the Liberties.
- Support property owners to ensure that protected structures brought back into housing use in a sensitive and appropriate manner.
- Work with owners to reduce carbon footprint and reduce energy bills in domestic

- School Street.
Due to changed economic circumstances since the LAP was adopted, the Council is focusing its regeneration activities on other estates just outside the LAP area, including St. Michael's Estate, St. Teresa's Gardens and Dolphin Estate.

While the regeneration of the estates identified in the LAP remains an aspiration of DCC, it is unlikely that these schemes will be demolished within the next five years.

In the foreseeable future it is proposed to carry out some refurbishment of the blocks at Basin Street.

Planning permission was recently granted for 95 no. new student accommodation units at Bonham Street (Ref. 3191/13) on lands within the Digital Hub enclave, and it is anticipated that this work will begin

buildings.

- Work to support the integration of apartment owners and occupiers in private apartment schemes into the Liberties community.
- Offer advice and mentoring to apartment owners in relation to taking ownership and control of the management of their schemes including vesting of common areas.
- Ensure there is an appropriate mix of uses, housing forms and tenures and social mix in new developments in the Liberties.
- Part V provisions within new developments in the Liberties will aim to provide 10% social housing - voluntary and local authority (initially targeting detenanting of schemes identified for demolition, subject to take up from these groups. The other 10% is to be used for affordable housing. Where considered appropriate, Part V contributions may be accepted to help fund replacement social, voluntary and affordable housing and other facilities on DCC lands in the LAP area.
- Provide affordable housing either to rent or buy where possible targeted at local residents.
- Identify opportunities for voluntary housing targeting special needs and supported housing, particularly older people.
- Encourage the development of co-op housing particularly environmental coops and ownership co-ops
- Co-ops comprising local people especially local authority tenants wishing to move to alternative tenures.
- Encourage live/work provision in private, voluntary, co-op and social housing and encourage the take up of this accommodation by artists and entrepreneurs.
- Support supply of student housing specifically related to NCAD and other 3rd level institutions within or close to the area.
- Develop a minimum of 20 units of accommodation targeting artists so as to assist in the promotion of the area as a “cultural and artist quarter”.
- Review and develop options for the provision of supports at household level to tenants and others who are vulnerable or at risk of eviction due to anti social behaviour with a view to an agreed strategy for sustaining their tenancy or other tenure in the area.
- Improve the quality of housing throughout the area with a particular emphasis on delivering good quality accommodation for families, older

shortly.

Permission was also granted for c.350 student units, between Cork Street and Brown Street South, Ref. 4511/08, however work has not started here and the permission is due to expire in November 2014.

The City Council will continue to engage with the Voluntary Housing Sector with regard to the provision of housing in the area, e.g. to complete the Herberton Scheme and the streetscape at Reuben Street/ Herberton Walk.

It is hoped that the relocating of the National Children’s Hospital to St. James’s will act as a catalyst for further regeneration and for additional housing in the area.

<p>people and those with mobility problems.</p> <ul style="list-style-type: none"> • To promote innovative housing schemes including step-down housing for a maturing population. 	
<p>CULTURE & ARTS</p>	
<p><i>Cultural Objectives:</i></p> <ul style="list-style-type: none"> • Improve existing and provide new spaces for the arts. • Actively seek the delivery of artist facilities and spaces in the area. • Require the naming of new developments in the Liberties area to reflect local heritage and maintain sense of place. • Provide for the development of local arts and cultural activity through the inclusion of live-work units in new development schemes. • Provide for the appropriate access for arts development and education in new school developments and in the new library within the LAP area. • Encourage the provision of non-profit art cultural and arts facilities within each of the major development sites. • Deliver a model for public art investment in the Liberties that engages with the public. • Promote the exchange of ideas, networking, and open communication between individuals, government bodies, and key organisations. • Support the facilitation of voluntary and local community groups in securing the delivery of essential arts and cultural facilities in the area. • Provide a series of open spaces that contribute to a sense of place and the cultural identity of the local neighbourhoods and the area at large. • Provide for a new library and arts space within the LAP area. • Expand on the existing cultural and leisure potential for the industrial heritage of St. James's (Grand Canal) Harbour and the Diageo Lands. • Develop the tourism potential of the existing cultural heritage of the Liberties. • Promote the provision of facilities such as cafes, restaurants and markets. • Provide linkages and synergies with the Digital Hub on St James's Street, Thomas Street, and Crane Street, • Encourage the development of an 	<p>The City Council's Arts Office, through the Vacant Spaces Scheme, have let space at Eblana House to Basic Space, and more recently space at Earl Street South to First Friday Festival.</p> <p>DCC plans to carry out improvements to the public space at Newmarket Square to improve the use of this space.</p> <p>The Greening Strategy will also deliver a number of new and improved public spaces for community use.</p> <p>The development of Dubline through the area is helping to promote the tourism potential of the Liberties.</p> <p>A number of new cafes have opened up along Thomas Street.</p>

adaptable outdoor performance space in Newmarket Square.

- Facilitate the enhancement of existing performance and entertainment venues including Vicar Street, the Tivoli theatre and the Rupert Guinness Theatre and create new venues and spaces for performance and the exhibition of visual arts.
- Promote the delivery of public art installations, artists' facilities and work spaces including rehearsal spaces in the area
- Encourage development of accessible information about the Liberties' heritage in the form of plaques, signs, local museums and guides to encourage cultural tourism and increase awareness of heritage amongst local people.
- Examine the desirability of re-naming Grand Canal Harbour to 'St. James's Harbour' to increase awareness of the industrial heritage links to St. James's Gate brewery, to highlight a unique identity and to avoid confusion with Grand Canal Dock
- Ensure there is a provision for some live/work units in all major development schemes.
- Encourage and promote the use of the Irish language in the Liberties.
- Encourage public art installations, which are sensitive to the local context and special character of the Liberties and where possible facilitate local community involvement in the selection process.
- Actively seek the delivery of public art and culture installations with a digital media dimension for areas surrounding, and relating to the Digital Hub.

SPATIAL AND URBAN FORM, including Public Realm, and Heritage.

Spatial & Urban Form Objectives

- Create a distinctive urban skyline that respects views of existing heritage landmarks and provides new tall building landmarks to signify the location of important civic spaces or activities at Grand Canal Harbour and Digital Hub.
- Create a high quality pedestrian friendly environment at Heuston Square and civic promenades along the Quays with improved linkage to Croppy's Acre, James's Street and the city centre.
- Develop new buildings along Victoria Quay.

The LAP contains aspirations for height and development on all key development sites, the majority of which are still available for redevelopment (see significant development sites below).

Public realm improvements are currently taking place along James's St/ Thomas St as part of the NTA works.

Other public realm improvement works

- Promote the designation of the Liberties/Coombe Architectural Conservation Area (ACA).
- Develop a waterside environment at Grand Canal Harbour within the footprint of the historic harbour walls.
- Create a hierarchy of public open spaces including civic squares and parks.
- Enclose public squares and parks with buildings of an appropriate scale to create a 'sense of place'.
- Link public open spaces with high quality pedestrian and cycle routes.
- Improve the quality of the Liberties' main thoroughfares, Cork St, Thomas/ James's St, Francis St, Meath St and Marrowbone Lane, through improvements to the public realm and by establishing frontage of appropriate character and scale in relation to the street width.
- Reinforce a sense of place and identity by promoting the development of distinctive character areas.
- Ensure that new buildings respect their surroundings, particularly heritage buildings, landmarks and important views.
- Consider the impact, scale and massing have on local microclimates.
- Ensure that all public realm areas are accessible and attractive.
- Ensure that public open spaces and main thoroughfares are edged with active ground floor uses such as shops, restaurants and community and civic uses that create activity and interest.
- Promote passive surveillance of all public parks, squares and streets.
- Promote design that makes a clear distinction between public and private space.
- Protect and enhance the significant heritage and biodiversity assets of St James's graveyard and ensure that whilst public access is allowed it is controlled to ensure graves are respected.
- Establish a comprehensive maintenance and management plan for all public spaces.
- Ensure that high quality and well co-ordinated paving, street furniture, planting and lighting characterise the improved public realm while creating opportunities for public art.
- Consider the possibility of unused and / or underperforming lands being temporarily utilised for the benefit of the area, possibly in the form of allotments.
- An interim arrangement, which would

are planned as part of the proposed "Greening Strategy" for the Liberties, which includes tree planting, open spaces, and improvements to footpaths/ public lighting along key routes.

The proposals for Victoria Quay were altered by the subsequent amendment to retain and consolidate the Guinness brewery north of Thomas Street. As part of this consolidation the Council is in discussions with Diageo regarding the design of lands at the Heuston corner.

Key improvements to the public realm around the Grand Canal Harbour and the City's depot lands are dependent upon future redevelopment of these lands and the provision of attractive new streetscapes.

Temporary allotments have been installed on the site of the former City Council flats at Chamber/Weavers.

The City Council have acquired the graveyard at St. James' and carried out a feasibility study. Selective clearing and repairs have been carried out in addition to the provision of a new footpath to help manage this space. Talks are underway with prospective users of the Church with a view to opening this space up to the public.

<p>allow temporary markets to take place in the Liberties, could also be considered in order to promote the ethos and reality of increased market trading in the Liberties.</p>	
<p>Public Realm Objectives</p> <p>A series of public realm improvements are proposed, under the headings of key focus zones, key places and opportunity nodes. Proposals for each area are outlined covering various hard and soft landscaping measures.</p> <p>Focus Zones include:</p> <ol style="list-style-type: none"> 1. Liffey Riverside 2. Steeven's Lane 3. Bridgefoot Street 4. Thomas Street 5. Liberties Walk/ Tourist Link 6. Grand Canal Corridor 7. Marrowbone Lane Corridor 8. Meath Street Market 9. Francis Street 10. Cork Street Corridor <p>Key Places:</p> <ol style="list-style-type: none"> 1. Bridgefoot Park 2. Grand Canal Harbour & Bond Street Basin 3. Pimlico park & Square 4. Earl Street Green 5. Vicar Street Square <p>Opportunity Nodes:</p> <ol style="list-style-type: none"> 1. Crafts Quarter 2. Iveagh Market 3. Weir Home Garden 4. Newmarket 	<p>Public realm improvements are proposed to be carried out by DCC within the coming years, including proposals for Bridgefoot St, Pimlico, Newmarket, amongst other local green and heritage spaces.</p> <p>The Dublin heritage trail through the area also offers opportunities to improve the public realm along this route.</p> <p>The fulfilling of other key public realm objectives remains pertinent to the delivery of a quality urban environment.</p>
<p>Heritage Objectives:</p> <p>General Built Heritage Objectives</p> <ul style="list-style-type: none"> • Promote awareness of the importance of the historic building heritage. • Stimulate pride and affection for the built heritage of the past • Create optimism and commitment for the future of the Area <p>Architectural Heritage Objectives</p> <ul style="list-style-type: none"> • Assess existing building stock and recommend additions to the RPS. • To improve recognition of the layers within buildings particularly on Meath, Thomas and Francis Street. • Respectfully integrate the historic building stock 	<p>The Thomas Street & Environs Architectural Conservation Area was adopted by the Council on 7th Sept. 2009. It is intended to protect the remaining historic built fabric and ensure that new interventions are sensitive to their context and contribute to the overall character of the area.</p> <p>The Dublin Civic Trust prepared a document entitled "Thomas Street: Improving the Public Face of an Historic City centre Street", (Jan 2012) which provides key guidance in preserving the architectural heritage of</p>

to achieve redevelopment.

- To develop modern, high quality buildings where the heritage buildings have been lost, while respecting the fine grain along retail streets of Thomas, Meath and Francis Streets.
- Protect the medieval streets, plot width and alleys of the Liberties.
- Ensure archaeological testing, survey, monitoring and recording are carried out.
- Deliver the objectives of the City Walls Conservation Plan for the line of the City wall and defences.
- Recognise the National Policy on Town Defences, 2008 and the objectives of the Irish Walled Towns Network.
- Ensure that burial sites are maintained in accordance with International Best Practice.
- Prepare a conservation statement and management plan for St. James Church.
- Have regard to the policies and objectives of the St Luke's Conservation Plan.
- Research and map the network of subterranean rivers and streams.
- To protect and promote the character, vibrancy and historic fabric of key historic streets.
- Protect traditional/ original shopfronts.

Industrial Heritage Objectives

- Recognise the industrial heritage of the area and ensure development proposals reflect the area's former industrial past.
- Seek to protect buildings/features of industrial heritage in situ.
- Seek the retention, storage and incorporation of minor elements of historic fabric such as cobbles stones, cut stone dressings, cast iron gate piers and artefacts associated with the canal legacy and brewery industries where appropriate.
- To ensure that all sites of industrial heritage interest are evaluated in accordance with the methodology set out in the Dublin City Industrial Heritage Record (DCIHR).

Other guidelines in the plan include:

- Promote the restoration of the Mill Street Dutch Billy to its original form; it is one of the few remaining in Dublin.
- Dublin City Council will give consideration to appropriate high quality re-surfacing of the steps at St. Audeon's
- Designate Thomas Street & Environs as an Architectural Conservation Area.

this key street. Following on from this local business in the area including Guinness Storehouse, NCAD, Digital Hub Development Agency, embarked on a 90-day plan to "save the street".

Conservation grants are available from DCC to aid restoration of our historic building stock.

St. James's Graveyard was vested to DCC and some essential repairs and maintenance were carried out. A feasibility study was commissioned and DCC is currently in the process of exploring options regarding implementing the feasibility study.

St. Luke's Church (1715) was vested to DCC in 1990. DCC in conjunction with the Heritage Council prepared a detailed Conservation Plan for St. Luke's in 2004. This was followed by a Part 8 application by DCC in 2007 (Ref. 6148/07) for works to the church grounds & graveyard, providing a new public city park and pedestrian and cycle access from Newmarket. A second application in 2007 by St Luke's Partnership (Ref. 6817/07) sought the retention, conservation and reuse of the Church building, and was granted permission in April 2008. While no work has been carried out to date, delivering on this objective is still pertinent.

It is proposed to carry out a review of the Dublin City Industrial Heritage Record during the life of the current Dublin City Development Plan 2011-2017.

A review of the City Walls Conservation Plan is underway.

DCC are in discussions with the owners of the "Dutch Billy" building on Mill Street regarding the protection of this building.

MOVEMENT Objectives	
<p><i>Movement and Access Objectives</i></p> <ul style="list-style-type: none"> • Promote the development of a legible urban structure with a well-defined network of routes providing people with a choice of routes and modes of Transport <p><i>Routes</i></p> <ul style="list-style-type: none"> • Make connections to areas outside of the Liberties so that residents can avail of a wider range of facilities, public spaces and services • Facilitate the development of a rail interconnector between Heuston and Connolly Station through the Liberties with a stop at Christchurch • Liaise with the Railways Procurement Agency (RPA) and all other statutory agencies to facilitate the delivery of the new LUAS line through the Liberties to St Stephen Green <p><i>New Routes</i></p> <ul style="list-style-type: none"> • Create new routes for cyclists and pedestrians, to contribute to ease of movement and connect existing spaces, public transport and circulation patterns while promoting permeability • Ensure that new routes support an active mix of uses and direct patterns of movement to public transport nodes. • Establish internal links to encourage pedestrian and cycle movement through the area. • Provide one or more new pedestrian bridges linking the Quays to Croppy's Acre. • Provide a new pedestrian bridge to link Victoria Quay to Wolfe Tone Quay to facilitate north – south pedestrian and cycle movement. <p><i>Calming</i></p> <ul style="list-style-type: none"> • Maintain the traditional street as the primary circulation network, with provision for traffic calming, on street parking, slow traffic speeds and pedestrian priority measures. • Create an urban structure network, which facilitates convenient pedestrian access to local facilities, amenities and public transport services. • Provide for a fine grain urban grid that will optimise use for pedestrians and vehicles. • Locate the Key Local facilities and services in strategic locations within an urban grid of open spaces and streets. • Promote and Encourage approaches to 	<p>The permission granted to Diageo/Guinness in April 2012, (Ref. 3730/11) required a set back of the corner of the site at Victoria Quay to allow for re-alignment of the road. DCC is currently in discussions with Diageo regarding the design of this, land take etc.</p> <p>There is a plan for Croppy's acre to move the road away from the quay to the back of the acre. While outside of the area it does have an impact on vehicular movement.</p> <p>The Liffey Cycle route is being designed which may affect the south quays.</p> <p>Dublin Bikes was expanded in the Liberties with key stations at the Guinness Storehouse, Francis Street and James's Street.</p> <p>Improvements to Thomas St/ James Street QBC are underway at present, which includes public realm improvements such as widening and re-surfacing footpaths and provision of pedestrian crossings.</p> <p>Planning permission granted for the Digital Hub, (Ref 3191/13) provides for new pedestrian connections in keeping with the LAP.</p> <p>Other movement improvements sought throughout the LAP in the key development sites, are dependent upon sites coming forward for development.</p> <p>Improved linkages will be sought in keeping with the LAP in future development proposals, and as such these objectives remain important.</p>

<p>determine the appropriate urban form required to contain and define the scale of new and existing streets and public spaces.</p> <ul style="list-style-type: none"> • Undertake a traffic management review of the area in tandem with the redevelopment of the key sites identified in the plan. 	
<p>SUSTAINABILITY Objectives</p>	
<p><i>Sustainability Objectives</i></p> <ul style="list-style-type: none"> • New developments to meet best practice sustainable guidelines. • Encourage Design, which meets best practice sustainable guidelines through design for the thermal building envelope. • Promote and facilitate the use of Micro-renewables. • Design for solar gain while minimising heat loss. • Promote energy-efficient space and water heating systems such as combined heat and Power (CHP) to be used in communal schemes. • Promote the use of energy efficient appliances, boilers and low-energy lighting • Utilise Sustainable Urban Drainage Systems (SUDS). • Maximise usage of grey water and rain water harvesting systems. • Regulate excessive water use and waste during construction. • Develop sustainable waste and recycling services and facilities within the area, as well as street cleaning and unobtrusive waste disposal systems. • Reduce waste generated during construction by providing for recycling of demolition & construction waste. • Design for flexibility in buildings to facilitate adaptation in the future to changing needs of occupants and maximisation of the building's lifespan. • Encourage greater use of locally sourced, sustainable materials. • Reduce consumption of natural and scarce resources during the lifetime of the building by utilising efficient, low-maintenance systems, fittings and components. • Promote higher density urban design that minimises travel needs while maximising the usage of low energy modes of travel like cycling, public transport and walking. 	<p>Best practice in sustainable design is a key objective in the Dublin City Development Plan and is implemented through the Development Management process.</p> <p>Unfortunately recycling centres in the City are declining in number in recent years, and options to install unobtrusive waste disposal systems, were explored but deemed unsuitable in the Irish climate (due to levels of rainfall).</p> <p>The City Council are working on a "Greening Strategy" for the LAP area, including improvements to existing parks, the provision of new parks and the provision of street trees wherever possible. As part of this strategy it is hoped to provide new allotments/ educational facility at Bridgefoot Street.</p> <p>The Dublin City Neighbourhood Awards is an annual competition for communities, schools and business in the City who try to improve their local area. Short listed to the final 5 in 2011 under the heading of open green space was St Nicholas of Myra.</p> <p>DCC's "Adopt a Street" campaign is gaining momentum with a clean up held for Thomas Street in association with the Thomas Street Business Association.</p> <p>Local Agenda 21 funding is available through DCC to facilitate sustainable</p>

- Provide a network of public parks some large and some small “pocket parks” that are attractive for recreation and wildlife and which are well managed and maintained.
- Upgrade and enhance existing parks.
- Integrate biodiversity and open space provision within developments through requirements for developers to include biodiversity friendly features including green roofs and/or publicly accessible open space in new developments.
- Provide a network of linkages joining the new and improved green spaces. These should feature street tree planting and landscaping and should provide for pedestrian, horse and cyclists.
- Promote ownership and use of the public realm, biodiversity and open space network through programme of education, empowerment and active participation.
- Cognisance will be taken of the Strategic Noise Action Plan for Dublin City in relation to any major developments in the area.
- Consideration to be given to providing composting facilities in accordance with Dublin City Councils’ Waste Management Strategy.
- Promote compliance with the forthcoming Energy Performance of Buildings Directive 2009. Develop a demonstration project to show how re-use and restoration of heritage buildings can be compatible with the Directive without compromising the heritage values.
- Encourage the provision of publicly accessible recycling facilities on key development sites.

development within communities, – aimed at developing community awareness and encouraging positive action to tackle environmental issues e.g. community gardens, recycling and waste prevention seminars in schools. In 2013 successful applicants included the Back of Pipes Residents Association who received funding to help build a community garden from this derelict site thus improving wildlife and biodiversity in the area.

3.2.2 Key Development Sites/ Character Areas

Chapter 7 of the Local Area Plan identifies significant redevelopment sites within the LAP, with site specific objectives for each area. Key sites identified include:

1. Vicar Street & the Iveagh Market
2. Pimlico
3. Depot Lands
4. Bridgefoot Street/ Oliver Bond
5. Grand Canal Harbour
6. Marylands
7. Newmarket
8. Guinness Lands (North of Thomas Street)
9. Guinness Lands (South of Thomas Street)
10. Digital Hub

Table 2: Significant Redevelopment Sites – Key Objectives and Status 2014

Key Objectives	Update/ Status March 2014
<p>1. Vicar Street & The Iveagh Market</p> <p><i>New Community Facilities</i></p> <ul style="list-style-type: none"> • New crèche with affordable access • Expand and improve community facilities at St Nicholas of Myra • Improve community facilities at St Catherine’s Church • Restore the “school” within the grounds of St Catherine’s for art, cultural or community use. <p><i>General</i></p> <ul style="list-style-type: none"> • Establish a distinctive character for the Vicar Street area, with vibrant markets and creative industries as economic catalysts for its regeneration. • Refurbish and reinstate the historic Iveagh and Mother Redcaps Markets. • Encourage developers to offer ground floor commercial and enterprise space at below market rent to ensure occupation particularly in less prominent areas e.g. ‘Craft’s Quarter Square’ (currently Chadwicks Yard), Vicar Street and outside Iveagh and Mother Redcaps Markets. Units identified as “incubator” should be fitted out ready for occupation. • Develop new hotel accommodation. • Provide a mix of housing suitable for families and older people. • Where demolition of social housing units is proposed, provide for replacement 	<p>Planning permission was granted for a new hotel at Vicar Street, in April 2009 (Reg. Ref. 2742/08). No development has however occurred and the permission is due to expire shortly. The development of the park here was to occur after the hotel development.</p> <p>Planning permission was granted for a new apartment block on Garden Lane in Feb 2008 (Reg. Ref. 5626/07). No development however took place on this site and the permission has now expired.</p> <p>The DCC Michael Mallen House flat complex (x2), which was identified for demolition is still occupied.</p> <p>Planning permission was originally granted in Aug 2007 (Ref. 1238/07) for largescale redevelopment at the Iveagh Market and Mother Redcap Market, to include the refurbishment and redevelopment of the existing Iveagh market building for use as a multi function market and retail centre, with adjoining hotel, aparthotel, pub and commercial units. The applicants have sought and were granted a time extension on this permission until Aug 2017.</p>

<p>housing of a high standard. Enable existing tenants to move directly into new accommodation close to their existing homes.</p> <p>Public realm</p> <ul style="list-style-type: none"> • Improve the public realm as set out in the public realm strategy • Improve north-south and east-west connectivity throughout the area • Establish an attractive east-west walking route directed along local places of interest. • Improve hard and soft landscaping, lighting, seating, parking and signage at Park Terrace • Design and deliver innovative lighting scheme for Molyneux Lane and remove gate onto Thomas Street. • Create high quality public squares at Vicar Street and the Crafts Quarter (currently Chadwicks yard) as set out in the public realm strategy. This should include the provision of a playground space at Vicar Street. • Provide a high quality paved shared surface around the entire Iveagh and Mother Redcaps market frontage to encourage high pedestrian activity. • Provide active frontages such as cafés, bars, restaurants and local shops and encourage day and night time activities around public open spaces and key walking routes. • Provide shared surfaces and easy street crossings with pedestrian priority in areas characterised by the local historic scale and grain, such as narrow streets and alleys and around markets. • Contribute towards the public art and landscape treatment identified along the ESB Substation walls to animate and light the blank façade 	<p>While planning permissions were granted for numerous developments within this area, the economic downturn has resulted in no development going on site. Therefore the overall objectives set out in the LAP for this area remain to be achieved.</p> <p>The proposed “Greening Strategy” for the area will hopefully fulfil some of the public realm objectives within the next five years including improvements to Park Terrace and Vicar Street proposed public park.</p> <p>An unexpected beneficiary came in 2013 when the community centre at Nicholas of Myra of Francis Street benefited from a “secret millionaire”! (RTE programme ‘The Secret Millionaire’, saw Cavan businesswoman, Margaret Farrelly, donate €7,500 to the community centre).</p>
<p>2. Pimlico</p> <p>New Community Facilities</p> <ul style="list-style-type: none"> • Deliver library and arts centre building with the potential to accommodate a research centre, community/heritage and cultural integration centre, education facilities, crèche, multipurpose space for conferences/ events, meeting rooms, audio 	<p>The development of Pimlico as set out in the LAP was largely dependent upon the demolition of 7 no. City Council blocks of flats. The demolition of these blocks would allow for the reconfiguration of this space in line with good urban design principles.</p>

and video editing facilities, film production studio/theatre, book shop and cafe.

- The new centre will include an archival facility for local heritage interests. In the interim, the City Council will support and assist the existing archive facility at the Nicholas of Myra Centre.

General

- Where demolition of social housing units is proposed, provide for replacement housing of a high standard.
- Develop new office and residential accommodation at the edge of the DCC depot to provide active frontage and passive surveillance of Summer Street.
- Encourage developers to offer some ground floor commercial and enterprise space at below market rent to ensure occupation.

Public Realm

- Improve the public realm as set out in the public realm strategy
- Deliver a high quality public square and urban park with mixed recreational facilities and play areas including a multi purpose sports pitch.
 - Hard and soft landscape should be used to define the different spaces, edges and emerging routes through the park. Provide areas where the library, cafes and restaurants can spill out into the open space.
 - Substantial quantities of semi-mature trees should be planted
 - Integrate innovative solutions to make the park and square a flexible space, provide opportunities to sit, exhibit, perform, sunbathe, shelter etc.
 - Integrate public art and lighting.
 - Provide adequate lighting to the park.
 - Consider measures to gate the park.
 - Protect residential buildings from flood light glare at night.
- Develop CREATE building for arts on Earl Street South and create a new secure community garden to the rear with predominantly soft landscape and information on archaeological significance of the site.

While the aspiration remains to demolish these blocks it is now a long-term aspiration and is unlikely to be delivered upon within the life of the LAP.

In order to improve the public realm at this location, DCC is proposing to reconfigure the existing open space at Pimlico into a newly laid out park.

Some sites within the area are still available for immediate redevelopment, e.g. DCC owned lands to Summer Street South and privately owned site to School Street (previously refused planning permission by An Bord Pleanala, 3044/07).

The City Council continues to support the provision of an archive facility in the area.

CREATE are no longer located at Earl Street South (they are now in Temple Bar). DCC have recently signed a lease for a new arts premises adjacent to this site at Earl Street South. New options must now be explored to identify a new user for the community garden / key archaeological site at St. Thomas Abbey. Pending a full archaeological study of this site (including the acquisition of adjoining buildings), a temporary use such as a garden would preserve the archaeology finds while utilising the space for community gain.

<ul style="list-style-type: none"> - Define the entrance to the space using paving, lighting, street furniture and signage. - Consider planting additional semi-mature trees. - Integrate provision for sitting. - Provide adequate lighting to ensure park feels safe in evening. • Develop a management system which will allow the area behind the CREATE building and the adjoining laneway to be maintained and utilised as a contemplative garden. • The public realm should be designed to encourage walking and cycling. Pedestrians should be given priority around the edges of the open spaces. • Consider cobbled street surfaces in shared areas and speed tables to slow traffic. • Improve pedestrian permeability. • Establish a clearly defined pedestrian orientated east-west street (School Street). • Encourage day and night time activities around public open spaces, such as cafés, restaurants and local shops. 	
<p>3. Depot Lands</p> <p><i>New Community Facilities</i></p> <ul style="list-style-type: none"> • Develop all weather pitch (minimum 7 aside) and extended Gym at St Catherine's • Leisure Centre • Develop crèche at Allingham Street <p><i>General</i></p> <ul style="list-style-type: none"> • Provide new high quality mixed-tenure residential accommodation at Allingham Street and on the Paving Depot site on Marrowbone Lane. New homes on the Paving Depot to be social housing to accommodate tenants relocated from adjacent estates to be demolished, surplus to be private/affordable assist in achievement of social mix. • Provide live/work units on Allingham Street • Contribute towards the façade treatment of the substations off Marrowbone Lane and Forbes Lane with the use of art, lighting or landscape 	<p>The gym at St. Catherine's was extended and a new 5-aside pitch was provided.</p> <p>A new crèche (Early Days) opened at the Family and Childcare Centre on School Street.</p> <p>The Depot Lands on Marrowbone Lane remain in use by DCC, as in 2007. A previous planning permission was granted for a mixed-use development on lands occupied by the public lighting depot and adjoining private site, but this permission has now expired. (Reg. Ref. 3142/05, 3493/07, 5605/07).</p> <p>A new working group set up within DCC to examine direct labour within the Council may in the short-medium term result in proposals for some of these sites. It</p>

additions.

- The siting of any potential building in the north-west quadrant of the Health Services Executive lands at Bru Chaoimhin should respect the visual context of the protected structure and retain the sense of open space and quality of public realm along Cork Street.

Public realm

- Improve the public realm as set out in the public realm strategy
- Improve permeability throughout the area.
- Improve connectivity through the provision of an extension to Robert Street and Allingham Street.
- Improve open space in front of the Health Service's Executive Weir Home and provide public access and a route through the park whilst ensuring privacy and safe access is retained for its residents. A detailed landscape proposal, which will incorporate the views of Dublin City Council, the HSE and the adjoining residents of Cork Street should be sought to demonstrate an inconspicuous integration of the HSE facilities with the public green. Private frontage to Weir Home to be retained and sensitively landscaped and vehicular access allowed for servicing and staff parking. Hard and soft landscape materials should be of the highest quality including stone paving throughout, adequate street furniture, cycle racks and planting of semi mature trees. Provide adequate lighting to ensure park is a safe place to use in the evening and consider sensitive measures to gate the park at night.
- Convert front of protected structure at Bru Chaomhin to public park.
- Provide a defined and consistent street frontage along Marrowbone Lane.
- Enhance the presence of St.Catherine's Leisure Centre through streetscape improvements and wider pavements.
- A detailed landscape proposal for the green area to the front of Bru Chaoimhin on Cork Street will be prepared in consultation with the Health Services Executive and the local community, the aim

remains an aspiration to improve the public streetscape in this area through the provision of appropriately scaled buildings and landscape improvements. Key proposed linkages set out in the LAP will remain key to any future redevelopment.

The opening up of the open space at Weir Park and Bru Chaoimhin has not been realised but remains an objective in improving access to open space in this area.

<p>of which will be to provide an inconspicuous integration of the HSE facilities with the green area.</p> <p>Key Site Objectives</p> <ul style="list-style-type: none"> Promote the restoration and re-use of the former Fever Hospital, which is a Protected Structure. 	
<p>4. Bridgefoot Street/ Oliver Bond</p> <p><i>New Community Facilities</i></p> <ul style="list-style-type: none"> Provide community centre at Bridgefoot Street. Improve existing community facilities at Oliver Bond. Refurbish Marshelsea building. Provide park with play areas and an all weather sports pitch. Undertake a feasibility study to determine the cost for refurbishment and the most appropriate use of the Marshelsea building. Provide the new park on an incremental or phased basis to commence with a programme of planting and landscaping so that over time it is transformed into an attractive open space. The park will be provided in conjunction with local residents and possibly as a pilot community project. Provide a community garden and allotment in the new park and open space area subject to the demand of future residents. Undertake a feasibility study to determine the cost of refurbishment and the most appropriate use of the Marshelsea Building. <p><i>General</i></p> <ul style="list-style-type: none"> Ensure future linkages through the Digital Hub are accommodated. Provide high quality mixed uses including office space Provide high quality mixed tenure residential accommodation with associated secure parking and amenity space <p><i>Public Realm</i></p> <ul style="list-style-type: none"> Improve the public realm as set out in the public realm strategy 	<p>The site of the former City Council flats at Bridgefoot Street is currently vacant. Proposals to transform this space into a new public park are a key element of the proposed “Greening Strategy” currently being developed by DCC. It is anticipated that this park will be provided for within the next five years. Proposals for the park should incorporate the best use of the Marshelsea building.</p> <p>The City Council have acquired a new building on of the corner of Bridgefoot Street and Usher Street and hope to provide a new community centre at ground floor.</p> <p>Funding under the RAPID plan provided for a new pitch and playgrounds at Oliver Bond Street flats.</p> <p>There are numerous other vacant lands in this vicinity available for redevelopment.</p>

<ul style="list-style-type: none"> • Improve permeability throughout the area including provision of new streets and footpaths • Design the public realm to encourage walking and cycling, providing shared surfaces and easy street crossing. Pedestrian priority should be particularly enhanced on the adjacent access lanes and streets • Provide improved street crossings over Bridgefoot Street. Pedestrian priority should be paramount here to reinforce linkages across the street to Oliver Bond 	
<p>5. Grand Canal Harbour</p> <p><i>New Community Facilities</i></p> <ul style="list-style-type: none"> • Develop primary and secondary Schools to meet needs of area in future. Providing new education facilities may require re-locating the school to minimise disruption to the current pupils. This should not compromise the aspirations for the overarching network of streets and public open spaces. • Provide a crèche with some local affordable access. • Deliver cultural destinations – galleries, museum including space with information about origins of harbour, canal, basin and waterways of area. • Promote mixed recreational and leisure facilities accessible to the emerging community including public gym/leisure facilities. • Develop a Multi Use Games Area (MUGA) or other similar facility at Basin Street in tandem with the development of the area to facilitate community development and improve youth facilities in this area. <p><i>General</i></p> <ul style="list-style-type: none"> • Provide a vibrant mixed use destination of the highest architectural and landscape quality at the heart of the historic harbour. • Undertake a detailed Conservation Assessment and Archaeological Appraisal for the Grand Canal Harbour Site. • Record and evaluate all structures, and lodge with the National Inventory of Architectural Heritage. A statement of 	<p>There has been little/no new development or proposals for this area since the LAP was adopted. As noted above the Basin Street flats which were ear-marked for demolition are still occupied and are now due for some refurbishment works.</p> <p>The existing tarmac pitch at Basin Street flats is still in use and has benefited from some repairs and new lighting. A new night-league is starting soon. Aspirations to develop this as a MUGA remain.</p> <p>It is hoped that the proposals to locate the new Children’s Hospital on the adjoining St. James’s Hospital site, and the proposed relocating of the existing Guinness works currently south of James’s Street to the upgraded site between the Quays and James’s Street, will be the impetus for change in this area in the future. Key new routes identified in the LAP will be central to such redevelopment to aid permeability.</p>

archaeological significance to be devised for the Grand Canal Harbour according to the method used in the National Inventory Architectural Heritage and the DICHR, taking account of its historic connections with Guinness Brewery.

- Encourage day and night time activities around public open spaces, such as cafés, restaurants and local shops.

- The harbour walls should be retained, refurbished and made visible to the public. They should form the overarching framework that defines the approach to open space. Require the reintroduction of water into the harbour and if possible also the area leading into it.

- A distinctive character in reference to the historic harbour and its industrial heritage should be achieved.

- Ensure that the underlying geometry and legibility of the canal basins are clearly expressed and inform the layout for the new development.

- Prepare a feasibility study in conjunction with the masterplan, which demonstrates how particular elements of the site complex are to be incorporated into new settings with an emphasis and evaluation of the best use of the site and its historic structures and their setting.

Development proposals for Grand Canal Harbour Site are to be accompanied by an archaeological impact statement to assess the impact and make recommendations for an appropriate mitigation strategy.

- A singular landmark structure is to be provided, subject to compliance with criteria for taller buildings and slenderness in the General Design Guidance on Height of Buildings. The location of the landmark will be subject to an assessment of views from approaches to the Harbour, and on the relationship of the landmark to the protected structures at the Storehouse and the curved warehouse.

Public Realm

- Improve the public realm as set out in the public realm strategy.

- Improve permeability throughout the area and extend the key existing street patterns.

- Ensure clear connections are

<p>provided linking the area to public transport and emerging local hubs.</p> <ul style="list-style-type: none"> • Contribute directly to integrating a clearly defined pedestrian orientated east-west street along the emerging network of hubs and open spaces. • The public realm should be designed to encourage walking and cycling providing shared surfaces and easy street crossing. Pedestrian priority should be particularly enhanced and public access facilitated in areas surrounding the historic harbour and canal. • Refurbish park at Basin St Lower. 	
<p>6. Marylands</p> <p><i>New Community Facilities</i></p> <ul style="list-style-type: none"> • Improve or re-provide community building to accommodate meeting rooms and a crèche <p><i>General</i></p> <ul style="list-style-type: none"> • Improve pedestrian and vehicular connections to Cork St and Marrowbone Lane and ensure streets are well overlooked from spaces within buildings to provide passive surveillance. • Improve security at the 'Back of the Pipes' area and give consideration to the incorporation of this strip of land into the adjoining gardens of the relevant property owners. • Provide new mixed tenure residential accommodation. • Provide new retail units at ground level on Cork Street. • Contribute to the delivery of landscaped/green walls and improved lighting in areas where large extents of blank walls have been identified. • Provide some new homes suitable for older people including wheelchair users. <p><i>Public Realm</i></p> <ul style="list-style-type: none"> • Improve the public realm as set out in the public realm strategy • Improve permeability throughout the area • Improve the quality of existing streets and footpaths and consider creating 	<p>Dublin City Council is examining means of completing the streetscape along Herberton Walk / Reuben Street in conjunction with Cluid housing association.</p> <p>The proposed redevelopment of two key factory sites along Cork Street has not occurred to date. The identified new access routes at these sites are dependent upon redevelopment.</p> <p>St. Joseph's Nursery was expanded and upgraded (Ref. 3049/08).</p> <p>Legislation for Homezones is still not in place and as such there are no proposals to introduce such in the immediate future.</p> <p>The proposed greening of Emerald Square should form part of the Greening Strategy for the area.</p>

<p>home zones, traffic calming, planting and parking controls.</p> <ul style="list-style-type: none"> • To explore the opportunity to designate residential enclaves in the Marylands Area as Homezones to improve residential amenity and discourage through traffic in this Area. Dublin City Council will seek to initiate a pilot homezone in the area in consultation with the local community. 	
<p>7. Newmarket</p> <p><i>New Community Facilities</i></p> <ul style="list-style-type: none"> • Provide community leisure facilities within refurbished heritage building at Brabazon Row. <p><i>General</i></p> <ul style="list-style-type: none"> • Deliver a high quality multi-functional market square and city wide destination at Newmarket edged with active frontage. • Buildings forming the edges of Newmarket Square must maintain a consistent parapet height around the space at approximately 15 meters above ground level. Beyond the parapet, buildings may extend in height provided they adequately set back to avoid compromising the apparent height established by the parapet line. • Encourage day and night time activities such as cafés, bars, restaurants and shops around Newmarket Square and along adjacent streets particularly Cork Street. • Create a public parking facility below ground at Newmarket. • Create convenient cycle parking within Newmarket Square. • Deliver a new landmark hotel • Deliver high quality large floor plate retail space including an indoor market • Create high quality offices and residential units around Newmarket Square and on the site of the former local authority flats at Chamber Street • Deliver some live/work units on the Chamber Weaver Flat site. • Improve appearance of the substation in Newmarket with the use of art, lighting and/ or landscape additions. • Restore historic building at 10 Mill 	<p>The City Council site of former flat blocks at Chamber/Weavers was ear-marked for sale in the LAP to fund other community elements. The sale of this site is currently on hold pending review of its future use. Temporary allotments have been installed on the site between Chamber Street and Weaver Square.</p> <p>The anticipated redevelopment of Newmarket Square has not occurred to date. The former approved permission for a large block to north of Newmarket Sq, (Ref 5410/04) for residential, offices, workshops, warehousing and food production has not happened. More recent permissions/applications for whiskey distilleries suggests that redeveloped at this site may occur in the near future:</p> <ul style="list-style-type: none"> • Reg Ref. 3309/13 – permission granted for a change of use from warehousing to micro-craft distiller (Teeling Whiskey Company), visitor centre, café, restaurant, gift-shop, tasting area. • Reg. Ref. 2162/14 – new application lodged Feb 14th, for micro-brewery-whiskey distillery (Dublin Whiskey Co Ltd), fronting onto Mill Street, to include visitor centre. <p>Other sites in the area remain available for redevelopment.</p> <p>The City Council proposes to upgrade the public realm at Newmarket Square and Weaver Square in the short-medium term</p>

<p>Street to its original historic condition as one of the last remaining Dutch Billy Houses in Dublin.</p> <ul style="list-style-type: none"> • For a minimum of 5 years, encourage developers to offer ground floor commercial and enterprise space at below market rent to ensure occupation. Particularly in less prominent areas such as side lanes off the main open space. <p>Public Realm</p> <ul style="list-style-type: none"> • Improve the public realm as set out in the public realm strategy • Improve permeability throughout the area • Create new roads identified, linking Newmarket with Cork Street and Mill Street. • Provide active frontages along key walking routes and towards key local activity nodes. • The public realm to be designed to encourage walking and cycling, providing shared surfaces and easy street crossing. Pedestrian priority should be particularly enhanced on the central market square. • Re-open Oscar Square to public use for the local community. Before re-opening the landscaping, lighting, play equipment, park furniture and signage should be upgraded. • Improve Weaver Square with new paving, planting, lighting, signage and street furniture • Hard and soft materials should be of the highest quality including stone paving throughout, adequate street furniture and planting of semi-mature trees. • Refurbish park at former St Luke's Church. 	<p>future.</p> <p>Oscar Square was opened to the public, under a key-holder agreement with local residents. While no new play equipment was installed there are proposals to improve planting/biodiversity at this location.</p> <p>Proposals to provide a new public park at St. Luke's were approved under a Part 8 process in 2007 (Ref. 6817/07) in keeping with the Conservation Plan for this site, however no work has occurred to date. This park would provide key linkage between Cork Street and Newmarket Square.</p>
<p>8. Guinness Lands (North of Thomas Street)</p> <p>The LAP, as it relates to the Guinness Lands North of Thomas Street/ James's Street, was amended in April 2012 to take on board the objectives set out in the '<i>Masterplan- Diageo North Lands, James's Street , Dublin 8</i>'.</p> <p>The masterplan sets out Diageo's strategy for asset replacement and its assessment for future brewing requirements to support its</p>	<p>A planning application was granted in April 2012 (Ref. 3730/11) in line with the submitted Masterplan for these lands, for a new brewhouse building and the upgrading of the Victorian Quay boundary wall, including the restoration of the façade of the Guinness Building ('Victorian Quay House') and the gateway piers. The permission also includes new lighting</p>

<p>brewing activities in Dublin City. The Masterplan contains the following key features:</p> <p>a) The relocation of the existing brew houses on the north lands to create a new and upgraded brewing plant, extension to the fermentation and beer pressing plant, utilities plant, and water treatment plant on the northern site,</p> <p>b) A second, yet integrated, phase which will involve the construction of a major new export warehouse etc. towards the western side of the north site near the Steevens Lane/ Victoria Quay frontages.</p> <p>c) The erection of a high quality civic space at the corner of Victoria Quay and Heuston Station, to allow full views of the station façade from the quays.</p> <p>d) A range of public realm improvements including the upgrading of Steevens Lane and the retention of the granite piers and Guinness building on the quay, both of which are Protected Structures.</p> <p>e) To retain and actively explore the reuse a number of social, cultural and recreational uses in the North site, including, the Rupert Guinness Theatre, swimming pool/ gym, medical facility and an educational faculty/ residential in the protected structures on the James's Street frontage.</p> <p>f) In addition the Masterplan proposes to enhance the setting of St. James's Graveyard in association with DCC</p>	<p>along Victoria Quay. This application is currently on site and it is expected to be completed and operational by early summer 2014. A current application for minor modifications is with the planning department, Reg. Ref .2233/14.</p> <p>As a condition to permitted permission, the applicant was requested , within a period of four years from the date of grant of planning permission, to submit to the Planning Authority for their written agreement:</p> <p>(i) The strategy and detailed proposals for the theatre and the upgrading and opening up of the swimming pool and gym, and,</p> <p>(ii) The feasibility study for the creation of a new urban quarter for the south lands with new public spaces and permeability including planning proposals for the layout, proposed uses, a phasing plan for redevelopment of the area and conservation and reuse of the historic/protected buildings.</p> <p>Reason: In accordance with the objectives of the Liberties Local Area Plan and in the interests of the proper planning and sustainable development of the area</p> <p>The applicant was also requested (by way of condition 10) to submit for the written agreement of the Planning Authority detailed proposals for public realm improvements in the vicinity of the site, in particular lands in proximity to Heuston Station and the footpath along Victoria Quay. The applicant is currently engaged with the traffic and transportation department regarding the design of a set back at the corner of the site at Victoria Quay to allow for re-alignment of the road, and allow for an improved public realm.</p> <p>St. James's Graveyard is now in the ownership of DCC, and some essential maintenance has been carried out. A feasibility plan has been prepared and the City is currently exploring means of implementing this plan and allowing public access.</p>
<p>9. Guinness Lands (South of Thomas Street)</p> <p>Objectives</p> <ul style="list-style-type: none"> • Protect the setting of the listed structures, these must be preserved and enhanced and used as inspiration for high quality sympathetic modern development. 	<p>As part of the permitted redevelopment of lands north of Thomas Street (Ref 3730/11, above), the City Council requested the submission of a "<i>feasibility study for the creation of a new urban quarter ... with new public spaces and permeability</i>"</p>

- Undertake a detailed Conservation Assessment and Archaeological Appraisal for the Grand Canal Harbour Site. Record and evaluate all structures, and lodge with the National Inventory of Architectural Heritage. A statement of archaeological significance to be devised for the Guinness South lands according to the method used in the National Inventory Architectural Heritage and the DICHR, taking account of its historic connections with Guinness Brewery.
- Improve north south linkages with new pedestrian routes and streets.
- Improve east west links by opening up private roads to public access.
- Create a series of very high quality courtyards within the city blocks.
- Provide active frontages and overlooked public spaces so as to make walking a pleasant and safe experience; encourage appropriate land use to achieve this.
- Provide sites for city wide cultural attractions to complement the Storehouse and nearby Vicar Street Theatre: International Cultural Festival on the lines of the Edinburgh Festival.
- Improve pedestrian movement connections across James's Street to the Digital Hub, and Victoria Quays and southwards to Marrowbone Lane.
- Encourage diverse small scale land uses that are complementary to the established and emerging tourist, business and creative industries economies.
- Provide a range of accessible open spaces of different characters.
- Enhance the tourist appeal of the area through the promotion of a rich mix of street level activity such as complementary retail and food outlets, street markets and performance venues.
- Densities should respond to the existing fabric. Heights should be respectful to the skyline profile and not intrude into the Phoenix Park View Corridor.
- Provide shared surfaces that give pedestrians priority.
- Prepare a feasibility study in conjunction with the masterplan, which demonstrates how particular elements of the site complex are to be incorporated into

including planning proposals for the layout, proposed uses, a phasing plan for redevelopment of the area and conservation and reuse of the historic/protected buildings.”
 This submission is required to be submitted to the Council prior to April 2016.

<p>new settings with an emphasis and evaluation of the best use of the site and its historic structures and their setting. Development proposals for Guinness South lands are to be accompanied by an archaeological impact statement to assess the impact and make recommendations for an appropriate mitigation strategy.</p>	
<p>10. Digital Hub</p> <p>Objectives</p> <ul style="list-style-type: none"> • Provide a network or routes and open spaces across the site and integrate these with the emerging street network of the Liberties area. • Deliver a new highly vibrant quarter with digital media and enterprise as its main driver. • Demonstrate a sensitive response to the heritage of the area. The emerging character should be a dynamic mix of restored historic buildings and contemporary, contextual development. • Respect the setting of the historic windmill. • Building typologies should explore the provision of a mix of uses, such as commercial, live-work, residential, retail and recreation providing a rich 21st Century city environment. • Signal the digital quarter with the quality of architectural treatment, appropriate height, soft and hard landscape and contemporary signage linked to digital media. • Provide active frontages along key walking routes and facing key public spaces. • Deliver high standard of material to the soft and hard landscaping of the publicly accessible or visible spaces. Stone pavement, semi-mature trees and discrete, but adequate lighting should be proposed. 	<p>In 2012 it was announced that the Digital Hub Development Agency (DHDA) would transition into Dublin City Council as part of the Government’s programme for public sector reform.</p> <p>The Digital Hub Campus Development Strategy continues to make progress, e.g. the refurbishment of 22-23 (Townhouse Twenty2), 10-13 and 157 Thomas Street.</p> <p>Planning permission was granted in Feb 2014 (Ref. 3191/13) for new office space for the Digital Hub and digital media. It is anticipated that this development will be on site shortly. It includes provision for new pedestrian routes from Thomas Street to Bonham Street.</p> <p>Other key sites within the Digital Hub remain underused/ vacant. To try and encourage use of such sites DCC entered into a partnership agreement with the Digital Hub to try and make vacant spaces available on a temporary basis at reduced cost, targeting a variety of cultural, social and community uses.</p>

4.0 CONCLUSION

The main purpose of the Liberties Local Area Plan is to ensure that in developing individual land parcels, opportunities for regenerating the area in an integrated fashion are not missed. The 2007 Plan provided a comprehensive, area-wide assessment of housing, open space, community facilities, employment opportunities etc. and led to the formation of numerous objectives, which are summarised above. While some progress has been made in delivering on these objectives it is clear that the economic downturn has significantly impacted upon the overall delivery of the objectives of the LAP. Key community and public realm improvements that were dependent upon development contributions have not occurred as a result of the lack of private sector development. Similarly, the lack of State finances stalled the redevelopment of the Council's own housing stock, thus significantly impacting upon the proposals for these areas.

While it must be acknowledged that some of these objectives, including the redevelopment of the Council's housing stock, will not be achieved within the next five years, there remains many other sites which are available for redevelopment should the economy pick-up. The proposed location of the Children's hospital to the adjoining St. James's hospital, the consolidation of Diageo/Guinness on their lands to the north of James' Street/ Thomas Street, and the proposed investment in the public realm/ "Greening Strategy" by Dublin City Council, all have the potential to 'lift' the area and stimulate further private sector investment/ redevelopment of the area. Retaining the LAP objectives of open spaces, linkages, conservation, usage, public realm etc are important to ensure that any such development enhances the holistic physical, social, economic and environmental regeneration of this key part of the City – the promotion of which is essential in helping to consolidate the City, and in keeping with City, Regional and National policy.

Recommendation of the City Manager

The recommendation put forward by the manager is to extend the life of the plan for a period of five years to optimise the opportunities to deliver on the objectives therein.

Philip Maguire
Assistant City Manager