

DOCKLANDS

Visitor Experience Development Plan



Fáilte Ireland

National Tourism Development Authority



Dublin
Surprising
by Nature

DRAFT FOR REVIEW

MARCH 2020

CONTENTS

Executive Summary

The Plan at a Glance with Priorities	3
---------------------------------------------	---

Section One

Key Result Areas and Targets

1.1 Key Result Areas and Targets	7
1.2 Key Performance Indicators	7

Section Two

Setting the Scene

2.1 Experience Brands	9
2.2 Visitor Experience Development Plans	10
2.3 How the Plan was Developed	11

Section Three

Where we are now

3.1 Key Insights Informing our Actions / Research Overview	13
3.2 Situational Analysis	14
3.3 Key Conclusions Based on Research	17

Section Four

Docklands VEDP

4.1 Overview of the Plan	20
4.2 Development Priorities	21
4.3 Themes and Experience Development	36

Section Five (Appendix 1)

Delivering the Plan

5.1 Plan Implementation	43
5.2 Measuring Success	44
5.3 Environmental Considerations	45



EXECUTIVE SUMMARY

THE PLAN AT A GLANCE WITH PRIORITIES

Dublin welcomed 7.7 million tourists in 2018 and received €2,395 million in tourist spend during the same period. Tourism brings huge benefits to Dublin city and the wider county, however, it is acknowledged that currently most of the tourist activity is concentrated in the epicentre of the city. In pursuing a sustainable tourism agenda Fáilte Ireland recognises the importance of constantly developing and expanding the Dublin tourism product to host and welcome tourists with a world class destination offering. This will ensure that both visitors and locals continue to thrive and enjoy the city together.

The creation of the Docklands Visitor Experience Development Plan (DVEDP) is designed to deliver an enhanced visitor proposition with the objective of increasing visitor flow into this designated area. In combination with the wider and extensive policy and planning framework, the DVEDP will facilitate the unlocking of economic growth potential of the Docklands by developing existing products and creating new experiences that will motivate tourists to visit and stay longer.

It is worth noting that there is huge amount of development already underway in the Docklands with some exciting and truly transformational projects already in the pipeline. The DVEDP seeks to capture these projects within one plan and to help harness their potential over the next five years.

The plan is constructed around a roadmap of projects and industry development initiatives required to maximise the opportunity that tourism presents for the area. The overarching objective of the DVEDP is to sustainably increase the economic benefit of tourism to the area. It will deliver a collective vision for the area and deliver a unified destination proposition that will attract more visitors.

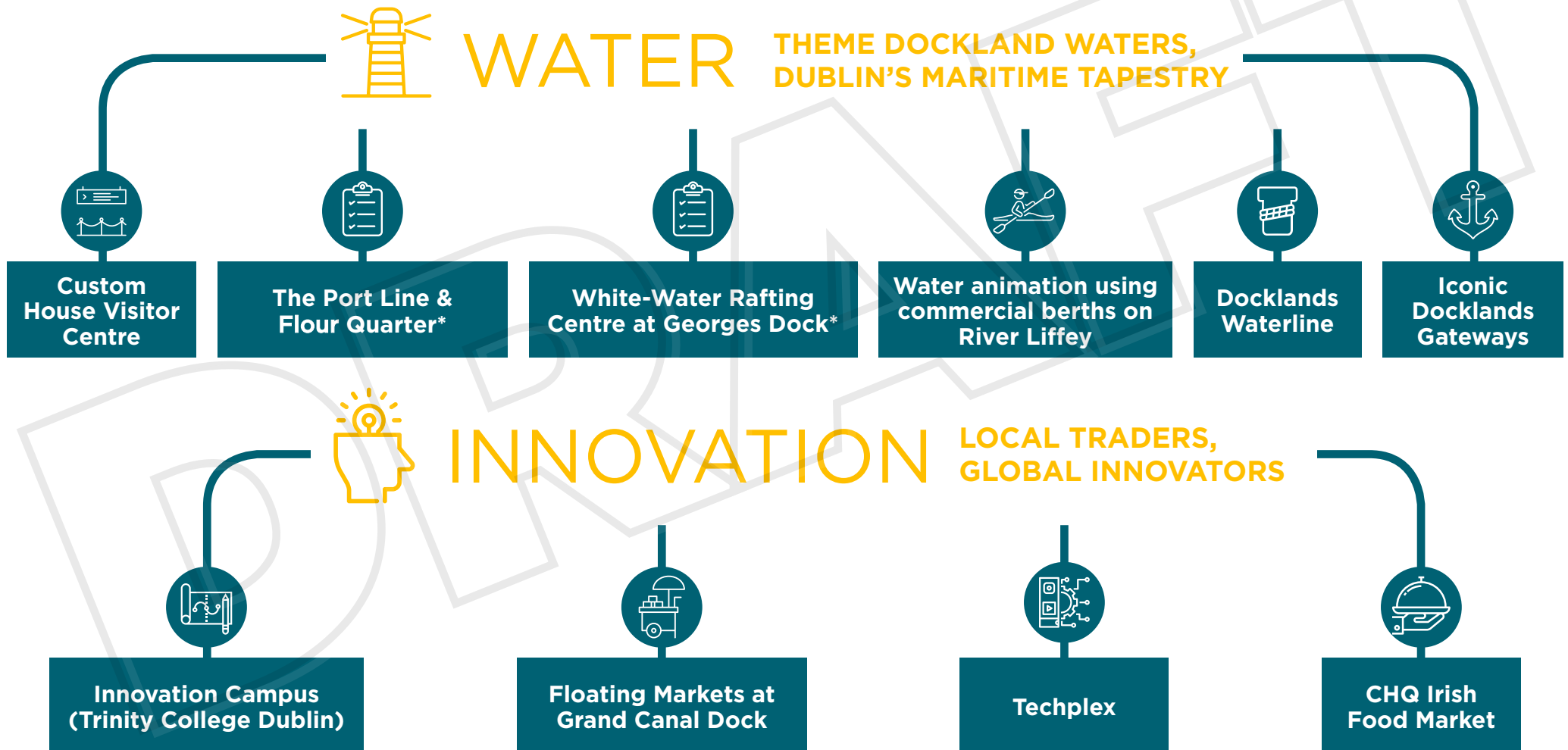
The research and stakeholder engagement process identified two development themes for adoption within the plan. These themes are designed to provide an experience development focus aligned with the rich heritage and character of the Docklands. These themes, illustrated hereafter, are each supported by catalyst projects that will contribute to the achievement of the overall visitor promise.



DEVELOPMENT STRUCTURE FOR THE DOCKLANDS VEDP

VISITOR DESTINATION PROMISE

EXPLORE THE ENERGY OF THE DOCKLANDS CANALS, RIVER AND PORT WHERE HISTORY, THE PULSE OF INNOVATION AND GENERATIONS OF CREATIVITY CREATE THE DAILY VIBE IN DUBLIN'S URBAN VILLAGE.



*NOTE - Feasibility to be assessed.



WHY DUBLIN'S DOCKLANDS?

The history of the Docklands is a microcosm of the history of Ireland, both ancient and modern. From the Vikings of the 9th Century to the building of the Custom House by the greatest engineers of the age, it has always represented a pioneering area. It possesses a vast natural and built heritage supported by a richness of stories and history through the generations. Today it continues to occupy a very significant place in the modern landscape of Dublin and an area with much potential to develop as a visitor destination.

The characteristics of successful destinations include good levels of accessibility, public amenities, historical resonance, engaged trade and stakeholders, accommodation stock combined with existing attractions and activities. The area also has the capacity to grow in terms of its footfall and visitor numbers, especially at peak tourism times. However, in order to capitalise on the economic benefit of the tourism sector, development of the product and experience base is required.

In late 2017 the Docklands was identified as an area that would benefit from a Visitor Experience Development Plan. A Tourism Cluster Group comprising of key stakeholders was set up in order to guide and deliver the plan in early 2018.





SECTION ONE

KEY RESULT AREAS AND TARGETS



1.1 KEY RESULT AREAS AND TARGETS

The overarching objective of the DVEDP is to sustainably increase the economic benefit of tourism to the area.

Specific KPIs will be baselined and monitored throughout the lifecycle of the plan. The impact of the DVEDP will be measured through the monitoring of key metrics that examine the commercial development of tourism across the area. The plan framework adopts the VICE model as a means of measuring success. The VICE Framework identifies sustainable tourism as the interaction between **V**isitors, the **I**ndustry that serves them, the **C**ommunity and culture that hosts them and their collective impact on and response to the **E**nvironment where it all takes place.

1.2 KEY PERFORMANCE INDICATORS

The measurement of success will include analysis of the following areas of performance.

1. Demand side conditions
2. Supply side conditions
3. Destination development





SECTION TWO

SETTING THE SCENE



2.1 EXPERIENCE BRANDS

Ireland's Experience Brands are at the heart of 'Tourism Brand Ireland'. They bring it to life, create the motivation for visitors to visit the Island of Ireland by defining its diverse character in a way our potential visitors can understand. The Experience Brands provide the competitive advantage that separates us from our competitors.

An Experience Brand therefore must be unique enough to stand out in the international marketplace and stimulate demand. Each Experience Brand must have a clear consumer lead proposition which ensures that a consistent approach is taken to the identification and development of memorable tourism experiences within these brands. Each Experience Brand must be distinctive in the international marketplace and differentiate itself from other Experience Brands within the Island of Ireland and in other destinations.

An Experience Brand must:

- Be **grounded** in the consumer (travel values, social values, behaviours)
- Be **motivational** for international visitors
- Be **of scale** - made up of a critical mass of related attractions and supporting experiences which are purchasable and accessible - supported by appropriate tourism infrastructure
- Be **more than one experience**, and usually a combination of supporting experiences which underpin one or two lead experiences
- Be **unified by a compelling story** - one which has international relevance
- Be capable of **increasing dwell-time** and/or driving **economic benefit**
- Have a **consumer led** proposition, values, and theme(s).
- Be **market-led** and tested

Sitting underneath the Brand Ireland pillars are four key propositions (or experience brands) which represent the country's areas of strategic importance. These four areas are:

Wild Atlantic Way - "Experience one of the wildest, most enchanting and culturally rich coastal touring routes in the world. Wherever you travel along the Wild Atlantic Way you'll find magic, adventure, history and beauty in abundance."



Ireland's Ancient East - "When you explore Ireland's Ancient East, you wander through 5,000 years of history. In these lush, green lands, tales of feuding dynasties hide behind crumbling Gothic architecture; ghostly tombs predate the pyramids; and knights, kings, monks and Vikings loom large in incredible stories."



Dublin, Surprising by Nature - "Dublin living thrives side by side with the natural outdoors so you can constantly jump between completely unique, different and often unexpected experiences"



Hidden Heartlands - "Explore the lush green heartlands of Ireland's natural rural beauty, where activity and relaxation are centred around rural communities and their lifestyles, that can be discovered across a lattice work of land and water trails showcased by the iconic River Shannon and the Beara Breifne Way."



DUBLIN OVERVIEW

Dublin is undoubtedly performing well in terms of tourism numbers and associated revenue. The latest data from Fáilte Ireland indicated that Dublin receives 7.7 million tourists (of which 76% are overseas) and €2,395 million in tourist spend (of which 81% is from overseas tourists.) The breakdown of overseas tourists to Dublin is as follows: 30% are from Britain, 40% are from mainland Europe, 23% are from North America and 8% are from other regions of the World.

- The main reasons for a visit to Dublin are for a holiday (58%) or to visit friends and relatives (22%)
- 76% of holidaymakers to Dublin are first time visitors to Ireland
- Overseas tourists to Dublin spend on average €334 per person and domestic visitors spend an average of €205 per person
- 32% of overseas tourists to Dublin visit during the months of July, August and September.

The selection of the Docklands for the development of a VEDP is in part based on the strength of its strategic fit with the Dublin brand proposition. The proposition is below.

Now is the time for the Docklands to capitalise on Dublin's success as a key attractor of international visitors and a revenue driver. The DVEDP will act as a tool to draw out this potential.

(Sources: Fáilte Ireland Tourism Facts 2018, Fáilte Ireland's Survey of Overseas Travellers, Fáilte Ireland estimates based on the CSO's Household Travel Survey)

2.2 VISITOR EXPERIENCE DEVELOPMENT PLANS

Developing a visitor experience requires a shift away from the traditional product versus price mentality. It is about delivering life enhancing moments that inspire visitors to share their experiences with others, but also make them want to return. The concept of experience development extends beyond simply providing an enjoyable experience for visitors. To achieve international cut-through in today's 'sharing economy' experiences need to utilise thematic interpretation techniques that evoke a positive emotional response in visitors.

Experience development is the art and science of delivering a consistent message that inspires consumers throughout their travel experience – providing something that not only motivates visitors to become ambassadors for your destination but also gives them the tools to convey your message. By embedding an experience with the unique selling features or 'signatures' of a destination, visitors will associate that experience specifically with the destination and become advocates for these experiences with others.

A Visitor Experience Development Plan (VEDP) is a five year commercial development plan for an area. The role of the DVEDP is to support the development of the Docklands while adding to the overall Dublin proposition. The purpose of this document is to present the destination themes of the Docklands. These are organised into an experience development framework to be adopted as a commercial action plan for the next five years. This framework will provide the context for tourism operators and stakeholders to work in partnership, create new and improved existing visitor experiences, and communicate coherent and unified stories to the visitor. The key objectives are as follows:

- Ensure the local experiences are brought to life through the development of the optimal mix of hero and ancillary products that get people into the area and retain them.
- Unlock the economic growth potential of an area by progressing a range of key initiatives that will motivate and facilitate potential tourists to visit and stay in the local area.
- Develop a sustainable basis for commercial development centred on creating strong signature, supporting and ancillary experiences that are commoditised through the creation of saleable experiences that excite consumers and buyers alike.
- Create the conditions to encourage international visitors to immerse themselves actively in the locale, interact with local people engaging the senses by immersing themselves in the destination.
- Strengthen the value of tourism to the local community by providing employment opportunities.



2.3 HOW THE PLAN WAS DEVELOPED ?

The DVEDP was developed through an extensive programme of consultation, research and assessment of international best practice.

The research methodology employed a bespoke experience research framework, devised to examine current destination experiences, project development considerations and opportunities, industry capacity and an assessment of current distribution channels.

This was further supplemented by a programme of research within the destination including group and individual consultations, community workshops, mystery shoppers visits by international and domestic visitors, international consumer assessment, social media analysis and online reviews of the destination. The programme of community engagement involved a series of workshops involving a variety of community representatives. This was supplemented with a range of in-depth interviews with local residents to ensure the process captured the ambitions of the local community within the DVEDP.

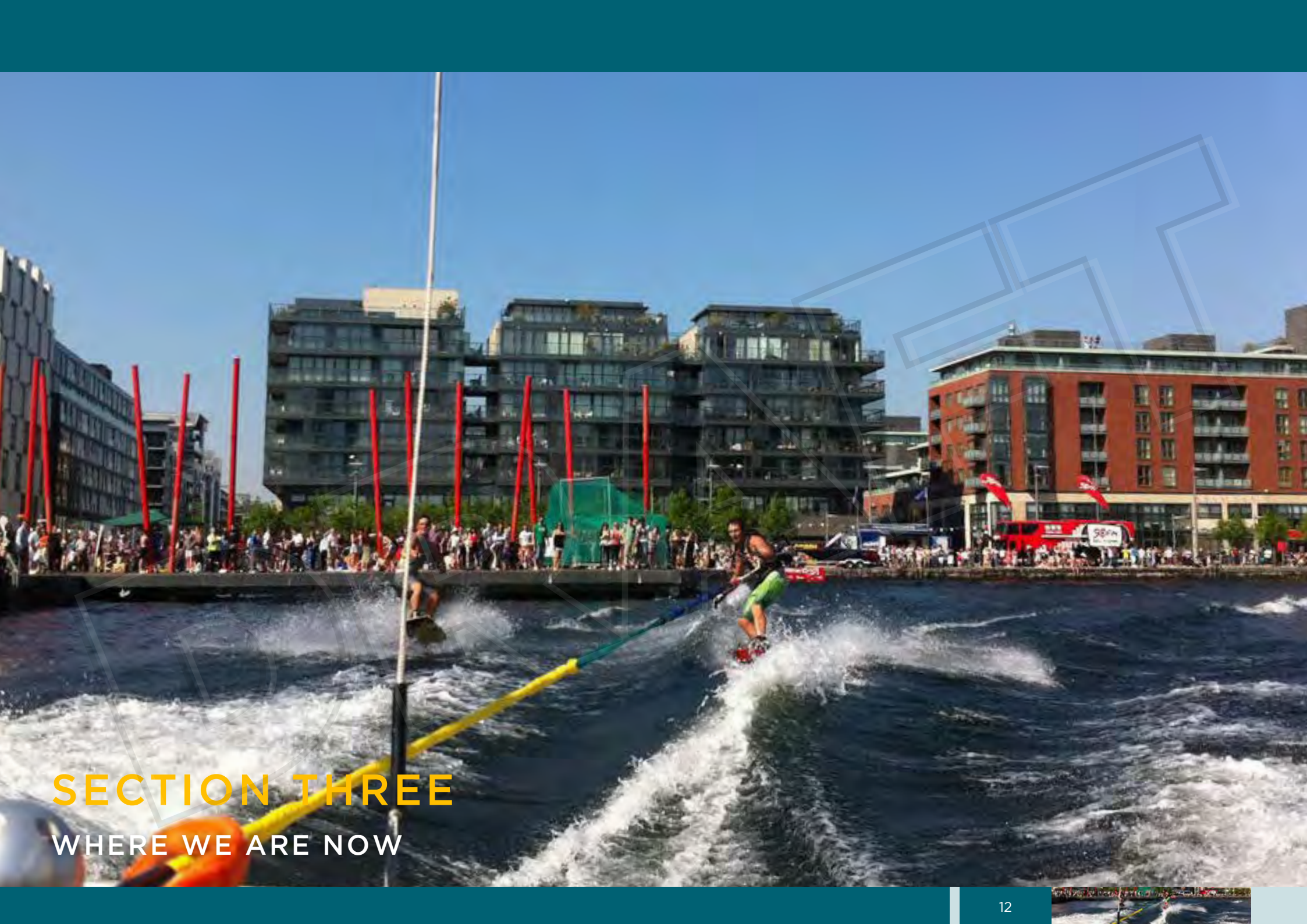
An analysis of international best practice was undertaken to examine comparable urban waterfront and Dockland destinations and establish their key success factors. Further international trend analysis was undertaken to assess market opportunities based on similar urban destinations.

A Docklands Tourism Cluster Group comprised of key industry stakeholders was established at the beginning of the process. This group guided the development of the plan and were consulted throughout the process.

The programme of research specifically included the below;

- Hosting of the Docklands Experience Conference attended by 80 representatives of all stakeholders and tourism industry.
- Hosting of two community workshops within the destination attended by 30 community members and representatives of local associations.
- Three mystery shopper visits by international visitors to the destination.
- Visitor Booth - hosted in EPIC to review attitudes to the destination among international visitors with 40 interviews conducted.
- In destination consultations and area reviews - thirty in-destination days by team members.
- Docklands visitor experience product audit.
- Review of online share of voice and consumer sentiment to destination.
- Examination of online saleable experiences available in destination.
- Assessment of current capacity of industry in content of creating destination visitor experiences.
- International benchmarking against comparable destinations to determine the key enablers and international trends.
- Programme of secondary research to review existing tourism development plans.
- Conducted in excess of 20 one on one interviews throughout the destination with key stakeholders.
- Audit of current level of accommodation available in destination and online selling of the destination.
- Cluster Group Experience themes presentations and feedback mechanisms.





SECTION THREE
WHERE WE ARE NOW



3.1 KEY INSIGHTS INFORMING OUR ACTIONS / RESEARCH OVERVIEW

The programme of primary and secondary research combined with stakeholder consultation created the platform for the development of the Docklands VEDP. The recommendations that follow are based on the requirements of each constituent stakeholder group set against the overarching objectives of developing a strong performing tourism destination. Additional context is provided through the examination of the key success factors among comparable international waterfront / docklands destinations.

INTERNATIONAL BENCHMARKING ANALYSIS

A benchmarking analysis of global urban waterfront destinations was undertaken to identify the characteristics each possessed to be considered a world class urban waterfront destination. The benchmarking analysis included destinations across the USA, Canada, France, Austria, Spain, Denmark, UK, South Africa, New Zealand and Australia. The success factors and characteristics of these international waterfront / dockland areas were collated to create a set of benchmarking criteria consistent with comparable international destinations. These included;

- Visitors have access to a large supply and variety of accommodation stock.
- Offers a wide variety of food and drink offering along the waterfront.
- Possesses at least one internationally recognised tourist attraction.
- The waters are open for public use, easily accessible, safe and good water quality.
- A multitude of transportation links exist to / from the waterfront to the rest of the city e.g. cycle paths, trams, buses, boats.
- The presence of local culture is easily experienced through food, arts and heritage sites.
- There is a seamless cohesion of commercial and residential developments.
- A visible presence of various cultural influences from around the world.
- The ability of visitors and locals to access a vibrant evening economy.
- There is a range of water-based sport and recreational activities to easily engage with the water.
- The existence of a strong partnership approach delivering major attractions e.g. science, technology with industry and educational partners.
- The existence of dedicated destination management structures working with a strong tourism network.
- Increased focus on neighbourhood / district and 'village' narrative to convey sense of local identity and community.

INTERNATIONAL VISITOR FEEDBACK

A series of interviews were conducted with international visitors to the Docklands. Seven out of ten visitors are not aware they are visiting the Docklands destination, highlighting the need to develop the 'brand' of the area combined with a consistent narrative.

The lack of a sense of an appealing 'village district' was highlighted by visitors who frequently referred to their perception of the Docklands as a modern business district.

The evening economy requires development enhancing existing levels of music, entertainment and food. The ability to easily access and use the waters of the Docklands was highlighted, suggesting more 'on water' activities, dining experiences on or beside the water, and creation of reasons to walk or cycle by the water.

Visitors identified gaps in the scale of arts and cultural provision while suggesting more visitor attraction options in the area would increase their time spent in the Docklands.

COMMUNITY ENGAGEMENT

A series of consultations with the local community and representative groups across the destination identified a series of consistent objectives to be achieved through the DVEDP. They included;

- Provide sustained employment opportunities for the community and use tourism as a pathway to employment for local residents.
- Protect the maritime heritage of the area and communicate the historical significance of the docklands to visitors.
- Support the artistic and cultural community and create opportunities for visitors to engage with local arts and culture.
- Enhance the public realm to integrate all areas of the Dockland's destination particularly the River Liffey.
- Improve the access to water resources that facilitate increased levels of use of the water assets for locals and visitors.

TOURISM INDUSTRY AND STAKEHOLDER FEEDBACK

The consultations undertaken as part of the research phase generated a consistent level of thought and ambition to develop the Docklands as a significant tourism destination. The overarching themes that emerged highlighted the need to harness the potential of the water, development of public realm as an attractor into the area, build on the local heritage stories and capitalize on the scale of innovation within the area. The key focus for stakeholder feedback contributing to the development of the DVEDP actions include;

- Develop the usage opportunities of the River Liffey and the Grand Canal as attractions to retain visitors in the area.
- Examine innovative use of the waterside public realm, local heritage and public art to attract greater numbers of visitors deeper into the area.
- Harness the potential of the existence of global brands operating in the area and ways to build on their international appeal for visitors.

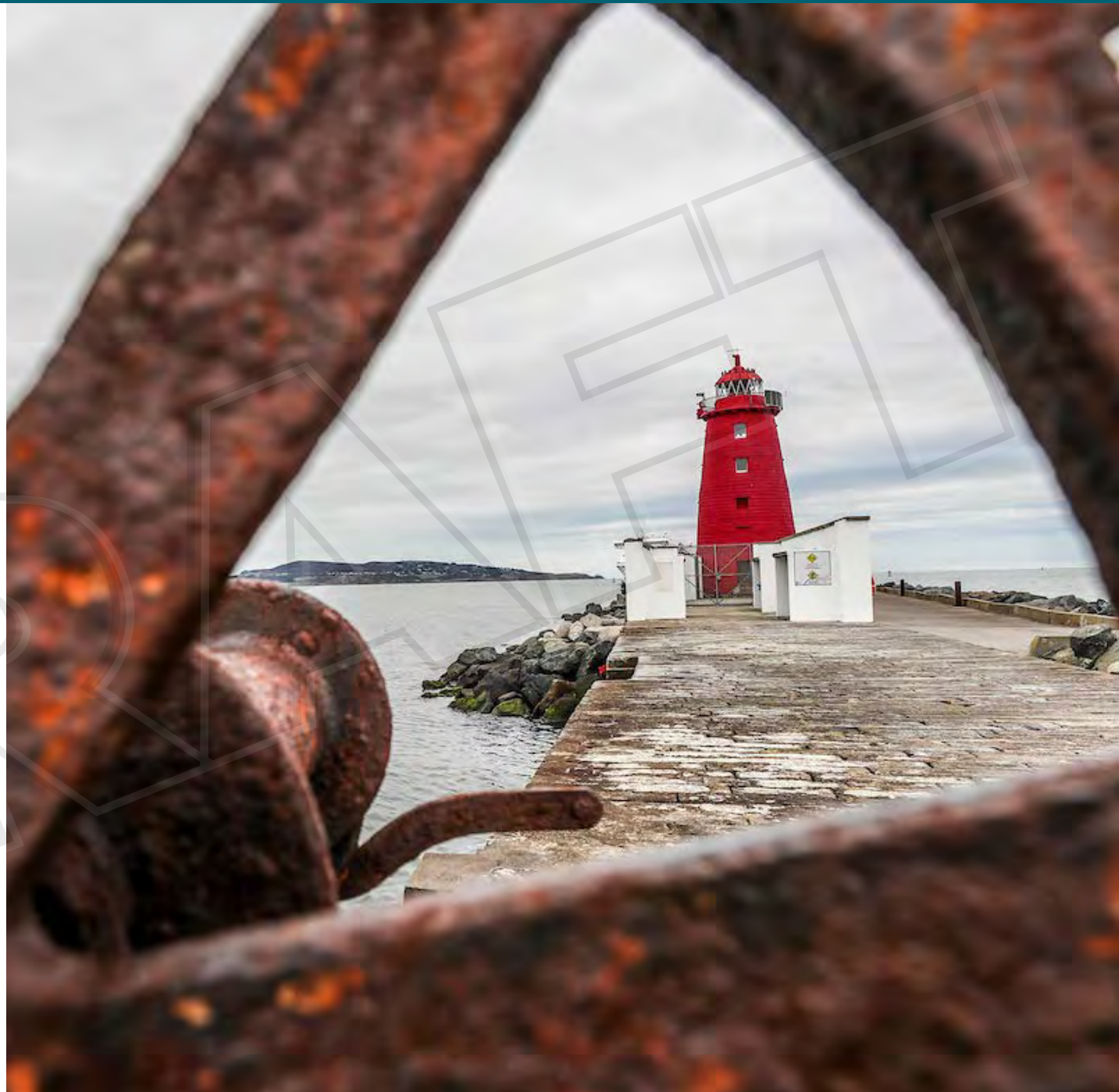


- Develop the maritime and innovation themes as central to the development of the area.
- Increase the volume and quality of visitor experiences that will increase visitor numbers to the area.
- Capitalize on the adventure / activity hub opportunity with the Docklands as the focal point for urban activity.
- Address the challenges of the evening and weekend visitor economy for the Docklands.
- Build on the significance of the destination throughout the course of Irish history and events that shaped the nation. This requires the development of ways in which the visitor can engage with the stories of the Docklands.
- Enhance the level of destination marketing and increase the volume of place making opportunities through festivals and events.
- Develop major attractions that will extend the dwell time of the visitor in the area and the ability to 'consume' a range of experiences in the Docklands.
- Examine the opportunity to create more arts and cultural provision in the area.
- Ensure all future projects of scale and new visitor experiences adopt a consistent Docklands narrative developed through a new collaborative industry approach.

3.2 SITUATIONAL ANALYSIS

In order to assess the tourism potential and determine what the recommended outcomes should be the current challenges and opportunities associated with the area were examined.

The following analysis provides a summary situational context contributing to the thought process behind the DVEDP recommendations. This is based on the research findings and stakeholder's inputs. In assessing the wider tourism opportunities, the analysis also addresses the challenges that exist for the Docklands over the course of the implementation of the DVEDP.

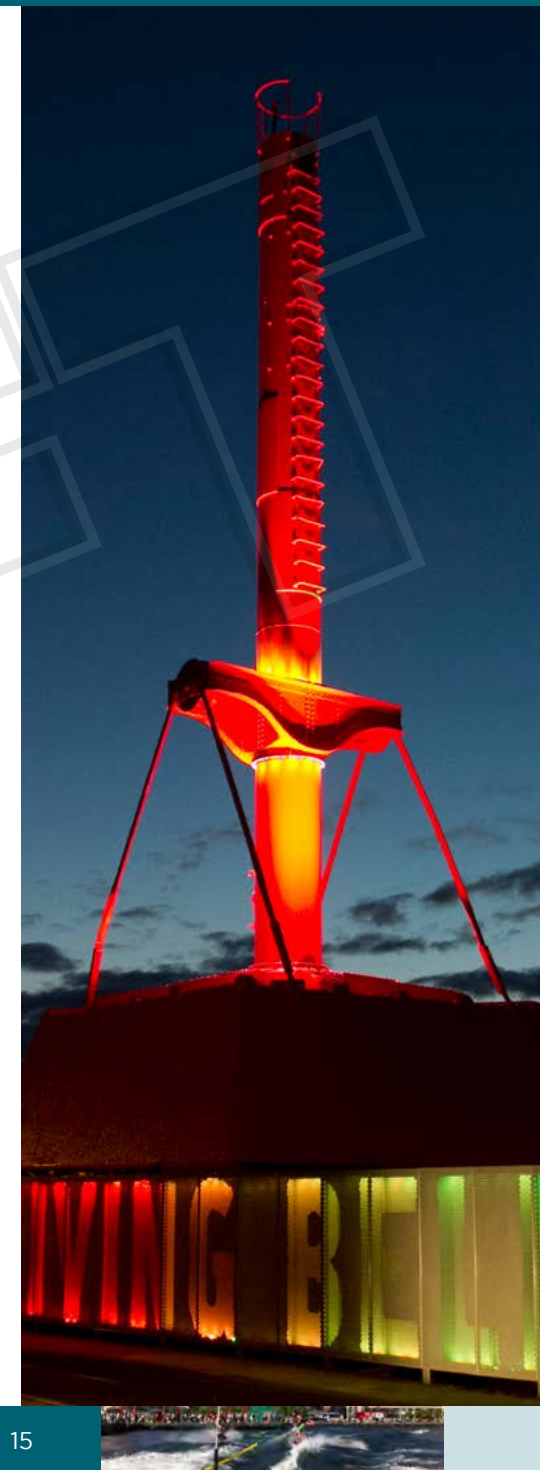


STRENGTHS

- Richness of natural and built heritage assets across the destination
- Ease of accessibility to destination and transport links
- Home to internationally iconic assets eg. Custom House, River Liffey
- Presence of global technology and innovation companies and brands across the destination
- Proximity to Dublin city centre and large visitor attractions such as Trinity College
- Location of Conference Centre Dublin as major business tourism attractor to the area
- Cosmopolitan and local neighbourhoods blending to create new urban dynamic
- Home to Ireland's largest indoor entertainment centres, 3 Arena and Bord Gáis Energy Theatre
- Existence of collaborative business network in destination e.g. Docklands Business Forum
- Heritage of destination and central role across major historical events from the Famine to War of Independence to modern Ireland
- Levels of footfall during week
- Association with international cultural icons of music and film
- Range of hotel stock throughout the destination
- Recent investment in maritime heritage interpretation assets such as the Diving Bell and ongoing Dublin Port investment in maritime heritage
- Preferred site and host to major annual public festivals and events such as New Years Eve celebrations
- Roadmap of development already in place

WEAKNESSES

- Low levels of recognition for the Docklands as a tourism hub
- Limited range of compelling integrated experiences for the international visitor to explore the area over a prolonged period of time
- Lack of product and experience development that entices programming of the destination by overseas operators
- Perception of water quality as a deterrent for encouraging more adventure / activity focus using water amenities.
- Limited supply of indigenous food and dining experiences in the area
- Lack of visibility of cultural and arts activity outside of large entertainment venues
- No sustained programming of place making events and festivals
- Lack of co-ordinating tourism group to sustain tourism focus and tourism trade development
- Absence of tourism trade cross selling the destination or local experiences amongst themselves or adoption of a common destination narrative
- Limited profile of tourism as a key economic sector in the area and or recognition among many hospitality businesses they operate in the tourism industry
- Association of area as predominantly a business district
- Limited range of authentic evening venues and traditional Irish bars within the destination, which leads to inability to retain visitors who attend major entertainment events
- Low footfall at night-time and weekends in the area in contrast to current visitor numbers across the city at the weekend



OPPORTUNITIES

- Creation of a collaborative tourism industry network approach to sustained destination experience development
- Richness of maritime and dockers stories to create a living historical asset pool for visitor engagement delivered through innovation
- Public realm development to augment the appeal of the destination and activate the water assets
- Strength of international brands in the area, or historically associated with the locality, with the scope to be leveraged as major tourist attractors
- Harnessing the individual projects of scale already in development within the area to create an integrated cluster of tourism attractors to the Docklands
- Development of the evening and weekend tourism economy
- Leveraging the innovation district theme to create unique visitor experiences to create destination standout
- Capacity of water resources to develop new tourism products and become attractors through the animation of water assets
- Development of major place making festivals to extend the season and leverage destination strengths and themes
- Emergence of 'local hood' as an international trend and opportunity for Docklands tourism industry to collectively develop an urban village narrative
- Development of a wider arts and cultural focus to enhance the creative dynamics across the area
- Creation of a new focus on the business tourism segment to create added value destination products and build on the immediate evening economy opportunity for this segment
- Creation of an urban village / neighbourhood experience approach that will employ creative uses of the skyline, rooftops and waterline within the destination
- Leverage the river to link the destination with other parts of the city creating new linked experiences e.g. Guinness barges and St James's Gate
- Creation of Dublin's urban adventure hub
- Trail head locations in destination for new greenway eg. Grand Canal and Dublin Port Greenway
- Current capacity of water assets versus current availability of on water experiences for visitors
- Exploring the stories from the local community in the Docklands (both newcomers and long-term residents) where people work, live and play

THREATS

- Priority of development space towards commercial buildings reducing capacity for tourism product development
- Challenges of water cleanliness particularly around Grand Canal Docks
- Failure of community to engage with the tourism development process
- The challenge of Brexit on the tourism industry
- Lack of funding to develop iconic sites to fulfil their tourism potential for the destination
- Failure to inspire, nurture and support new tourism entrepreneurs to establish themselves in the Docklands
- Perception of prohibitive operating costs for micro tourism enterprises to consider the Docklands as a possible start-up location
- Limited space within heart of the destination to cater for artistic and cultural provision
- Area losing authenticity as a result of faced pace development



3.3 KEY CONCLUSIONS BASED ON RESEARCH

The programme of research and consultation identified a range of projects that are already planned for development in addition to recognising the gaps that exist within the destination. International best practice and benchmarking provides the context for what the international visitor expects from similar global destinations. The feedback from the industry, local stakeholders, community and visitors recognises the key areas for focus within the delivery of the DVEDP. They are summarised as follows;

INCREASE DESTINATION VISITOR EXPERIENCES

The existing experience supply side conditions within the Docklands do not reflect the capacity of the area to deliver new experiences that will increase dwell time within the area. New experience development and expansion of existing experiences is required to provide a wider range of opportunities for the visitor to engage with the destination.

RECOGNISE THE VALUE OF TOURISM IN DOCKLANDS

The focus of local hospitality businesses is largely on the local business market without recognising the value of tourism growth to extend their business reach into the evening economy and weekend business.

MAXIMISE THE WATER ASSETS

The destination is home to great expanses of water with low levels of engagement to animate and bring the 'waters alive'. The experiences of successful international large urban destinations is largely based on the activation of their water assets and the creation of ongoing visitor engagement opportunities.

CO-CREATION OF EXPERIENCES TO DELIVER HIGHER VALUE VISITOR EXPERIENCES

The future investment and development of the Docklands tourism industry must result in the creation of unique and motivating visitor experiences delivered with a higher value proposition. There is a need to address the current level of experience development within the Docklands and the ability of the tourism industry to cross promote and integrate with other destination experience providers.

ADOPTING A COMMON NARRATIVE FOR THE INTERNATIONAL MARKETPLACE

The lack of a common unifying theme for the Docklands must be addressed from the perspective of a message to project to the international visitor. The examination of an urban village narrative can build on international visitor trends towards seeking 'local hood' experiences. The area must build on the opportunity provided through the international demand for authentic 'local hood' experiences enabling visitors to explore Dublin's vibrant urban village, inspired by local stories.

SUSTAINED INDUSTRY COLLABORATION

The tourism industry will only seize the opportunity through collaborative efforts and a unified approach to destination development. The creation of industry groups and an active network represents the starting point to realise the benefits of collaboration and cross-pollination of ideas and experience development.



INCREASED LEVEL OF PLACE MAKING ACTIVITY THROUGH FESTIVALS AND EVENTS

A consistent approach to developing festivals and events is required while retaining an ambition to attract events of scale to the Docklands. The destination must focus on events that are international in outlook and central to the place making of the Docklands and Dublin's urban village.

ENHANCEMENT OF THE EVENING ECONOMY

The evening economy represents a major challenge, despite two of the country's largest entertainment venues located within the Docklands. The current level of provision in the evening time is limited and restricts the ability of the area to retain visitors in the locality for sustained periods of time. Equally, the weekend economy poses similar challenges to address.

EXPANSION OF THE RANGE OF ANCILLARY EXPERIENCES FOR THE VISITOR

A product imbalance exists between both sides of the destination defined by the areas on either side of the River Liffey. The development of more indigenous retail and dining experiences is required to address the imbalance with the majority of retail / food outlets stock located around the Grand Canal (southern) location within the destination.

DEVELOP DOCKLANDS AS THE HEART OF URBAN ADVENTURE IN DUBLIN

Develop the opportunity that is 'seeded' through existing water adventure providers combined with plans for new water based projects creating a centre for urban adventure contributing to the wider Dublin brand proposition.

CREATE ACCESSIBLE AND INNOVATIVE MARITIME HERITAGE EXPERIENCES

There is a requirement to recognise the origins of the destination through its maritime heritage and the role of local communities. The character and characters of the Docklands must be made accessible through experience innovation, ensuring the maritime story is central to the thematic development of key experiences.





SECTION FOUR

DOCKLANDS VISITOR EXPERIENCE
DEVELOPMENT PLAN



4.1 OVERVIEW OF THE PLAN

The DVEDP focus is on creating a strongly integrated tourism proposition for the area. The desired outputs will include a new destination narrative. The structure of the DVEDP is based around the Destination Promise and Experience Themes which are outlined below.



DESTINATION PROMISE

Explore the energy of the Docklands canals, river and port where history, the pulse of innovation and generations of creativity create the daily vibe in Dublin's urban village.



WATER

DOCKLAND WATERS, DUBLIN'S MARITIME TAPESTRY

From the port, river to the canals, the Docklands has played a historical role in almost every facet of Irish life and the major events that have shaped the country. The visitor will explore the heritage of the Docklands area and the richness of local stories told by the locals. The Port and the Docklands waters provide the backdrop for innovative engagement with these stories delivered on the water or by the waterside.

EXPERIENCE DEVELOPMENT THEMES:



INNOVATION

LOCAL TRADERS, GLOBAL INNOVATORS

The Docklands' has always been Ireland's innovation district. From the pioneers of international maritime trade to global tech giants, it is a neighbourhood of innovation and creativity. Innovation must become an expected experience component within a destination that each day challenges traditional ways of doing things.



The core themes of the DVEDP provide the basis for a coherent industry approach to experience development. The themes have been developed to deliver a consistent destination narrative to be applied to local experience development and influence future 'product' development.

The themes have been identified through the research and consultation phase, aligned with the Dublin brand and supported by experience assets and hero products. The experience development themes are explained with a thematic overview for the tourism industry supported by the narrative that can be presented to the visitor. Each theme is supported by the hero products that currently exist in addition to the supporting experiences. The opportunity to further enhance each theme is supported by a series of experience development recommendations.

Across the themes, a variety of proposed projects are called out. These projects are either currently in progress, planned or recommended for further review.

The projects within the DVEDP that have not progressed to date are either provided for by other statutory policies, strategies, plans and programmes or they will be adopted / approved subject to appropriate levels of assessment.

Each project will be advanced by the relevant stakeholders and will be subject to relevant planning and environmental regulations. The projects will also be guided by the Strategic Environmental Assessment (SEA) and Natura Impact Statement (NIS) that accompany this plan.

The projects and experience development focus of the plan are based on the following product development approach, designed to enhance the appeal of the destination for the international visitor, through product and experience innovation.

Catalyst Projects - Projects designed to be transformative for the destination and motivating for the international visitor. Many of these are already in planning or feasibility phase and will be enhanced by this plan.

Hero Products - Projects that exist currently that represent 'hero' products possess the capacity to attract increased visitor numbers into the destination.

Destination Enabling Initiatives - Projects that will enhance the broader tourism infrastructure enabling the Docklands to build its existing tourism base. This will be through collaboration, product development, adoption of a consistent narrative and enhancing the area as a visitor destination. These also represent destination differentiators, leveraging the culture and heritage of the Docklands.



4.2 DEVELOPMENT PRIORITIES

CATALYST PROJECTS AND DESTINATION ENABLERS

Development priorities are established based on their ability to contribute to project objectives outlined in the VEDP. The development priorities are two-fold and include catalyst projects and destination enablers. The basis for development is to create and build visitor experiences that can deliver the vision for the Docklands, implemented in a 3-step process:

1. Activation of catalyst projects that represent significant tourism/footfall potential for the Docklands area
2. Developing the destination enabling projects that address existing deficits such as the evening and weekend economy
3. Support the creation of saleable experiences aligned with the development themes identified within the VEDP

This blended approach to developing visitor attractions and destination enhancing projects is a necessity, creating more hero products that increase the appeal of the area to the visitor. Catalyst projects represent major projects for the Docklands with the potential to be transformational in their impact on tourism. The development of the Docklands as a destination requires an increased level of saleable visitor experiences. The area is renowned for its level of innovation and industry. Brave and innovative product development is required to remain in sync with the overarching ethos of the Docklands as an innovation district. The ability to present the natural assets, heritage and culture of the area through innovative project and experience delivery must be central to all future activity.

The catalyst projects detailed within the DVEDP illustrate the broad range of development activity currently in progress or at concept development. These are supplemented with suggestions for further review to support the Docklands to become a year-round visitor destination. The 10 Catalyst projects have been identified below. A brief overview of each project has also been provided.

CATEGORY	ESTIMATED VISITOR NUMBERS WITHIN 5 YEAR
Category 1	250,000+
Category 2	100,000 +
Category 3	20,000- 100,000

CATALYST PROJECTS

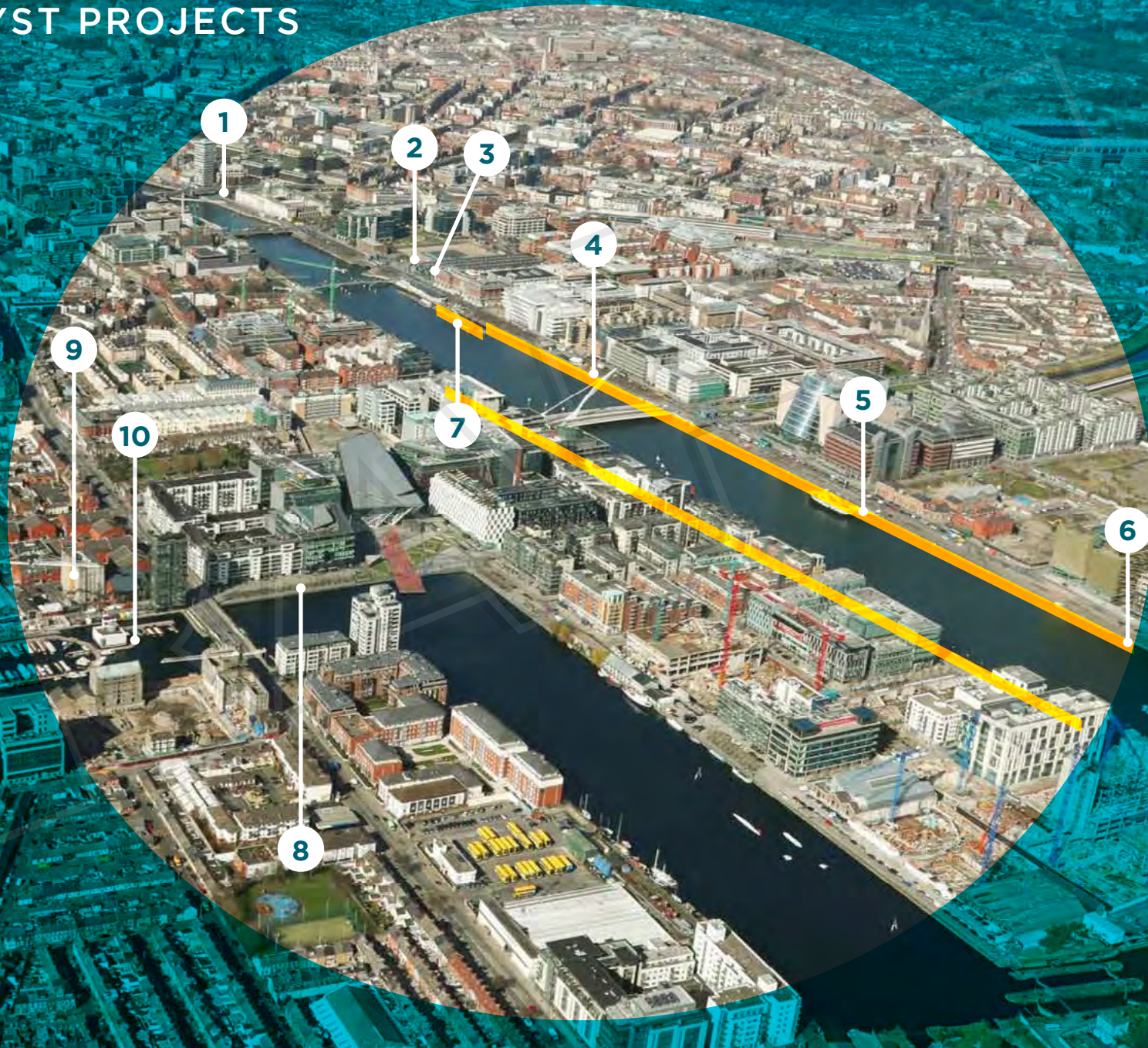
Proposed Project	Project Lead	Timeframe	Projected Visitor Numbers - Category	Concept/ planning Stage
Custom House Visitor Centre	OPW	2020 / 2021	2	Y
Assess the feasibility of White Water Rafting Centre at Georges Dock	DCC	2021	3	Feasibility
CHQ Irish Food Market	CHQ	2021	1	Feasibility
Assess the feasibility of the Port Line and Dublin Port Flour Quarter	DPC	2021	1	Feasibility
Increase Water Animation on the Liffey	DCC	2021	3	Y
Iconic Dublin Gateways	WWI	2022	3	Y
Docklands Waterline	DCC	2024	1	N
Cultural space as part of Trinity's Innovation Campus	TCD	2024	3	Y
Floating markets at Grand Canal Dock	WWI	2024	1	Feasibility
Techplex	Concept	2024	TBC	N

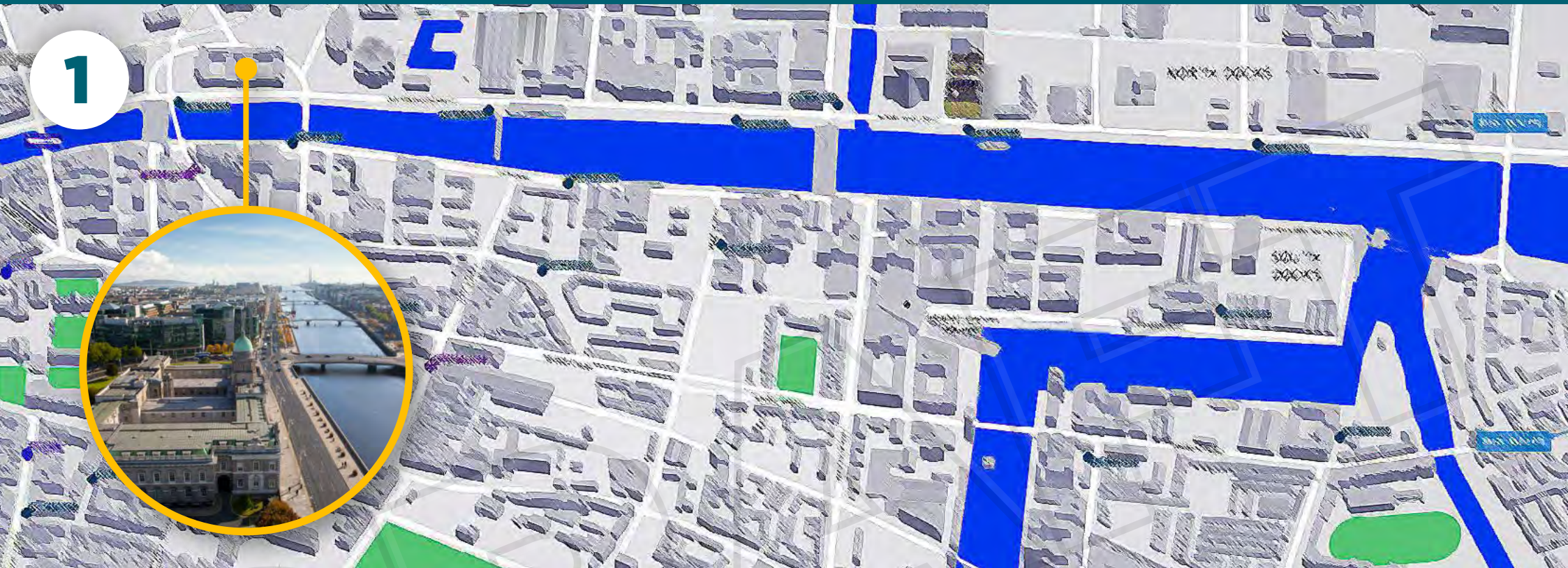
Note: Where projects listed above are at concept or feasibility stage time frames and estimated footfall are indicative only.



DESTINATION CATALYST PROJECTS

1. Custom House Visitor Centre
2. CHQ Irish Food Market
3. White Water Rafting / Water Centre
4. The Port Line
5. Docklands WaterLine
6. Iconic Docklands Gateways
7. River Liffey - Water Animation
8. Grand Canal Docks Floating Markets
9. Trinity's Innovation Campus
10. Techplex delivering Technology / Science Innovation





DEVELOPMENT OF THE CUSTOM HOUSE VISITOR CENTRE

The Custom House represents one of Dublin's most iconic buildings, located at the gateway to the Docklands. The neo classical style building was opened in 1791. After the War of Independence, it was rebuilt following fire damage. It is currently home to the Department of Housing, Planning and Local Government and the site is managed by the OPW. The Custom House currently operates a seasonal visitor center that is managed by the staff of the Department of Housing, Planning and Local Government.

The site offers significant potential to be a key attractor to the area through the enhancement of the visitor center experience. The thematic development of the site has the potential to become the anchor tenant for the Docklands story and work in conjunction with the proposed port maritime museum.

The visitor center requires a dedicated management and operational focus. The absence of accessible cultural space within Docklands would also be addressed by examining the scope for developing existing space with The Custom House. The centenary of the War of Independence provides an immediate focal point for project consideration.



DESIRED OUTCOMES

- Enhance The Custom House visitor experience to become a significant attraction for Docklands.
- Development of the guiding services to bring the stories and history alive through local voices.
- Examine the scope for cultural space provision within The Custom House building or grounds.
- Review options to develop the public realm to enhance The Custom House area and entrance to the Docklands.



2



CHQ IRISH FOOD MARKET



The creation of an Irish Food Market will enhance the food offering within the Docklands area and in particular on the northern side of the destination. The development of an indoor Food Hall and Market will enable visitors to purchase food and beverages at up to 30 different concessions offering a variety of food and artisan products to be enjoyed in the unique setting of CHQ. It will be developed to attract FIT and larger group business and will be adjacent to a large new event, exhibition and gala dinner area that will be developed at the same time within CHQ.

The new Irish Food Market will cater for the international and domestic visitor and those who work and live in the area.

The CHQ building is located at the entrance for the Docklands with EPIC The Irish Emigration museum adjacent to the market. The addition of the CHQ Irish Food Market aims to encourage people to visit the Docklands area or stay a little longer in the destination. It will also act as an additional destination orientation hub and contribute to the development of the Docklands food narrative, while expanding to address the challenge of the evening and weekend economy.

DESIRED OUTCOMES



- Development of an indoor Food Hall and Market enabling visitors to order food and drink at up to 30 different concessions offering a variety of foods, beverages and artisan products for consumption and for purchase.
- Contribution to the development of unique Irish food experience narrative within the Docklands.



3



ASSESS THE FEASIBILITY OF ESTABLISHING A WHITE-WATER RAFTING CENTRE AT GEORGES DOCK



Georges Dock is currently being examined as a site for a potential water adventure hub. It would become home to the first white water rafting course in Ireland, subject to ongoing feasibility analysis. The existing DCC Docklands offices are under consideration to service the water center for changing facilities and as an operational base.

If feasible, the development of the water center would represent a focal point for the creation of an urban sport/adventure base within the Docklands encompassing all water resources.



DESIRED OUTCOMES

- Completion of feasibility analysis and business case.
- Examine existing enterprise support structures to align with the opportunity to create and support new tourism enterprises focused on achieving the VEDP objectives using available water resources.



4



ASSESS THE FEASIBILITY OF THE DEVELOPMENT OF THE PORT LINE AND DUBLIN PORT FLOUR QUARTER

The Port Line represents a series of initiatives by Dublin Port Company that will further integrate the Port with the city. A phased programme of planned activity will result in a mix of provision from greenways and heritage trails, to the regeneration of existing buildings on the Port site. These are being designed to appeal to the domestic and international visitor while integrating with the local community.

The Port Line will be created through the proposed site masterplan (Flour Quarter Masterplan – draft phase and to be adopted) and combined with Dublin Port investment in initiatives such as The Diving Bell Museum, Port Greenway, artistic installations and ongoing archival works.

The overarching objective of the programme of works is the creation of a suite of maritime cultural and heritage engagement activity that integrates the Port with the wider destination. The Port has been central to the development of the wider Docklands narrative and continues to play a central role in the economic, industrial and cultural vibrancy of Dublin.

The opportunity to link the stories of the port and associated heritage provides a significant platform for the new experience development, leveraging the maritime Port theme. The Port Line also represents the first phase in developing a wider destination platform to link the city with the Docklands through innovative development of waterside amenities brought alive through a themed approach.

DESIRED OUTCOMES

- Assess the feasibility of the development of incorporating a range of innovative visitor experiences and unrivalled view of Dublin Port and Bay, along the planned Dublin Port greenway.
- Assess the feasibility of the development of national maritime Port museum and archives.
- Assess the feasibility of the development of cultural space.
- Assess the feasibility of the development of viewing area and observation tower.
- Assess the feasibility of the creation of linked trail of current and future heritage installations to tell the Dublin and Irish Port and maritime story.
- Examine the feasibility of additional tourism experiences on site.
- Assess the feasibility of the re-engagement of the Dublin Port Time Ball.
- Assess the feasibility of the development of a high line walk/cycle way over Alexandra Road.
- Re-launch of Liffey Ferry No11.
- Restoration of the Irish Lightship Kittiwake.



5



DOCKLANDS WATERLINE

The emergence of the Docklands in the 17th Century is largely attributed to the construction of stonewalls (the quays) on either side of the Liffey channel. These walls extend from Sir John Rogerson's Quay on the southside and to North Wall on the northside. A further wall, the East Wall was constructed up the River Tolka. These three Walls extended over time form the basis for today's Docklands.

The tourism challenge for the Docklands is the attraction and dispersal of visitors across the area. Despite the iconic status of the River Liffey, it fails to draw visitors deeper into the destination. The campshires are largely open urban spaces with no enticement for the visitor to delve deeper into the area.

The creation of a multidimensional Docklands WaterLine that when animated the campshires has the scope to blend local culture, heritage, art and biodiversity in a trail that must be an international visitor attraction in its own right. The link from the destination access point of The Custom House to the Port area through artistic innovation and public realm creativity can be transformational. It will attract locals and visitors to embrace what is largely redundant space in terms of current usage.



DESIRED OUTCOMES

- The creation of an innovative public art, public realm and biodiversity theme to be embraced in the delivery of the Docklands WaterLine.
- Examination of blended models that incorporate culture, play, living and visitor interest in comparable projects internationally.

The development of the Docklands WaterLine must be global in its ambition and integrate with Dublin Port's Port Line to create a project of considerable scale. The proposal must extend beyond being considered a public realm initiative and be embraced as an international attractor through the scale of innovation. A blend of artistic and cultural space combined with innovative heritage interpretative themes that resonate with the local community and the international visitor should form the basis for development.

The Docklands WaterLine should embrace the campshires on both sides of the Liffey, integrating a blend of experiences as people progress along the riverside. Ideally the concept will merge the campshires with the riverside and bring visitors almost into the River Liffey as well as alongside it. The Docklands WaterLine will be a point of orientation for visitors to embrace other water assets such as the Grand Canal Docks. The concept should extend to incorporate areas such as Hanover Quay as a destination extension, linking all areas together.

Many international examples exist but the Docklands WaterLine must embrace a new level of innovation and artistic excellence integrating the heritage of the area. The Docklands WaterLine integrated with the Port Line should represent a "ramblas", mixing social and heritage provision. Themes such as music or maritime bow to the heritage of the area. The project needs to be considered beyond public realm but adopted as a main stimulus for innovation through art, culture and embracing the Liffey.

- Linkage of the Docklands WaterLine and Port Line embracing cultural and maritime themes that create a "ramblas" effect supporting the creation of additional supporting experience enterprises such as cafes, shops.
- Incorporate innovative approaches to blend existing flood protection barriers into the Docklands WaterLine concept.
- Extension of the Docklands WaterLine to include the campshires along Hanover Quay.



6



ICONIC DOCKLANDS GATEWAYS

The Custom House signifies the iconic gateway from the western side of the River Liffey. Future plans to build a new public transport and pedestrian bridge present an opportunity to create a sequence of iconic destination structures from the eastern entrance to the Docklands.

The creation of iconic themed bridges and cranes has successfully been employed internationally as attractors to a destination and will leverage strong local themes in their development. A themed approach to destination bridges and cranes will create destination landmarks based on innovative use of colour and lighting.

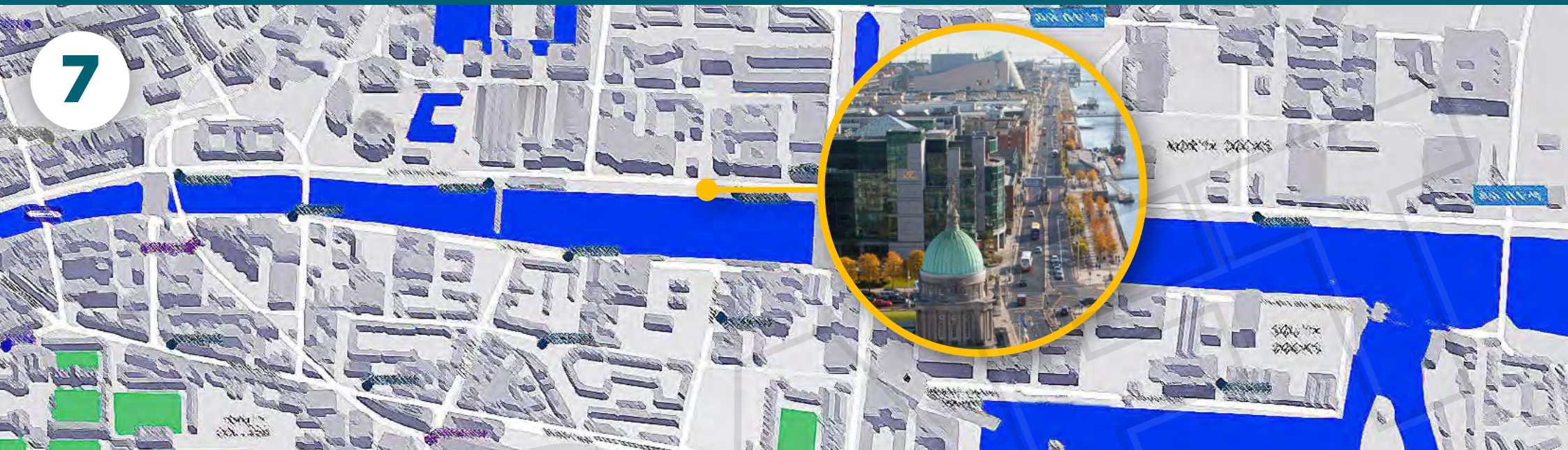
The creation of a themed approach to the iconic structures linking both ends of the destination will further enhance the Docklands WaterLine model.

DESIRED OUTCOMES

- Examine the creation of a themed approach to the industrial heritage bridges and cranes through a programme of artistic lighting, animation and painting e.g. Scherzer Bridges, Spencer Bridge and proposed installation of cranes in the destination.



7



WATER ANIMATION STRATEGY

The water and maritime theme is central to the Docklands VEDP. In developing the potential of the areas water assets, a water animation strategy has been created. This water animation strategy seeks to build on the success of previous plans that promote the Docklands area as a world class destination for living, doing business, tourism, leisure, wellness and cultural activities.

The strategy area includes the five major water bodies within the Strategy Development Zone (SDZ), namely the Liffey River, Dodder River, Grand Canal Dock and Spencer Dock, as well as George's Dock and the section of the Liffey River to the west of the SDZ (up to the Talbot Memorial Bridge) to include all water bodies covered by the DCC Docklands Office and accessible via raising bridges or locks.

The core mission of the water animation strategy is to promote the use of the waterways as an integral part of the vitality and experience of Docklands. The animation of the waters will be central to the plan success, creating visitor experience opportunities engaging with the key assets of the Liffey River, Dodder River, Grand Canal Dock, Spencer Dock and George's Dock.

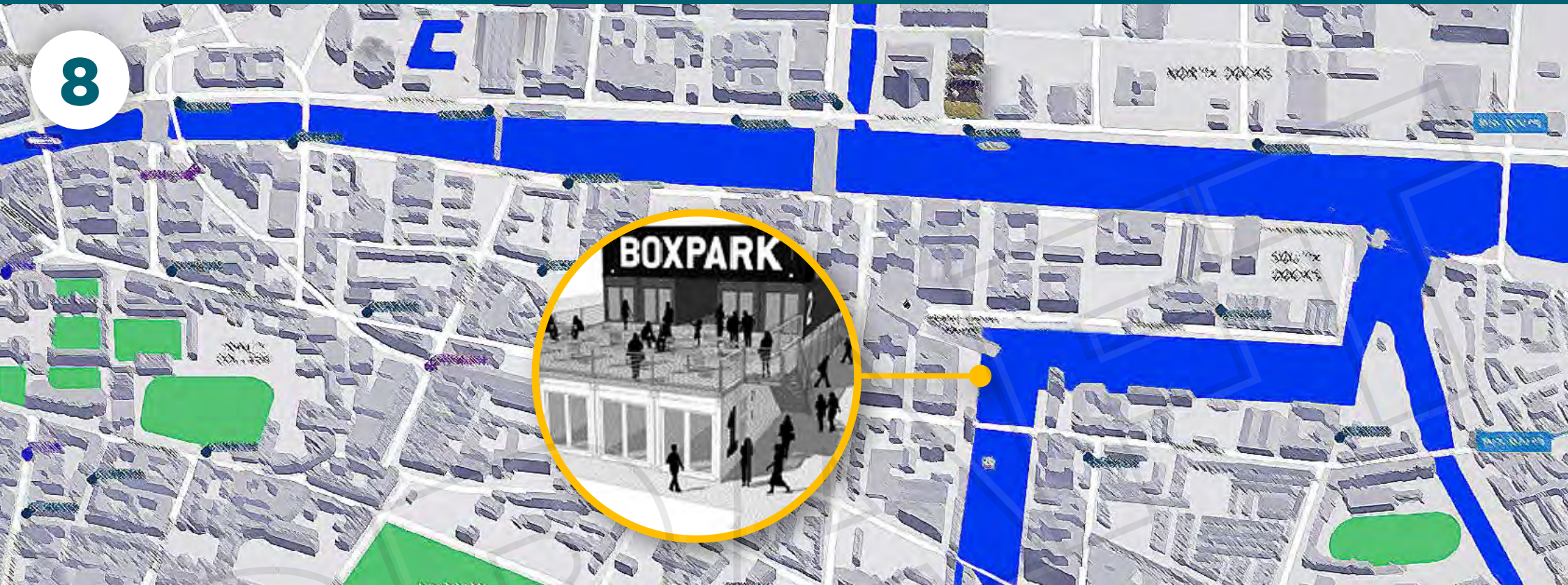
DCC recently went to tender inviting applications for the use of seven commercial berths on the river that will contribute to the tourism, innovation and economic activity of the Docklands. This will include a mix of usage for the berths, with a number contributing to the visitor experience options available in the area.

DESIRED OUTCOMES

- Operational commercial berths that inspire a density of further water use activity on the River Liffey.
- Creation of pontoons and floating parks which provide access to the water; pontoons for breeding and roosting birds.
- Development of facilities for water sports.
- Greening of the waterways.
- New bridges and boardwalks.
- Berths for ships, those which provide a cultural or tourist function.
- Improved transport including an interim ferry crossing (Sir John Rogerson's Quay and North Wall Quay) and regular boat services (water taxis and tour boats).
- Annual calendar of events.



8



FLOATING MARKETS GRAND CANAL DOCK

Box park projects are emerging strongly in urban setting, internationally in recent years, with currently none operational in Dublin. Waterways Ireland have commissioned a study examining the potential for the creation of a floating box park. Two options are under consideration The Wave and Box Park Market.

Among the core assumptions is a base pontoon that can accommodate a “dock market”. It is suggested that the pontoon could have an iconic shape. It would contain decking for people to sit and sufficient circulation space and back of house facilities with the required infrastructure.

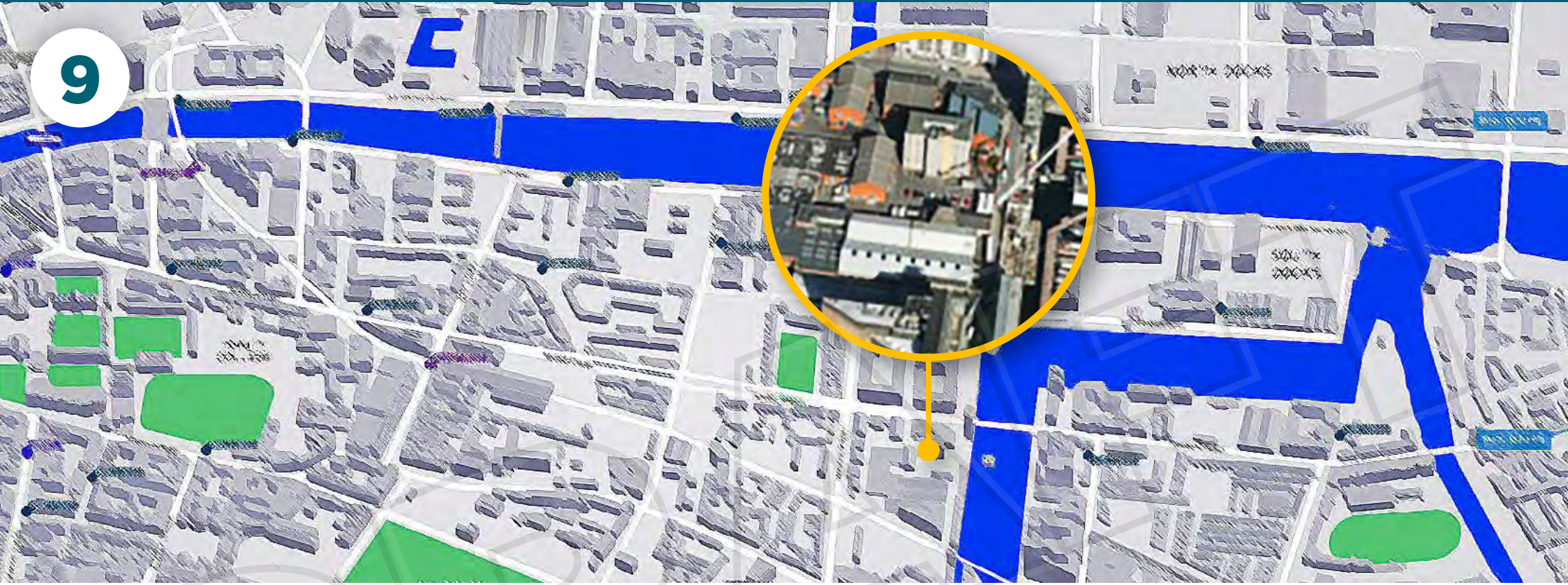
The finished product will deliver a site combining the latest in Irish food and beverage combined with high-quality creative retailers. This combination of creative retail and food / beverage will be located on the ground floor. The floating markets is proposed to be structured over two levels. The concept also envisages an upper level that will accommodate deck space with the capacity to create different layouts e.g. several containers joined together.

DESIRED OUTCOMES

- Complete a detailed concept, masterplan, design, feasibility and business plan on the dock market.
- Secure delivery partners to realise the potential of the project.



9



INNOVATION DISTRICT

Trinity College Dublin (Trinity) is progressing plans to develop a second campus based at Grand Canal Quay, with a vision to use this campus to catalyse the development of a globally competitive innovation district in Dublin for Ireland. The campus will incorporate four key elements to include research, enterprise, programming and public space and a cultural connector.

The opportunity to combine culture, science and innovation has been transformational in a number of international urban areas and should be examined to create an innovative cultural attractor to the area. The unique blend of culture, science and innovation is central to the narrative of the area.

The location of the proposed cultural space at the heart of the Innovation District has the potential to impact both the daytime and evening economy of the area. The approach adopted to deliver this cultural space should embrace the destination experience innovation theme contributing to the destination narrative of Dublin's Innovation District.

DESIRED OUTCOMES

- Cultural visitor space integrating culture, science and technology to deliver a globally renowned visitor experience.



10



DEVELOPMENT OF A TECHPLEX



The area is home to most of the world's most recognisable global brands operating in the technology, creative and innovation sectors. The culture of innovation within the Docklands provides an opportunity to explore the creation of a visitor experience leverages the culture of technology advancement within the area. The examination of international success models reveals the impact a focus on science and technology has in a number of host destinations while also contributing to their overall commercial narrative and positioning.

The opportunity to create a new visitor experience and visitor centre as part of existing tech brand operations can introduce a blend of technology, digital and culture as successfully illustrated in venues such as Ars Electronica, Linz or Team Lab in Tokyo. The existence of so many global technology names provides the basis for examining innovative approaches to visitor experiences and creating a globally iconic attraction through the blend of local talent, a local theme of innovation and globally established technology brands.

DESIRED OUTCOMES



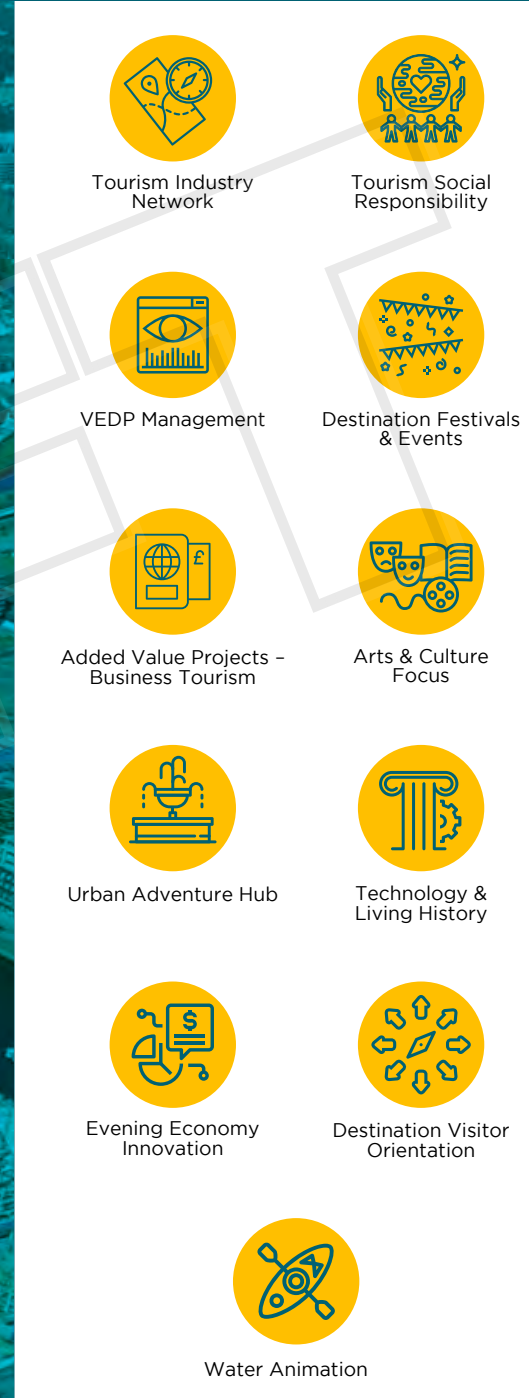
- Examine the feasibility of the creation of a visitor attraction based on technology and global technology brands integrated within the operational footprint of an existing business located in the Docklands.



DESTINATION ENABLERS



Destination Enabling Initiatives are projects that will enhance the broader tourism infrastructure enabling the Docklands to build its existing tourism base. This will be through industry collaboration, product development, adoption of a consistent narrative and enhancing the area as a visitor destination. These also represent key destination differentiators leveraging the culture and heritage of the Docklands.







EXPERIENCE THEME

1

WATER DOCKLANDS WATERS, DUBLIN'S MARITIME TAPESTRY

OVERVIEW

The development theme of 'water' is designed to capitalise on the rich maritime tapestry of the Docklands waters. The Docklands and its water assets have played a significant role in the evolution of Ireland across every historical period. It continues to represent some of the most iconic locations in Dublin. The theme is designed to enable the international visitor to experience the Docklands waters in new and innovative ways to tell the generations of maritime stories.

From the port, river to the canals, the Docklands has played a historical role in almost every facet of Irish life and the major events that have shaped the country. The place is a fusion of heritage and economic necessity. The area is known for its rich industrial heritage dating back to the early 1700's. The rhythm of the Port and the Docklands waters create an energy that brings Dublin

4.3 THEMES AND EXPERIENCE DEVELOPMENT



alive. This is the gateway to the character, characters and stories of the city. The richness of the heritage of the Port activity, the River Liffey to the Grand Canal, provides a tapestry of stories woven to bring visitors on a journey through Irish life.

The story tellers, the songs and written word reveal a maritime life through the generations of the historic Docklands. The waters, buildings and port conduct a symphony of sound that blends the modern with the historical. The area has prospered to link the historical port and dockland waters with a contemporary modern city.

The character and characters never change, the stories and songs never forget, the sounds always linger, the pulse of the docklands draws you in. A story for everyone.



EXPERIENCE OBJECTIVE AND PRESENTING THE WATER THEME TO THE VISITOR

The visitor will explore the heritage of the Docklands area and the richness of local stories told by the locals. The history of the area is a microcosm of Irish history. No other area can lay claim to being central to so many of the events that shaped the nation. Its current level of activity continues to influence the cultural and economic vibrancy of the city. The Port and the docklands waters provide the backdrop for innovative engagement with these stories delivered from the waterside or on the water.

The stories of the Docklands have shaped the stories of Ireland. The visitor will be provided with the opportunity to explore the docklands waters up close and engage with the rich heritage of the area in unique and interesting ways.

The Docklands is the centre of urban adventure. The activities, events and festivals create the platform to engage with the energy of the waters and its community. The Docklands allows visitors escape in nature in an urban setting.

Explore the maritime heritage of Ireland through the docklands. Discover the impacts of the Vikings to the waters that became the channels for emigration in famine times. An island nation shaped by its maritime heritage.

EXISTING PRODUCT UNDER THIS THEME



HERO PRODUCTS

- EPIC at CHQ
- Custom House Visitor Centre
- Jeanie Johnston
- Dublin Bay Cruises
- Dublin Discovered Boat Tour
- Dublin City Kayaking
- Viking Splash Tours
- 3 Arena
- Bord Gáis Energy Theatre
- Dublin Convention Centre
- Wakeboarding & SUP in Grand Canal Dock



SUPPORTING EXPERIENCES

- Diving Bell - Ireland's smallest museum
- Walking Tours incorporating the Port Story

- Central Bank of Ireland - Visitor Centre
- Docklands Walking Tours
- Monto Quarter Tour - Night town
- Irish Family History Centre
- Dine on the Liffey - Cill Airne
- Rooftop bar at The Marker
- Festivals & Events hosted in Georges Dock
- Attend one of the local festivals such as the Five Lamps



CATALYST EXPERIENCE DEVELOPMENT RECOMMENDATIONS UNDER THIS THEME

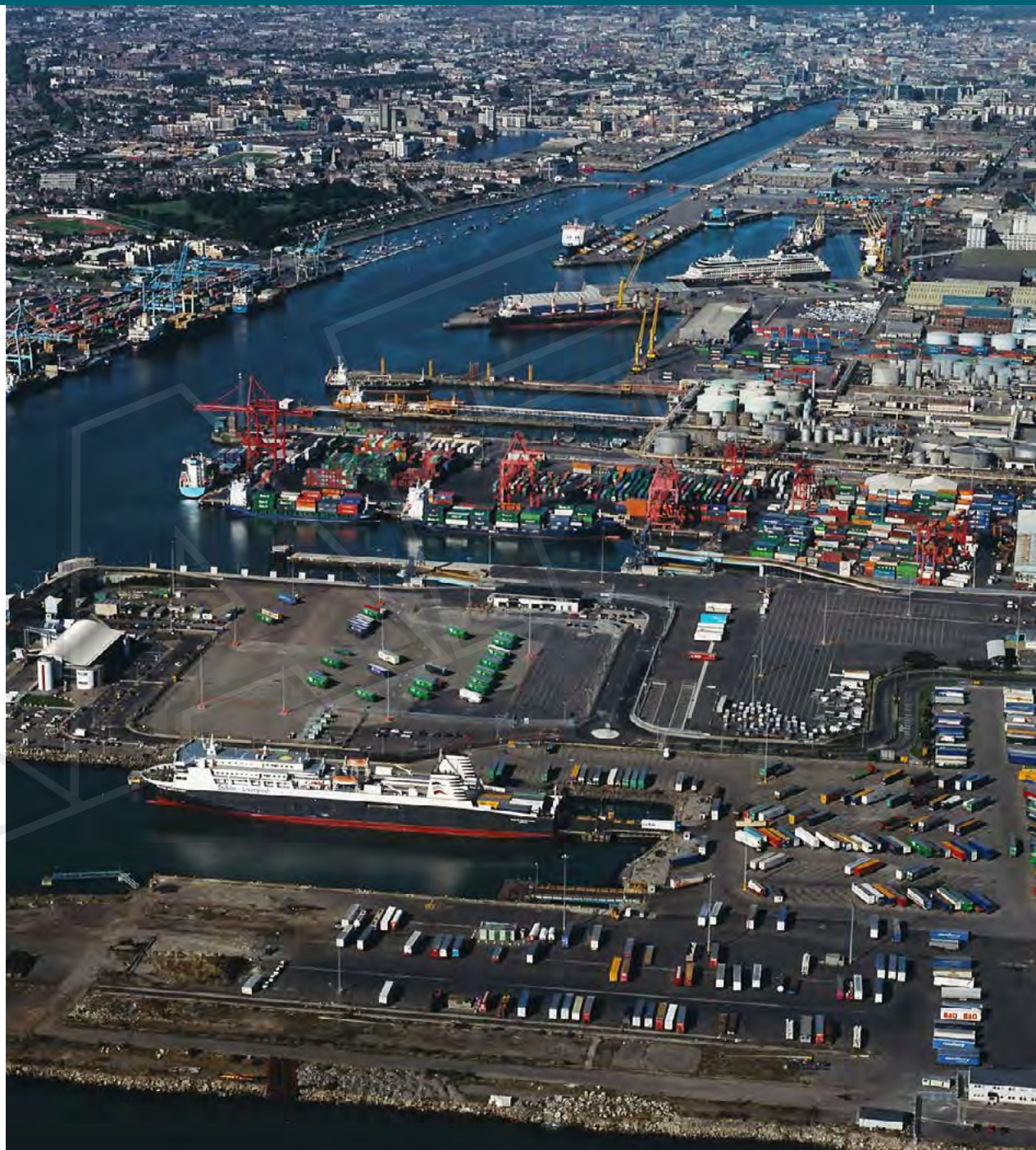
- Custom House visitor centre
- Port Line
- White Water Rafting Centre at Georges Dock
- Water animation using commercial berths on River Liffey
- Docklands Waterline
- Flour Quarter
- Iconic Docklands Gateways



SUPPORTING EXPERIENCE DEVELOPMENT RECOMMENDATIONS UNDER THIS THEME

Ref.	Action	Lead	Timeline
1.1	Incorporate Famine Memorial into the Talking Statues programme and develop a broader integrated famine and genealogy experience combining the existing heritage assets with water experience innovation.	FI	ST
1.2	Meet the Dockers, Meet the Locals - creation of platforms to enable the visitor to hear the local story. Incorporate the dockers into a local guides and area ambassadors programme	DCC	ST
1.3	Increased level of focus on the ability of the visitor to experience 'on water' experiences crafted with local stories	DCC	ST
1.4	Development of the local guiding and walking product to become a more visible tourism product	DCC / FI	ST
1.5	Development of the Docklands as Dublin's Urban Adventure Centre through the growth of water based activities in the Docklands	DCC	ST
1.6	Development of a major docklands place making festival reaching across the destination while developing existing and established events	DBF	ST
1.7	Creation of experiences in the Docklands that will retain visitors to major events in the area e.g. night time water and light animation on Grand Canal Docks	FI	ST
1.8	Examination of the potential to develop VR presentation of the area through tours and smart technology	SD	MT
1.9	Assess the feasibility of a viewing point at the former Odlum's plant linked to other viewing points in the city to create a Dublin Sky Views visitor experience proposition	DPC	MT

NOTE: The above represent suggestions for development on the basis of the destination research. Where projects listed above are at concept or feasibility stage time frames are indicative only. These projects will be subject to the relevant planning and environmental regulations and guided by the Strategic Environmental Assessment (SEA) and Natura Impact Statement (NIS) accompanying this plan.





EXPERIENCE THEME 2

INNOVATION LOCAL TRADERS AND GLOBAL INNOVATORS

OVERVIEW

Dublin Docklands is Ireland's Innovation District. From the pioneers of international maritime trade to the global tech giants, it is a neighbourhood of innovation and creativity. The docklands possesses a web of local and international connections. From the volumes of port trading, the simple movement of the Guinness barges to the complexity of digital and technological trading, the Docklands waters continually inspires the next generation of innovation.



From the global creatives transforming our lives through technology to the global footprint of our cultural disruptors, the Docklands resonates to the energy of innovation. U2, Luke Kelly, Sheridan to O'Casey, the area abounds with a creative spirit. Everyone is an artist. Every trader innovates while every building is home to the new pioneers. The waters invoke the new waves of creativity and inspiration across every facet of Irish life. The Docklands was built on its global outlook and is rooted through generations of creative pioneers.



EXPERIENCE OBJECTIVE AND PRESENTING THE INNOVATION THEME TO THE VISITOR

The docklands invokes a curiosity around how it combines a rich heritage and links to key moments of history with contemporary Dublin. It provides a historical timeline from the origins of Dublin to a modern Ireland. Dublin's Innovation District has evolved from its resonance with global innovators emerging from the heritage of the maritime industry and port activity.

Innovation must become an expected experience component within a destination that each day challenges traditional ways of doing things. Innovation and creativity introduce additional platforms for destination experiences. The cultural richness of the area has arisen from indigenous talent of the Docklands and the subsequent vision in developing Ireland's leading venues in the Docklands. These venues must inspire the next waves of cultural provision set against the backdrop of the Innovation District.

The Docklands is the hotbed for 'disruption' from the tech pioneers to the cultural visionaries and global icons. It is an area where the fusion of the old and the new continuously add to the narrative of Dublin. Innovation has been the basis for the area's commercial success. It must be adopted by the tourism industry as a central theme to future experience development and demonstrate the ability to deliver innovative and creative experiences.

Centuries of innovation have shaped the Docklands. This pulse of innovation is evident from the global innovators located in the area to the influence of the Docklands in shaping the artistic and cultural endeavors of many of Ireland's best-known cultural creatives.

From maritime trading to technology, the imprint of the Docklands is global. The waters of the Docklands led the way for pioneering endeavors helping brands such as Guinness become what they are today. The area continues to be the hub for global activity, inspired by the Docklands waters and a culture of pioneering enterprise.

The culture of creativity thrives throughout the Docklands urban village. Home to intimate artistic locations to the biggest cultural venues in Ireland, visitors will explore generations of urban cultural creativity, inspired by local stories.



EXISTING PRODUCT UNDER THIS THEME



HERO PRODUCTS

- 3 Arena
- Bord Gáis Energy Theatre
- Lir Academy
- EPIC



SUPPORTING EXPERIENCES

- Dublin Bay Cruises
- Jeanie Johnston

- Architectural tour of the Docklands
- Vintage Tea Tours
- Local art galleries, Fire Station Arts Centre
- Walking Tours of the Docklands
- CHQ
- Dine on the Liffey aboard the Cill Aine
- Views from The Marker
- Fire Station
- Dublin Port Art Installations
- Green on Red Gallery

CATALYST EXPERIENCE DEVELOPMENT RECOMMENDATIONS UNDER THIS THEME

- Trinity's Innovation Campus – international technology, science and digital attraction
- Floating Markets at Grand Canal Dock
- Techplex
- CHQ Irish Food Market



SUPPORTING EXPERIENCE DEVELOPMENT RECOMMENDATIONS UNDER THIS THEME

Ref:	Action	Lead	Timeline
2.1	Development of innovative tourism experiences on the Docklands waters to complement the narrative of innovation in the area	WWI	MT
2.2	Development of the arts and cultural experiences to complement the theme of creativity and innovation in the Docklands	DCC	MT
2.3	Development of tourism focused Smart Docklands activity to create projects focused on new visitor experiences incorporating VR & AR. Assess new living history delivery throughout the Docklands through technology.	SD	MT
2.4	Develop an internationally themed food festival based on the international food linkages with the area.	CHQ	MT
2.5	Assess ways of developing engagement with Business to Arts activity to create a pool of accessible artistic product development	DBF	MT
2.6	Develop business mentoring to support arts and cultural venues in the community to consider the creation of visitor experiences	FI	MT
2.7	Create an arts route through the Docklands to link all art and cultural venues to highlight the density of activity in the destination that is accessible to visitors	DCC	MT
2.8	Examine the installation of temporary artistic venues that relate to the heritage of the area e.g. barges, rail carriages on disused rail tracks	DCC	MT
2.9	Assess options to create destination landmarks through the projected cranes and bridges activity	DCC / DPC	MT
2.10	Assess the opportunity to develop an internationally themed visitor attraction leveraging of international trade e.g. technology and digital or maritime focus.	DPC	LT
2.11	Develop a Dockland Art Collective to harness the creative activity in the area creating formal and informal space for visitor engagement	DCC	LT
2.12	Assess the feasibility of developing a contemporary arts centre as a stimulus for the development of the creative sector	DCC	LT
2.13	Assess the re-introduction of iconic brands associated with global trading e.g. Guinness Barges experience.	DCC / FI	LT

NOTE: The above represent suggestions for development on the basis of the destination research. Where projects listed above are at concept or feasibility stage time frames are indicative only. These projects will be subject to the relevant planning and environmental regulations and guided by the Strategic Environmental Assessment (SEA) and Natura Impact Statement (NIS) accompanying this plan.





APPENDIX ONE

DELIVERING THE PLAN



5.1 PLAN IMPLEMENTATION

The implementation of the DVEDP is based on stakeholder commitment to project delivery. Key stakeholders will take ownership or partner on the delivery of the key tasks required to implement the DVEDP. It represents a five year operational plan creating a commercial focus for the development of tourism in the Docklands.

The DVEDP is designed to build on existing project plans and integrate all related activity for a coordinated series of outputs. These include projects that are being implemented, projects featured in existing plans and new concepts to build the destination’s capacity for new visitor experience development.

The implementation phase is structured around an action plan approach. The framework adopts the VICE model as a means of measuring success and is applied to the operational framework for the DVEDP. This includes the measurement of projects that will enhance tourism industry capacity development, experience creation and enhancement, catalyst / innovator and destination enabling projects.

A list of actions relating to all proposed projects (catalyst and supporting) has been devised. Each of the stakeholders listed below have been tasked with delivering on actions which will help to shape the plan and ultimately ensure the success of the project over the next five years.

STAKEHOLDER	ACRONYM
Department of Housing, Planning & Local Government	DHPLG
Office of Public Works	OPW
Dublin City Council	DCC
Fáilte Ireland	FI
Dublin Port Company	DPC
Waterways Ireland	WWI
Dublin Institute of Technology	DIT
Docklands Tourism Development Group	DTDG
Trinity College Dublin	TCD
Docklands Business Forum	DBF
Irish Rail	IR
EPIC The Irish Emigration Museum	EPIC
Smart Docklands Initiative	SDI
The CHQ Building	CHQ
Local Enterprise Office	LEO

GUIDING PRINCIPLES

To ensure the successful implementation of the Docklands experiences and the creation of a sense of place, the following guiding principles have been established to guide certain recommendations and projects listed in this section.

- All projects are self-sustainable, meaning they have access to capital and are not relying solely on grant aid to be developed or maintained.
- All projects are on-message with the Docklands experiences and aligned to the broader mission of the Dublin, Surprising by Nature proposition and brand.
- All projects focus on setting the area apart from its competitors, contributing actively to creating a strong sense of place with a unique feel; and ensuring visitor needs are catered for across the day and evening time.
- All projects add value to the area and provide a direct and demonstrable link to either extending visitor length of stay, extending the length of the tourist season or developing a new market.
- Principles of responsible tourism development are embedded in each action, creating better places to live in and to visit.
- All stakeholders will demonstrate a strong and sustained willingness to working as a collaborative network.

IMPLEMENTATION

The implementation of the DVEDP will be overseen by the creation of a new Docklands Tourism Development Group (DTDG)

The DTDG will operate until 2024. The DTDG is tasked with supporting the following objectives:

- Support the delivery of the Docklands VEDP.
- Drive growth as per the agreed KPIs in the action plan.
- Lead and manage the action plan ensuring alignment around the prioritization and delivery of key projects.
- Creation of a representative area wide body which ensures there is a mechanism in place that allows two-way communication between the implementation group and any sub groups which may be formed.
- Ensure that the catalyst projects support the delivery of experiences identified in the plan and are delivered within the 5 year timeframe.
- Provide a space where stakeholders can share new ideas with partners.
- Creation of a common tourism voice and a powerful tourism network that promotes each others interests.

The DTDG formed will represent key stakeholders and representatives from the area. It will be chaired by an independent chairperson with the ability to focus the group in the delivery of the actions required to implement the VEDP.



FORMATION OF THE DOCKLANDS TOURISM DEVELOPMENT GROUP

Implementation of the Visitor Experience Development Plan and delivery of the experiences will require each stakeholder agency or organisation to make a shift on how they tell their story and in selecting what projects and initiatives gain support moving forward.

However, each new or enhanced visitor offering needs to do more than just 'tell a story'. It needs to provide visitors with an opportunity to experience the qualities of the Docklands, to encounter the true spirit of the Docklands culture, and to leave feeling revitalised and enriched. It is the responsibility of each agency, product provider and business operator to embrace this approach and to put themed experiences at the top of the list of the things we share with our customers.

DOCKLANDS TOURISM DEVELOPMENT GROUP

Fáilte Ireland - will focus on working with industry that deliver the 'signature experience' and will help those businesses not currently doing so to start delivering and sharing their unique story. Fáilte Ireland will also support the international distribution building efforts of tourism businesses.

Docklands Tourism Development Group - will focus on guiding key projects and monitoring the VEDP progress.

Dublin City Council - will play a key role in industry and destination development through the implementation of the Dublin Tourism Statement of Strategy and Work Programme 2017 - 2022.

Educators / Enterprise - as educators in tourism, the LEO and Education and Training Board can partner with Fáilte Ireland to assist tourism operators in creating and delivering experiences.

Local tourism groups - need to work together to share their experience stories with Fáilte Ireland and Tourism Ireland, and work with businesses to help them find and share their experience under the common themes established in the plan.

Individual businesses (Industry) - need to find which experience theme they best deliver, develop new or enhance existing experiences, and encourage their customers and the marketing agencies to share that story with the world. It is the responsibility of each agency, product provider and business operator to embrace this approach and to put themed experiences at the top of the list of the things we share with our customers. Ongoing cooperation and communication is encouraged between all parties.

IMPLEMENTATION OF FEASIBILITY PROJECTS

This plan identifies examining the feasibility of a range of projects. Where proposals for new initiatives are progressed to feasibility stage, consultation with relevant interested parties will take place.

ALIGNMENT WITH EXISTING PLANS

This plan has been aligned with all agency plans (DCC, DPC, WI etc.)

In doing so, it both supports existing plans and seeks to gain leverage from their strategies and actions.

NOTE: The initiatives listed do not guarantee funding. This plan should not be taken as endorsement, support or approval for individual initiatives listed or arising from the VEDP. The expectation is that initiatives contained within this plan will be funded by a variety of sources; including public and private and the required due diligence processes will be applied.

PRODUCTS & EXPERIENCES REFERRED TO BY THIS PLAN

Products and Experiences both existing and potential referred to in this document are examples of such products opportunities only and are not intended to be an exclusive list. It is envisaged that others can and will be added during the lifetime of this plan.

5.2 MEASURING SUCCESS

The impact of the DVEDP will be measured through the monitoring of key metrics that examines the commercial development of tourism across the Docklands. The plan framework adopts the VICE model as a means of measuring success. The VICE Framework identifies sustainable tourism as the interaction between Visitors, the Industry that serves them, the Community and culture that hosts them and their collective impact on and response to the environment where it all takes place.

Specific recorded outputs from the dvedp annually will include:

- Increase in visitor numbers to attractions by 2% ahead of the national average from implementation
- Increased saleable product (5 new saleable experience per VEDP) and better distribution
- Increased visitor satisfaction - benchmarked through TripAdvisor
- Opening hour extension - 5% increase annually



DEMAND SIDE

Measurement 1	Percentage increase in visitor numbers to key attractions
Measurement 2	Percentage increase in revenue in key attractions
Measurement 3	Percentage increase in footfall to free attractions
Measurement 4	Percentage increase in weekend international visitor footfall
Measurement 5	Visitors to Docklands Tourist info office

SUPPLY SIDE

Measurement 6	Visitor Satisfaction
Measurement 7	Number of new tourism saleable experiences
Measurement 8	Increase in number of eateries open weekends
Measurement 9	Annual increase in number of new events / festivals/markets in area
Measurement 10	Employment levels in tourism enterprises

DESTINATION SIDE

Measurement 11	Use of Social media # (created in narrative)
Measurement 12	Number of Art/ culture installations & initiatives created in the docklands

5.3 ENVIRONMENTAL CONSIDERATIONS

1. INTRODUCTION

This 5 year Plan provides an opportunity to ensure that all existing and future tourism projects and initiatives in the Docklands are planned, developed and managed in a sustainable and integrated manner. The VICE (Visitor, Industry, Community and Environment) model for sustainable tourism is an approach that this plan is developed from and strives to implement.

Fáilte Ireland recognises the need to integrate environmental considerations into this plan in a way that responds to the sensitivities and requirements of the wider natural environment. Environmental considerations including inland and coastal water quality and amenity, climate

change, traffic, biodiversity, built and cultural heritage, landscape and communities, all play a vital part in our tourism sector.

The protection, enhancement and promotion of our most important tourism asset – the natural environment has been an integral part of the formation of this Plan as is evidenced in the following:

- Environmental assessments and resulting measuring and monitoring.
- A firm commitment to ensuring sustainable and responsible tourism principles are practiced.
- Compliance with statutory decision making and consent granting at plan implementation stage.
- Integrating requirements for environmental protection and management.

2. ENVIRONMENTAL ASSESSMENT

Consideration has been given to the requirement to undertake environmental assessment of this plan in order to ensure full legal compliance and to further integrate protection, enhancement and promotion of the environment in developing and implementing the plan. The following sets out the two types of environmental assessments that were considered.

- Strategic Environmental Assessment (SEA)

The Plan was examined for the need to undertake Strategic Environmental Assessment (SEA). On initial examination of the plan it was determined that full SEA would be required. The assessment process was undertaken having full regard to SEA Directive 2001/42/EU and to Statutory Instrument No. 435/2004 as amended. The outcome of this process can be referenced in the relevant environmental documents that accompany this plan.

- Appropriate Assessment (AA)

The Plan was examined for the need to undertake Appropriate Assessment (AA). On initial examination of the plan and in completing screening for AA it was determined that Stage 2 AA would be required. The assessment process was undertaken having full regard to the Habitats Directive 92/43/EEC and to Statutory Instrument No. 477/2011. The output and outcome of this process can be referenced in the relevant environmental documents that accompany this plan.

The outcome of completing the above environmental assessments has resulted in the following;

- Identifying and mitigating where relevant potential environmental impacts resulting from the plan.
- Altering where relevant aspects of the plan in order to protect and enhance various aspects of the environment.
- To develop a suite of mitigatory actions, including environmental monitoring of the plan during implementation and operation.



3. SUSTAINABLE & RESPONSIBLE TOURISM

This plan conforms and commits to sustainable growth of tourism in the Docklands and in completing the above-mentioned assessments demonstrates the strong commitment to the VICE model for sustainable tourism development. The implementation of the following guiding principles is key to the success of the plan;

GUIDING PRINCIPLES FOR SUSTAINABLE & RESPONSIBLE TOURISM

- Assess the feasibility of developing and implementing visitor management plans where relevant
- Encourage the adoption of a responsible tourism approach with ongoing monitoring of environmental impacts.
- Increase awareness and appreciation of Docklands unique landscape and environment
- Increase environmental and sustainable performance among tourism businesses
- Encourage sustainable modes of transport and ensure they are accessible to tourists
- Monitor the quality of visitor experiences where relevant
- Support voluntary and community-led environmental protection projects, which in turn benefit tourism
- Advocate for the protection of key environmental and tourism assets
- Improve tourist management, particularly in mature and established tourist areas

4. IMPLEMENTATION & CONSENT

This plan is situated alongside a hierarchy of statutory documents setting out public policy for land use development, tourism, infrastructure, sustainable development, environmental protection and environmental management. These include the National Planning Framework (NPF), Regional Spatial and Economic Strategies (RSEs) and lower tier development plans and local area plans.

Implementation of this plan shall be consistent with and conform with the above and will involve Fáilte Ireland helping to facilitate, promote, support and coordinate stakeholders (including local authorities, other government agencies, tourism operators, communities and visitors) in their activities in a way that is consistent with this consent-granting framework.

In order to be realised, projects included in this plan will have to comply, as relevant, with the various provisions of legislation, policies, plans and programmes (including requirements for lower-tier Appropriate Assessment, Environmental Impact Assessment and other licencing requirements as appropriate) that form the statutory decision-making and consent-granting framework, of which this Plan is not part and does not contribute towards.

Further detail on requirements in this respect are set out in Section 9.2 of the accompanying SEA Environmental Report.

5. INTEGRATING REQUIREMENTS FOR ENVIRONMENTAL PROTECTION & MANAGEMENT

Fáilte Ireland provides funding for sustainable tourism projects that emerge as part of specific, competitive, themed and time-bound grant schemes or as part of wider strategic partnerships. These include projects relating to land use, infrastructural development and land use activities and attractions. Reference made to such projects included in this plan does not guarantee funding. While funding is provided to certain projects, Fáilte Ireland is not the developer.

In order to achieve funding for land use or infrastructural development or land use activities, stakeholders shall be required to demonstrate compliance as relevant, with measures and requirements relating to sustainable development, environmental protection and environmental management.

These measures are further detailed in Section 9.3 of the accompanying SEA Environmental Report.



The implementation of the DVEDP is based on stakeholder commitment to project delivery. Key stakeholders will take ownership or partner on the delivery on the key tasks required to implement the DVEDP. It represents a five year operational plan creating a commercial focus for the development of tourism in the Docklands.

The DVEDP is designed to build on existing project plans and integrate all related activity for a co-ordinated series of outputs. This include projects that are being implemented, projects featured in existing plans and new concepts to build the destination's capacity for new visitor experience development.

The implementation phase is structured around an action plan approach. The framework adopts the VICE model as a means of measuring success and is applied to the operational framework for the DVEDP. This includes the measurement of projects that will enhance tourism industry capacity development, experience creation and enhancement, catalyst/innovator and destination enabling projects.

TIMING

- Short-term** Year 1-2
- Medium-term** Years 3-4
- Long-term** Year 5+

1. CATALYST PROJECTS

Item	Action	Time scale	Lead	Partner	Experience Theme
CUSTOM HOUSE VISITOR CENTRE					
1.1	Review options to enhance the Custom House visitor experience to become a significant attraction for Docklands.	ST	OPW	DHPLG	1
1.2	Devise a plan to develop a local guiding service integrated with the Custom House to bring the stories and history alive through local voices.	MT	OPW	DHPLG	1
1.3	Examine the scope for the development of a cultural space within the Custom House building or grounds.	LT	OPW	DHPLG	1
1.4	Review options to develop the public realm to enhance the Custom House area and entrance to the Docklands.	LT	DCC		1
WHITE WATER CENTRE					
1.5	Complete project feasibility and business case development of establishing a white water centre in George's Dock - Examine the use of such a centre as the focal point to create a water activity enterprise focus for the Docklands.	ST	DCC		1

Item	Action	Time scale	Lead	Partner	Experience Theme
DOCKLAND'S WATERLINE					
1.6	Develop a project working group to review the scope of a Dockland's WaterLine and assess the capacity of the area to deliver an international project of scale. It should focus on the creation of an innovative public art, public realm and biodiversity theme to be embraced in the delivery of the Dockland's WaterLine and examine blended models that incorporate culture, play, living and aspects of visitor interest.	ST	DCC	FI DPC WI	1, 2
1.7	Undertake a feasibility study to determine to costs and project requirements to develop the Dockland's WaterLine based on the working groups project scoping phase. The scope of the review should also incorporate innovative approaches to blend existing flood protection barriers into the WaterLine concept and extension of the WaterLine include the campshires along Hanover Quay.	ST	DCC	FI DPC WI	1, 2
1.8	Progress concept development options through the engagement of DIT Architecture students facilitated through the Waterways Ireland annual student project.	ST	WI	DIT	1
THE PORT LINE					
1.9	Complete a Dublin Port 'Flour Quarter Masterplan'. The preparation of the plan would examine the feasibility of providing a project focus and timeline creating a scale of activity delivering an integrated port and city experience for visitors to include museum/port center, Port Line Heritage Trail and a centre for the national maritime archives.	ST	DPC		1, 2
1.10	Develop the 4km Port Greenway project that links to the Sandycove to Sutton Cycleway incorporating a range of maritime and cultural innovation.	ST	DPC		1, 2
1.11	Examine the extension of the Port Line to incorporate a diversity of new visitor experiences into future planning of Dublin Port and the Port Line.	MT	DPC		1, 2
1.12	Examine the feasibility of the recreation of the Timeball in the Docklands as a unique destination identifier.	MT	DPC		1



ICONIC DOCKLANDS GATEWAYS

Item	Action	Time scale	Lead	Partner	Experience Theme
1.13	Examine the feasibility of a themed approach to destination bridges and cranes to create destination landmarks based on colour and lighting. This will examine the creation of a themed approach to the industrial heritage bridges and cranes through a programme of artistic lighting, animation and painting e.g. Scherzer Bridges, Spencer Bridge and proposed installation of cranes in the destination.	MT	DCC	DPC	1

CHQ - IRISH FOOD MARKET

1.14	Examine the potential to develop a major Irish Food Market proposition in CHQ that will contribute to the development of the weekend and evening visitor economy.	ST	CHQ		2
------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------	----	-----	--	---

RIVER LIFFEY WATER ANIMATION

1.15	Promote the use of the River Liffey as an integral part of the experience of Docklands through the provision of commercial berths that will have a visitor experience focus.	ST	DCC	DPC	1, 2
1.16	Examine the feasibility of developing a river based Viking barge experience or tall ships to create further opportunities for visitors to engage with the River Liffey	ST	DCC		1, 2
1.17	Review the feasibility of developing a seasonal River Liffey water animation display incorporating water fountain displays on river vessels. Examine the feasibility of creating innovative water animation on the River Liffey and Grand Canal Docks to provide audio and visual water display incorporating holograms developing seasonal or destination themes and stimulating evening economy activity.	MT	DPC	DCC WI	1, 2

GRAND CANAL DOCKS FLOATING MARKETS

1.18	Complete a detailed concept, masterplan, design, feasibility and business plan to finalise the Dock Market concept	ST	WI		1, 2
1.19	Secure delivery partners to realise the potential of the project focused on an operational model and catalysts to create sustained footfall in the area through enterprise development in the areas of food and crafts	MT	WI		1, 2

TRINITY'S INNOVATION CAMPUS

1.20	Contribute to the concept planning in the development of an innovative cultural visitor space in the Trinity's Innovation Campus to potentially integrate culture, science and technology and deliver a globally renowned visitor experience	ST	TCD	FI	2
------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----	-----	----	---

TECHPLEX - TECHNOLOGY & SCIENCE

1.21	Examine the options to encourage the creation of a tech focused visitor attraction or points / installations of interest associated with global tech brands that builds on the existence of international tech brands located in the Docklands	LT	DTDG	DDBF	2
------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----	------	------	---

DOCKLAND WATERS - DUBLIN'S TAPESTRY

2.1	Examine the feasibility of developing a new access point from Grand Canal Docks Station directly in the destination in addition with access enabled by the development of a new boardwalk in the lower Grand Canal Docks.	MT	IR	WI	1
2.2	Examine the potential of inclusion of semi permanent units within the public realm for quayside activity providers.	ST	DCC		1
2.3	Expand the Talking Statues programme to incorporate the Famine Memorial at Custom House Quay	ST	FI	DCC	1
2.4	Examine the creation of an integrated Famine experience incorporating existing land and water based resources and local storytellers incorporating local genealogy resources and dedicated Famine heritage assets	ST	EPIC	FI	1
2.5	Examine the opportunity to create an innovative Trail Head at Spencer Dock to link the area with the Dublin Canal 40 kilometre Greenway.	MT	WI	DCC	1
2.6	Create a linkage between the Greenway, Dock Mile and Port Greenway to create an integrated walking and cycling experience through the destination	LT	WI DCC DPC		1
2.7	Examine the feasibility of addressing the water quality issues in the Grand Canal Docks to facilitate increased levels of water activity	LT	WI		1



Item	Action	Time scale	Lead	Partner	Experience Theme
LOCAL TRADERS GLOBAL INNOVATORS					
2.8	Develop and enhance the provision of visitor walking experiences throughout the destination from guided historic walking tours, local experts to incorporating new forms of local story interpretation e.g. VR.	ST	DTDG	FI SD DCC	2
2.9	Examine the potential to create a number of floating artist in residence / artistic experiences in Docklands as a means of introducing increased artistic provision in the destination	MT	DTDG	DCC	2
2.10	Review new visitor experience opportunities that would revive the presence of the Guinness barges on the River Liffey, linked to the wider Guinness story in Dublin	LT	DTDG	DPC DCC	2
2.11	Examine the feasibility of increasing water taxi activity on the River Liffey as an additional means of animating the waters and contingent on tidal limitations	MT	DCC	DPC	2
2.12	Review the options to create temporary installation such as carriages on the rail tracks on the Campshires at the Point Village that can provide access to pop up art/cultural/retail experiences	MT	DCC		2
2.13	Devise innovative means of incorporating the dockers story in the future museum/port centre spaces	MT	DPC	DCC	2
2.14	Review the creation of local theatre production that would become a legacy from larger scale productions e.g. button men, dockers story that could operate a defined period in conjunction with an existing visitor attraction as an occasional or 'pop up' production in conjunction with local theatre.	ST	DTDG	CHQ EPIC	2
2.15	Examine the opportunity to create an annual artistic installation on the Dockland waters through an annual competition linked to a key Docklands cultural event	MT	DTDG	DPC DBF DCC	2
2.16	Create the Dock Mile and animate it to provide a local amenity that can become an orientation trail route	MT	WI	DCC	2

3. DESTINATION ENABLING INITIATIVES

Item	Action	Time scale	Lead	Partner
VISITOR EXPERIENCE DEVELOPMENT MANAGEMENT				
3.1	Appoint a VEDP Docklands Tourism Development Group that will be known as a Tourism Leadership Group with an independent Chair drawn from the tourism industry.	ST	DTDG	
3.2	Examine the structures required to appoint a dedicated resource to support the implementation of the VEDP and work with the Docklands Tourism Development Group for project management. This will also examine the financial model to support the role of the VEDP project manager for the duration of the VEDP.	ST	DTDG	
3.3	Devise a narrative for the Docklands, to be distributed and adopted by the tourism industry in future product and destination marketing.	ST	DTDG	FI
TOURISM INDUSTRY COLLABORATIVE NETWORK				
3.4	Establish an expanded Docklands Tourism Network led by a tourism leadership group that will expand the network of destination tourism operators and harness the collective activity to develop the destination. The network will collaborate to develop destination experience activity, events, knowledge sharing and ensure a common approach to destination communications and cross promotion of experiences.	ST	DTDG	
3.5	Establish a network of existing providers to develop a Docklands experience pass for visitors to purchase experiences designed to retain visitors in the area for a longer period of time.	ST	EPIC	DTDG
3.6	Create industry cluster working groups with an initial focus on the opportunity provided by heritage and urban adventure	ST	FI	DTDG
TOURISM INDUSTRY CAPACITY - DOCKLANDS EXPERIENCE ACADEMY				
3.7	Undertake a needs analysis that will enable local tourism industry to avail of existing tourism mentoring and training supports (e.g. Local experts programme) in the creation of saleable visitor experiences.	ST	FI	



Item	Action	Time scale	Lead	Partner
3.8	Devise a number of industry capacity KPI's in alignment with the Docklands VEDP to focus training activity and adoption by the Docklands tourism industry	ST	FI	DTDG
3.9	Examine existing enterprise support structures to align with the opportunity to create and support new tourism enterprises focused on achieving the VEDP objectives using heritage, land and water resources	ST	LEO DCC	FI
TOURISM SOCIAL RESPONSIBILITY				
3.10	Examine the potential to create an extension of current CSR activity to develop a tourism social responsibility concept (TSR) to create sustainable training and employment opportunities for the local community eg. guiding, street food enterprise	MT	DBF	DTDG
3.11	Devise an employment training and development approach linked with local tourism businesses to create a pathway to employment for local communities linked with existing visitor experiences, hospitality, attractions and trails.	ST	DCC	IHF EPIC DBF DTDG

4. DESTINATION PROJECTS

Item	Action	Time scale	Lead	Partner
DESTINATION FESTIVALS AND EVENTS				
4.1	Examine opportunities to attract existing large events to relocate Docklands, increasing the portfolio of major events hosted in the destination.	MT	DBF	DTDG
4.2	Create one major Summer Docklands themed festival incorporating a mix of activity in addition to the creation of one significant seasonal themed festival eg Christmas	ST	DBF	DCC FI
DESTINATION ARTS AND CULTURE				
4.3	Examine local site options to facilitate the strategic intent of Business to Arts to locate in the Docklands as stimulus for ongoing artistic and cultural development of the area	ST	DTDG	BTA DBF
4.4	Examine options to create more visibility for artistic endeavour in the area to include artists and residents, local art and cultural provision and create a density of activity that is accessible to all visitors.	MT	DTDG DCC	

Item	Action	Time scale	Lead	Partner
4.5	Assess the current level of arts activity to review the opportunity to become an Artistic Quarter supported by a dedicated creative centre in the Docklands	MT	DCC	DTDG
DESTINATION VISITOR ORIENTATION				
4.6	Create a Docklands Urban Village Orientation Map for distribution at all visitor contact points. The Orientation Map should be a mix of print and digital (incorporated into the proposed Docklands website and app). Ensure a consistency in approach in applying the destination orientation map across existing public maps / waymarkers (e.g. Sean O'Casey Bridge) to develop a consistent 'destination' approach to mapping the area and its facilities	ST	DTDG	DCC FI
4.7	Examine opportunities to develop new forms of visitor orientation and destination place to become points of visitor interest and sharable destination visitor moments shared through social media e.g. large letter signage public realm, refurbishment of Grand Canal Docks sign.	MT	DCC	WI DTDG
4.8	Examine the use of the Connolly Station underpass that accesses the Docklands to create a Docklands urban village orientation site, created through local emerging artistic talent	MT	IR DTDG	FI

STAKEHOLDER	ACRONYM	STAKEHOLDER	ACRONYM
Department of Housing, Planning & Local Government	DHPLG	Trinity College Dublin	TCD
Office of Public Works	OPW	Docklands Business Forum	DBF
Dublin City Council	DCC	Irish Rail	IR
Fáilte Ireland	FI	EPIC The Irish Emigration Museum	EPIC
Dublin Port Company	DPC	Smart Docklands Initiative	SDI
Waterways Ireland	WWI	The CHQ Building	CHQ
Dublin Institute of Technology	DIT	Local Enterprise Office	LEO
Docklands Tourism Development Group	DTDG	Irish Hotels Federation	IHF



