

ACTION PLAN

FOR GRAND CANAL DOCK AND SPENCER DOCK

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in association with Colliers International

December 2013

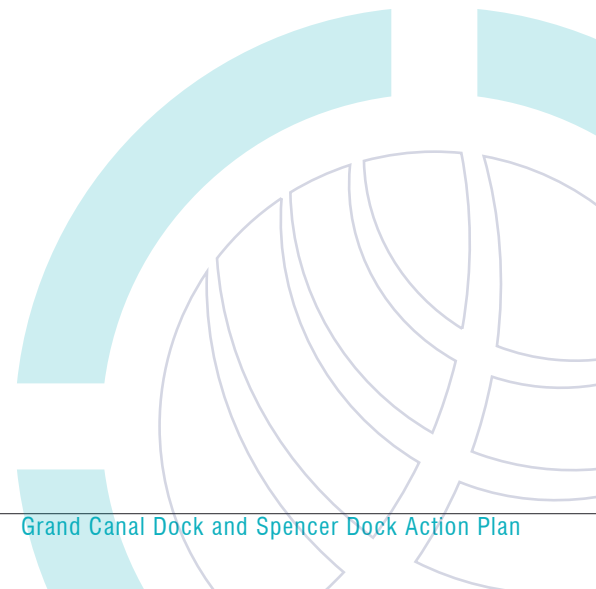


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SWOT ANALYSIS & CONSULTATION
(INTERIM REPORT JUNE 2013)





VISION

VISION

Grand Canal Dock and Spencer Dock represent the urban gateway to the Grand and Royal Canals. Located in the heart of Dublin's Docklands, the regeneration of the former docklands around the two canal docks has presented Waterways Ireland with a singular opportunity to position the dock areas as significant city leisure destinations and the city's principal water-focused amenity destination area.

Grand Canal Dock and Spencer Dock are two unique heritage assets for Dublin City, and for Waterways Ireland.

The Vision is to capitalise on the distinctive setting, heritage value, cultural and gateway status of the Docks' areas to re-establish the docks as significant social and economic drivers for the City, and to accentuate their importance as the gateways to the inland waterways network of Ireland.

Dramatically different in context, form, access, and location, both Grand Canal and Spencer Docks present the opportunity to create distinctive leisure and amenity destinations in the heart of Dublin City, contributing to the local and visitor economy and extending the city's range of activities to water-side and water-based culture, leisure, and active uses.

Waterways Ireland is actively engaged in enhancing the attractiveness and functioning of the canal and dock areas in the City centre, and seeks to establish a strategy for the delivery of successful places at both Spencer and Grand Canal Docks.

PROJECT INCEPTION

Brady Shipman Martin was commissioned by Waterways Ireland (WI) to carry out a study of Grand Canal Dock and Spencer Dock with the objective of producing a plan that realises their potential as a recreational amenity and a living, vibrant part of Dublin and its docklands.

The Study as proposed by the Waterways Ireland Tender documentation is a short intensive study which requires a focused approach to study objectives delivery and establishes next steps for Waterways Ireland.

The focus of the Study is on the (re)positioning of the Grand Canal and Spencer Docks as integral elements of the City's social, leisure, cultural and commercial profile.

Study Process

As part of the study methodology a Site Analysis Report was prepared. This provides a SWOT analysis (i.e. strengths, weaknesses, opportunities and threats) of the current context, in addition to a SWOT analysis of the planning context within which any future development potential of the docks is framed. The SWOT analysis draws together Waterways Ireland's own SWOT analysis and references all relevant policy documents in addition to Brady Shipman Martin's analysis and observations. This is presented as Appendix 1 of this Report.

Additionally, extensive consultation with other active users, service providers, and stakeholders in this part of the Docklands was conducted. This is also presented in Appendix 1.

Emerging from this Study Process are the following:

- Vision
- Key Recommendations
- Opportunities Identification
- Next Steps.

VISION FOR GRAND CANAL DOCK AND SPENCER DOCK

To deliver the Grand Canal Dock and Spencer Dock areas as unique destinations for the City in addition to being the gateways to the canals network.

The unique destination profiling incorporates active participation, spectacle, entertainment, leisure, and discovery.

The Challenge

1. To position Waterways Ireland as pivotal players in the development of the Grand Canal and Spencer Docks providing guidance, direction, and a coordinated approach to the docks' future potential.
2. To establish the key actions and next steps for Waterways Ireland to optimise the potential of the Grand Canal and Spencer Docks to the benefit of Waterways Ireland, the immediate communities, and the City.
3. To develop for Spencer and Grand Canal Docks a strong and recognisable position within the Dublin Docklands and wider City Centre. This includes a clear vision of the type of place they are to be alongside a strong place brand, identity, marketing and management strategy.



Responding to the Challenge

2013 is timely for WI as an organisation to more strongly establish its presence and role as the key stakeholder in the regeneration of the Docklands due to the transfer of responsibility of the Docklands from the Dublin Docklands Development Authority to Dublin City Council.

The opportunity arises for WI to assert its position within a changed governance structure, revised consultative management process within Dublin city, and a revitalised focus at Fáilte Ireland on Dublin City & Region. In addition, Dublin Port's ambitions to support 'soft port values' promoting enhanced integration and connectivity to the City and its communities, raises the potential for the Liffey and waterways to be recognised as an intrinsic asset in city building, tourism building, and improved environment building.

Heritage

The Grand Canal and Royal Canals date from the 18th century and represent a significant piece of both urban and industrial history. Grand Canal Dock was opened in 1796 with three graving docks primarily used for ship repair. Spencer Dock, formerly known as the Royal Canal Docks, dates from the early 1800s. The dock areas have significant heritage value to the city and country. The Dublin City Council Record of Protected Structures references a number of bridges e.g. North Wall Quay 2 swing bridges, Newcomen Bridge, the triple sea-locks of Camden, Westmoreland and Buckingham at the River Liffey / Grand Canal Dock, and a number of structures in the vicinity of the Docks.

Significant investment has been made by Waterways Ireland in the Grand Canal and Spencer Docks in regeneration, restoration, repair, conservation, and ongoing operations, of the quay walls, restoration of the sea locks, mooring, new jetties, ongoing dredging of the navigation channels, operation of the Newcomen Lifting Bridge, and so on. This investment is now primed to be further capitalised on, by expanding the range of water and land based activities centred in the docks.

Delivery of the Vision for the Canals and for the City's canal docks

The Waterways Ireland *Vision for the Canals in Dublin City Centre* is the means by which Waterways Ireland can publicly reinvigorate their role in the management, coordination, and delivery of the Vision for the Grand Canal and Spencer Docks. The *Vision* should be delivered to all stakeholders in the docks area inviting a response to future collaboration in the development of the docks areas. This *Vision* will instil confidence in other stakeholders that an organised approach to the management of the docks and canals system in the city is being reviewed and augmented, and will reduce uncertainty for users and service providers as to their status and role in the development of the waterways network.

It is envisaged that the *Vision for the Canals in Dublin City Centre* should comprise many of the elements of this study, as interpreted by Waterways Ireland, and packaged into a publicity and promotional format fitting with Waterways Ireland marketing material and message:

- Vision for the Docks and Canals in Dublin City Centre
- Action Plan for the Docks
- Collaborative network for consultation, communication, and coordination
- Next steps, inviting response for collaboration.

RECOMMENDATIONS

While this study has reviewed, assessed and considered the physical, contextual and strategic attributes and potential of the dock areas themselves, the over-riding recommendations emerging centre on the need for Waterways Ireland to focus the organisation's energies on the gateway to the canal system, that is Grand Canal Dock and Spencer Dock, and simultaneously position them as the City's water / blue playground.

This, we consider, will be a turning point for the organisation and the canals network, in terms of opportunities for enhanced marketing efforts, and critically, opportunities for enhanced funding. Profiling of the dock areas in this way will establish them as integral elements of the City Strategy, of Tourism Strategy (for both Dublin and the regions), and of regeneration strategies incorporating social, environmental and economic interventions.

The largest leisure market in Ireland is in Dublin (citizens and visitors) where Waterways Ireland has a presence, but perhaps not the strong presence it deserves.



FIVE KEY RECOMMENDATIONS



RECOMMENDATION	ACTION
<p>1. Position WI as central coordinator & driver for GCD / SD docks and the canal system</p>	<p>Deliver a <i>Vision for the Canals and Docks</i> to key stakeholders in the area including Dublin City Council, Docklands Business Forum, Fáilte Ireland, Grand Canal Theatre, Convention Centre Dublin, NAMA, activity operators, community</p> <p>Develop a strong proactive ‘asset management’ strategy for the land and water bodies in WI ownership</p> <p>Take a leadership role in the delivery of an integrated development, management and marketing vehicle for the docks</p> <p>Establish a dedicated and well resourced marketing and management team for this WI key asset in the docks area and as a gateway to the wider canal network.</p>
<p>2. Strengthen Waterways Ireland physical and visual presence in Grand Canal Dock and Spencer Dock</p>	<p>Reinvigorate Waterways Ireland Visitor Centre physical presence through creative nighttime lighting / improved visibility of entrance</p> <p>Directional signage to/from WI Visitor Centre including to/from Spencer Dock and Grand Canal Dock areas</p> <p>Improved signage on WI Visitor Centre signalling its <i>Gateway to the Canals</i> function</p> <p>Creative lighting and signage required to indicate the presence of Spencer Dock and its linkage to the WI canal network</p>
<p>3. Resource the Waterways Visitor Centre as the ‘public face’ to the waterways and canals experience</p>	<p>On-site full time marketing coordinator with support team (<i>consider local employment opportunity schemes with support from business in the area</i>)</p> <p>Combined marketing & operational presence</p> <p>Augment revenue generating activities to contribute to resourcing costs</p> <p>WI developed and managed portal to ‘what is happening’ in the docks (web based)</p>
<p>4. Establish Grand Canal and Spencer docks as the Water Playground for the City with rolling activities programme responding to city wide eventing and seasonal opportunities</p>	<p>Requirement to ‘knit’ the docklands into the fabric of the City through enhanced signage, promotional banners & posters, connectivity modes,</p> <p>Provide Dublin City Centre with the high quality visitor experience offer that is currently lacking in the product portfolio mix (ie. water based activity profile)</p> <p>Establish the Canal Docks as a Destination in the City as a gateway to the wider canal network</p>
<p>5. Manage the docks and canal campshires</p>	<p>Protect the assets from a heritage, economic and commercial perspective including the dock walls, sea locks, jetties, building and lands</p> <p>Establish management and operating regime for the WI marina including adequate services</p> <p>Pursue clean water policy with Dublin City Council and DoE as a matter of urgency together with any infrastructural requirements</p> <p>Removal of the Naomh Eanna and programme Charlotte Quay to respond</p> <p>Programme for Graving Docks regeneration</p> <p>Establish policy for ‘water related activities’ within Dublin City Council policy frameworks (City Development Plan) for the docks, to facilitate forward planning of the dock areas</p>

OVERVIEW OF ESSENTIAL REQUIREMENTS

The following are considered essential to the achievement of the Key Recommendations highlighted above.

- Establish a team within Waterways Ireland Visitor Centre to manage and deliver enhanced role of Waterways Ireland
- Improved marketing of the Canal Network, and of the Docks as their gateway
- Enhanced Waterways Ireland Visitor Centre & improved directional signage and Information Points
- Information Points throughout the dock areas with real time information of activities, events, and promotions
- Augmentation of revenue generating activities in direct control of Waterways Ireland to assist in funding increased management and marketing costs of the Docks and wider canal network
- Deliver phased programme of interventions as outlined in this Report. Commencing with immediate 'high impact' interventions (see pages 7-13)
- Marina operation
- Vision for the Canals in Dublin City Centre.



ACTION PLAN OPPORTUNITIES

ACTION PLAN OPPORTUNITIES MATRIX

The opportunity is for Waterways Ireland (WI) to better understand the potential of their Spencer Dock and Grand Canal Dock assets in the Dublin City Region, and how they can deliver more value from these assets whether alone or in partnership with others in the State or private sector.

The framework for developing the Master Plan Opportunities Matrix draws on the five key elements outlined previously, as central to *Successful Destinations*.

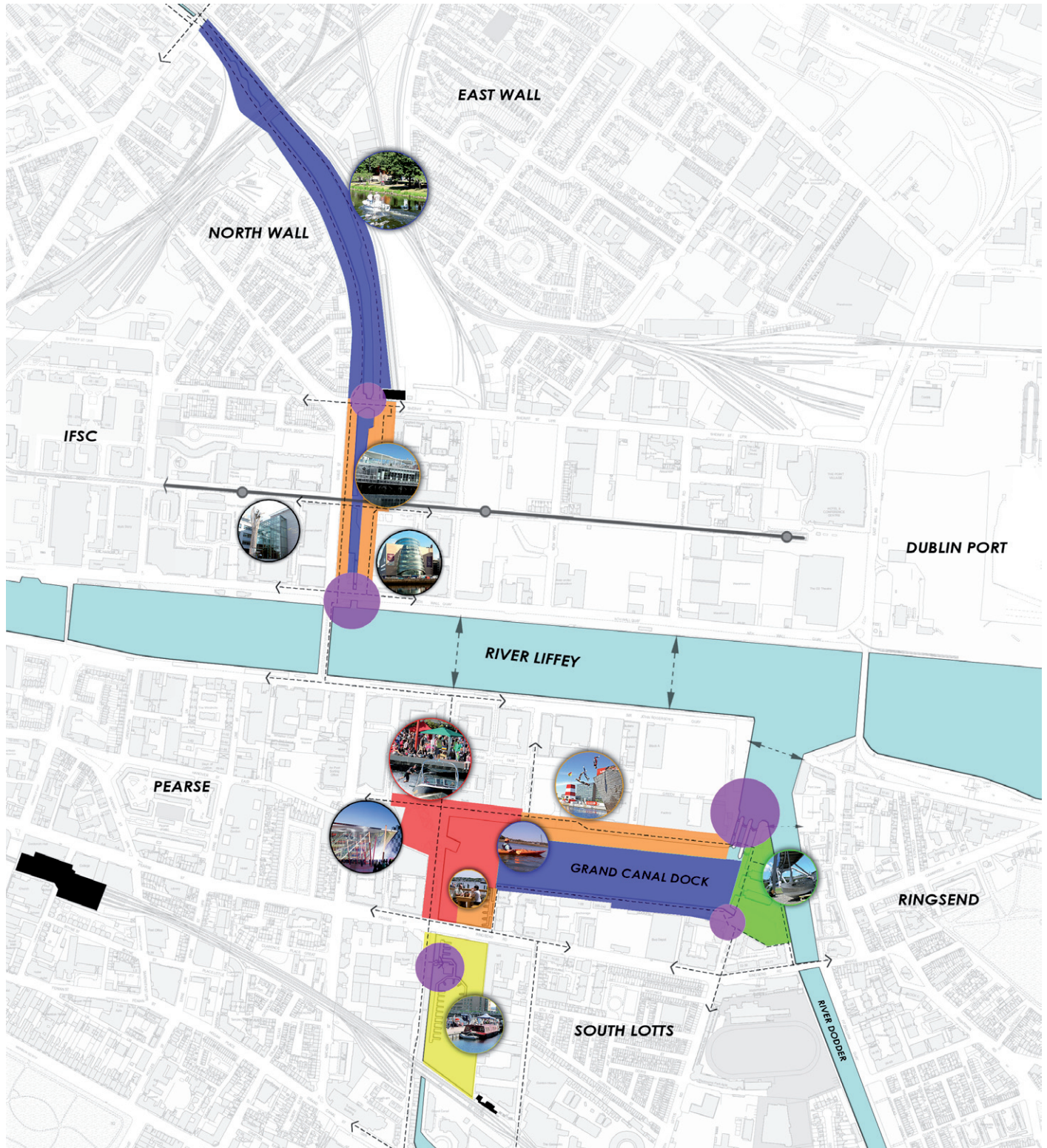
In addition it seeks to build on the physical, environmental, and social contexts (and strengths and weaknesses) of the Docks, to create 'Character Areas' which align services, attractors, and infrastructure with intrinsic locational characteristics. These *Character Areas* encompass specific locations within the Dock areas to assign them with 'opportunity profiles' which are proposed such that operational management is facilitated and branding/marketing potential is maximised. The 'opportunity profiles' are supported by corresponding delivery mechanisms, interventions, and resourcing required, including a phasing guide to achieving their implementation. (See accompanying map of the Dock areas highlighting the *Character Areas* and the locational profiles).

The Master Plan Opportunities Matrix establishes the framework to respond to The Challenge as set out in the Study, and delivers on the *Key Recommendations* established.



Opportunity to recover Graving Dock usable space and complete the loop around Grand Canal Dock

ACTION PLAN CHARACTER AREAS



- | | |
|--|--|
| <ul style="list-style-type: none"> 1 Character Area 1: Event & Performance (Central Event location) 2 Character Area 2: Gateway Zone (Focal "Info" Points) 3 Character Area 3: Activity Zone (Accessible locations for water and land-based activities) | <ul style="list-style-type: none"> 4 Character Area 4: Recreation, Commercial & Community Zone 5 Character Area 5: Pavilion Zone (Accessible quayside location) 6 Character Area 6: Sheltered Zone (Secure and monitored canal area with controlled access) |
|--|--|

IMMEDIATE INTERVENTIONS

Opportunity Profile	Delivery Mechanism / Agent	Intervention required
Establish a dedicated marketing and management team for the Grand Canal and Spencer docks in the docks	WI	Restructuring of the marketing team and budget in order to achieve a dedicated marketing team in the docks which will drive a coordinated strategy for WI assets and deliver revenue generating activity to WI
Enhance visibility of Entrance to WI Visitor Centre	WI / DCC Planning Dept	Review Entrance and modify as required for enhanced visibility, security and services provision, and enhanced presence on event days.
Iconic reworking of signage at Grand Canal Dock gateway to River Liffey (art interpretation / lighting exposition)	WI / DCC / Art Colleges (local and international) / local groups	Review potential for immediate redesign / enhancement of old Grand Canal Docks signage (possibly through an art installation competition / process)
Graving Dock (a) preparatory works on Graving Dock to create loop walk around outer GCD (b) Recovery of Graving Dock usable space	WI / NAMA / DCC (a) WI / NAMA Community Groups (b) WI / NAMA Volunteer Groups	Coordinated strategy among all stakeholders Funding for regeneration programme
Complete pedestrian access loop around GCD	WI / Dublin Bus	Secured Graving Dock to allow pedestrian access around the Dock Remove wall from east of Graving Dock to open up the area in the interests of security, accessibility, and visual enhancement of the GCD Extend walkway over the basin in order to achieve a continuous loop around the dock past Dublin Bus property Liaise with DCC in relation to conservation and planning and development issues arising Liaise with residential community to ensure support for interventions
Regularise accommodation at Charlotte Quay activities zone for service providers	WI / DCC Planning Dept / Service Providers / CIE	Seek temporary / permanent permission for new accommodation for activity service providers Re-locate activity service providers in WI provided alternative
Replace moorings at Charlotte Quay with Pontoons for variety of activities	WI	Link to programme of activities
Consider the removal of derelict 'Lock Keepers Cottage' at Britain Quay from Record of Protected Structures No. 986 (Dublin City Council)	DCC – Planning Dept WI	Application to DCC to remove listing from RPS
Cycle and Pedestrian network along Royal Canal	WI / DCC / FI / Gardai / Irish Rail	Support DCC works programme. Actively manage and 'police' the extended network from the outset such that positive usage patterns are established

OPPORTUNITIES MATRIX

ID	Opportunity Profile	Location Profile	Delivery Mechanism / Agent	Intervention required	Deliverable Period (short/ mid/ long term)
CHARACTER AREA 1 EVENT & PERFORMANCE					
1.1	'Festival' waterfront (Rolling seasonal / themed festival & events potential)	Grand Canal Square large event area with strong public profile capable of holding large crowds. Potential land & water based profile & activities (eg historic ships / boats)	WI / FI / DCC + other incl. Dublin Port, Bord Gais Energy Theatre, Bilfinger	Marketing & events strategy led by Waterways Ireland as central coordinator Work with residential community to ensure mitigation measures protect residential amenity	Short mid long term delivery programme
1.2	Outdoor Performances (film / theatre / dance / music / art) adjacent to Grand Canal Square	Potential for land & water based performances / exhibitions Building backdrop as potential for screenings / projections (CCD at Spencer Dock)	WI / FI / DCC + other eg. Arts Council / Art schools / Irish Film Institute / Dance Companies / Lir / Kings of Concrete / Bord Gais Energy Theatre / Bilfinger	Marketing & events strategy led by Waterways Ireland as central coordinator Work with residential community to ensure mitigation measures protect residential amenity	Short mid long term delivery programme
1.3	Temporary installations for performance / spectacle on land and water including film, theatre, dance, art responding to seasonal themes or key events in the city	Grand Canal outer basin optimising viewing potential	WI / FI / DCC + other eg. Arts Council / Art schools / Irish Film Institute / Dance Companies / Lir / Kings of Concrete / Bord Gais Energy Theatre / Bilfinger	Marketing & events strategy led by Waterways Ireland as central coordinator Permit / Agreement with DCC Establish planning framework with DCC for temporary installations with facilitated process for permission Work with residential community to ensure mitigation measures protect residential amenity	Short mid long term delivery programme
1.4	Food & Beverage opportunities – permanent and temporary provision	Edging the dock area with potential for on-water pavilion / floating restaurant - cafe	WI / Bilfinger / Service Providers / DCC	Permits Work with F&B service providers in GCD to ensure support for increased provision and complementarity of product	Short to mid term
1.5	Markets potential (regular attraction with themed seasonal potential)	Grand Canal Square extending to Hannover Quay	WI / Bilfinger / Service Providers / DCC	Permits Attractor element distinguishing market from elsewhere in the City eg. Night Market Work with F&B service providers in GCD to ensure support for increased provision and complementarity of product	Short to mid term
1.6	Christmas Ice-Rink	Unique on the water experience with access required from Grand Canal Square	WI / DBF	Delivery suitable in tandem with themed eventing DCC to agree planning framework to permit temporary eventing Liaise with residential community to mitigate any negative impacts	Mid term

ID	Opportunity Profile	Location Profile	Delivery Mechanism / Agent	Intervention required	Deliverable Period (short/ mid/ long term)
CHARACTER AREA 2 GATEWAY ZONE					
2.1	WI Visitor Centre Marketing and Information Hub	Grand Canal Dock	WI / Activity Service Providers / FI	Central marketing centre Central booking system for Activity Zone Education centre for canals system Event centre	Short term
2.2	Boat tours from WI Visitor Centre of GCD / Liffey / Spencer Dock	Grand Canal Dock to Spencer Dock	WI / Activity Service Providers / FI	Management by WI marketing team at Visitor Centre	Short to mid term
2.3	Moored canal boats promoted for rental with multi-use potential	Closely linked to Waterways Centre in promotion, activity and security requirements	WI / DCC / DBF	Management by WI Facilitative planning framework to permit multi-use space development including on the water	Short term
2.4	Iconic reworking of signage at <i>Grand Canal Dock</i> gateway to River Liffey (art interpretation / lighting exposition)	Grand Canal Dock / River Dodder confluence at sea locks	WI / DCC / Art Colleges (local and international) / local groups	Review potential for immediate redesign / enhancement of old Grand Canal Docks signage (possibly through an art installation competition / process)	Short term
2.5	Ensure Dublin City Tour Bus links to WI Visitor Centre	At GCD WI Visitor Centre	WI / FI / Dublin City Tour Buses	Coherent marketing strategy / material and programme of events Consistent opening hours to tally with bus visits meaning resourcing of centre Reprogramming of WI Visitor Centre to appeal to broader tourist market Collaboration with Lir / Science Gallery / Trinity Technology & Enterprise Centre to ensure critical mass of activity to attract Dublin City Bus Tours.	Short term
2.6	Waterways Experience Taster	GCD / SD	WI / Service Providers / FI	WI Management Packaging of activities and experiences Collaboration	Short to mid term
2.7	Repair and full operability of the three sea locks which are protected structures	GCD	WI / Government funding e.g Dept Environment, Dept Tourism, Dept Heritage / DCC	Temporary works will impact on operations in the GCD – to manage and plan for this	Mid term

ID	Opportunity Profile	Location Profile	Delivery Mechanism / Agent	Intervention required	Deliverable Period (short/ mid/ long term)
2.8	Food & Beverage opportunities – permanent and temporary provision	Edging the dock area with potential for on-water adjacent to CCD at Spencer Dock	WI / CCD / Service Providers / DCC	Permit system Planning framework for the docks areas which permits temporary multi use developments Work with existing F&B service providers to ensure support for increased provision and complementarity of product	Short term
2.9	Consider the removal of derelict 'Lock Keepers Cottage' at Britain Quay from Record of Protected Structures No. 986 (Dublin City Council)	Britain Quay	DCC – Planning Dept	Application to DCC to remove listing from RPS	Short term
2.10	Enhance visibility of Entrance to WI Visitor Centre	Grand Canal Dock	WI / DCC Planning Dept	Review Entrance and modify as required for enhanced visibility, security and services provision. Modify market stall presence to allow visibility of entrance on market days	Short term
CHARACTER AREA 3 ACTIVITY ZONE					
3.1	Facilitate and formalise the activity service providers (existing and future provision) into Front of House accommodation to create an attractive water activity hub for the City	<p>Focused on Charlottes Quay</p> <p>Close to entry point to the GCD water body.</p> <p>Located away from central public zone.</p> <p>Facilitate permanent and temporary providers.</p> <p>Central booking system / information point in the Waterways Centre</p>	WI / DCC / Dublin Bus / FI	<p>Removal of the Naomh Eanna</p> <p>Formalise Charlotte Quay at this location to accommodate an improved visitor experience to the water activity hub including temporary and permanent structures and providers responding to e.g. seasonal activity demand, established operators' requirements for accommodation, WI initiatives with organisations.</p> <p>Coordinate planning framework with DCC to permit delivery of temporary and permanent structures</p> <p>Improve access to GCD from Pearse Street / Ringsend Road (visually & physically)</p> <p>Improve security for users and operators through more active quaysides, lighting, surveillance.</p> <p>Liaise with residential community to ensure support for interventions</p>	Short to mid term

ID	Opportunity Profile	Location Profile	Delivery Mechanism / Agent	Intervention required	Deliverable Period (short/ mid/ long term)
3.2	Explore activities potential and deliver programme of activities responding to market demand	As above	WI / Service Providers / FI	WI to work with Service Providers to deliver activities range through the year, including temporary and permanent installations Agree with DCC range of activities to be permitted by planning framework	Short – mid – long term
3.3	Complete pedestrian access loop around GCD	GCD	WI / Dublin Bus	Access For All thru Sea Locks and slipway Secured Graving Dock to allow pedestrian access around the Dock Remove wall from east of Graving Dock to open up the area in the interests of security, accessibility, and visual enhancement of the GCD Extend walkway over the basin in order to achieve a continuous loop around the dock past Dublin Bus property Liaise with DCC in relation to conservation and planning and development issues arising Liaise with residential community to ensure support for interventions	Short term
3.4	Identify educational / training / job skill programmes for water activities	GCD / Spencer Dock	WI / Service Providers / DCC / Govt Training Agencies (DoES, Pobal, Fas), CSR funding / Dublin Port	WI to establish programme for training in collaboration (incl. funding) with government and training agencies. eg Meitheal Mara Cork	Short to mid term
3.5	Summer diving, swimming & leisure area	On the water with access at GCD outer basin, where it complements and does not stymie other activities e.g. Charlotte Quay west area.	WI / DCC / Service providers	Design & build temporary facility to allow relocating for the winter months DCC planning framework to allow for such facilities Liaise with residential community to mitigate any negative impacts	Mid term as linked to required improvement in water quality
3.6	Recover Royal Canal channel and reconstruct Sherriff St. Bridge	North of Sherriff Street Bridge	Waterways Ireland / Irish Rail / DCC / FI	Dredging and reconstruction of canal bank	Mid to long term
3.7	Cycle and Pedestrian network along Royal Canal	Continuation of Citywide cycle network and green infrastructure network	WI / DCC / FI / Gardai / Irish Rail	Support DCC works programme Actively manage and 'police' the extended network from the outset such that positive usage patterns are established	Short term

ID	Opportunity Profile	Location Profile	Delivery Mechanism / Agent	Intervention required	Deliverable Period (short/ mid/ long term)
3.8	Regularise accommodation at Charlotte Quay activities zone for service providers	Charlotte Quay at activities zone / Naomh Eanna	WI / DCC Planning Dept / Service Providers / CIE	Seek temporary / permanent permission for new accommodation for activity service providers Re-locate activity service providers in WI provided alternative at Charlotte Quay and current activity hub	Short term
3.9	Increase lifting frequency of Newcomen Bridge	Royal Canal	WI / Irish Rail / DCC / FI	Improved communication WI / Irish Rail recognising potential market which this could facilitate	Short to mid term
CHARACTER AREA 4 RECREATION, COMMERCIAL AND COMMUNITY ZONE					
4.1	Graving Dock (a) preparatory works on Graving Dock to create loop walk around outer GCD & include small pocket park (b) Recovery of Graving Dock usable space (c) delivery of community use	East end of GCD	WI / NAMA / DCC (a) WI / NAMA / Community Groups (b) WI / NAMA / Volunteer Groups (c) WI / NAMA / DCC / Community Groups / IWAI	Coordinated strategy among all stakeholders Funding for regeneration programme SDZ opportunity for mixed use development	(a) short term (b) short term (c) mid to long term
4.2	Model boats / remote controlled boats area	Secure sheltered water body	WI / Community Groups	Coordinated strategy among all stakeholders	Short term
4.3	Educational Programme – boatbuilding, repairs, rowing training courses, for young people	Accessible dock area	WI / Community Groups / Sea scouts / Govt Training Agencies (DoES, Pobal, Fas) / CSR funding / Dublin Port /	Coordinated strategy among all stakeholders with Community lead	Short mid long term rollout of programme
4.4	Traditional boat-building that promotes maritime culture, education and activities in the community	Accessible dock area	WI / Community Groups / Govt Training Agencies (DoES, Pobal, Fas), CSR funding / Dublin Port	WI lead with coordinated strategy approach	Short mid long term rollout of programme
4.5	Rationalisation of WI maintenance & operations facility adjacent to Graving Dock to essential activity base only for GCD, which should not restrict other development opportunities at this key location	GCD	WI	Improved, enhanced and rationalised facility in the interests of visual amenity and accessibility to this part of the dock	Short term

ID	Opportunity Profile	Location Profile	Delivery Mechanism / Agent	Intervention required	Deliverable Period (short/ mid/ long term)
4.6	Delivery of dry dock for boat maintenance	East end of GCD	WI / NAMA / DCC / Community Groups / IWA	Coordinated strategy among all stakeholders Funding for regeneration programme	Mid to long term
CHARACTER AREA 5 PAVILION ZONE					
5.1	Temporary pavilions responding to market drivers & core users (CCD / O2 / major corporates / community) eg Food & beverage, art, specialist market, games, interactive workshops, marquees,	Hanover Quay – heritage backdrop of warehouses Spencer Dock Liffey to Sherriff Street Water & land based incl. barges used for cafes coffee dock, flower market,	WI / DCC / DBF / CCD	Permit system with DCC WI to work with DCC to ensure planning framework allows for such facilities	Short term
5.2	Art & Sculpture Programme inclusive of local community operator	Featured context of docks heritage	WI / Community Groups / DBF	WI led	Short to mid term
5.3	Floating office zone appeal to start-ups and incubator office requirements	Linked to adjacent development lands at Hanover Quay as interim measure for animating this end of the campshire	WI / DBF / DCC	Concept development & build Marketing of concept WI to work with DCC to ensure planning framework allows for such development	Interim measure
5.4	Parkland	Spencer Dock open green space on south facing river bank at Dock area	DCC / WI / CCD / NCI	Coordinated strategy among all stakeholders	Short mid long term rollout of programme
5.5	Replace moorings at Charlotte Quay (Area 5 location) with Pontoons for variety of activities	Charlotte Quay	WI	Link to programme of activities	Short term
5.6	Potential location for Jeanie Johnston relocation from River Liffey	Hanover Quay in close proximity to core activity area of Grand Canal Square	WI / DCC / FI	Liaise with DCC in relocation proposition. Assess FI interest for marketing support. Assess Hanover Quay location for interim mooring.	Mid term / assess for interim location option with long term location to be considered

ID	Opportunity Profile	Location Profile	Delivery Mechanism / Agent	Intervention required	Deliverable Period (short/ mid/ long term)
CHARACTER AREA 6 SHELTERED ZONE					
6.1	Secure berthing area, with potential for house boats Management and operation of the WI marina	GCD inner basin	WI / DCC	Licensing to allow boats to berth for periods longer than 1-2 weeks Facilities to encourage boats to berth Security system to ensure attractiveness of inner basin DCC planning framework to permit house boats Liaise with adjacent residential communities to address any issues or concerns	Short to mid term
6.2	Model boats / remote controlled boats area	Secure sheltered water body Inner basin or Charlotte Quay adjacent to existing moorings	WI / Service Provider	Coordination with other activities	Short term
6.3	Paddle boat activities	Secure sheltered water body	WI / Service Provider	Coordination with other activities	Short term
6.4	Educational programme – waterways, canal history, ecology, environment, swimming, life-saving etc.	WI Visitor Centre	WI / Local schools / DBF / Trinity College	WI education programme	Short to mid term

Acronyms

- GCD – Grand Canal Dock
- SD – Spencer Dock
- WI - Waterways Ireland
- WI Visitor Centre – Waterways Ireland Visitor Centre
- CIE – Córas Iompair Éireann
- NAMA – National Asset Management Agency
- DCC – Dublin City Council
- FI – Fáilte Ireland
- DBF – Docklands Business Forum
- CCD – Convention Centre Dublin
- CSR – Corporate Social Responsibility (representing business in the area)
- IWAI – Inland Waterways Association of Ireland
- NCI – National College Ireland

Phasing terms

- Short term = 1-3 year period
- Mid term = 3-10 year period
- Long term = 10 years +

MANAGEMENT & MARKETING

DESTINATION STRATEGIES

A successful destination balances five key elements within the context of responding to markets and being sustainable. These elements form the underlying principles for thinking about the risks and returns associated with a range of future options and what they might mean for Waterways Ireland and Spencer and Grand Canal Docks. (The framework is illustrated below.)

Experience tells us that a “competent destination” - one that excels in and balances these five elements within the context of its markets and sustainability - forms the environment in which operations and investments can prosper.

Elements of a successful destination



- **Attractors** – to pull in the market both consumers and investors linked to consumer propositions (attractions, activities, events etc.);
- **Infrastructure** – to facilitate access, create a sense of place and ensure the smooth operation of the destination (transport, parking, signage, public realm, user amenities etc.)
- **Services** – to cater for the needs of visitors and ensure that in-destination spending is high (accommodation, cafes, bars, customer care, other attractions etc.) and that economic benefits are optimised;
- **Branding** – to give coherence to the offer and experience of the destination with a clear presentation to its markets. A successful destination brand articulates ambition, raises perceptions and expectations, and delivers on this promise.
- **Integrated destination management** – to provide a holistic management approach that ensures continued success and long-term sustainability.

ASSET MANAGEMENT

The opportunity for Waterways Ireland is to undertake more active asset management of both docks so as to have more influence and share in some of the financial benefits of what their dock assets have meant to development around the docks.

Waterways Ireland need to take a leadership role in forming an integrated improvement, management and marketing group.

One element of this leadership may be in the formation of a type of business improvement district (BID) or similar form of 'Not-for-Profit' management agency.



BUSINESS IMPROVEMENT DISTRICTS (BIDS)

A Business Improvement District (BID) is a defined geographical area of a town or city where businesses have voted to invest collectively in local improvements and services that are **additional** to those delivered by local authorities.

Dublin City Business Improvement District – the first BID scheme in Ireland – has been in operation since March 2008 and has a five year renewable mandate to develop and promote the economic advancement of Dublin City Centre. The goal is to position Dublin City Centre as the location of choice for retail, leisure and business activity. The BID works on behalf of the 2,500 businesses in a defined area of 2.5 kms in the city centre to create an attractive, welcoming, vibrant and economically successful space in Dublin City Centre.

This BID does not extend to the Docklands area of Dublin, therefore the opportunity exists to compliment the City Centre BID with a Docklands BID, or indeed for the Grand Canal Dock and Spencer Dock areas. However they are challenging to set up and operate. Key factors for success need to be considered, experiences from the UK, US, and Dublin City Centre especially will help inform the case for what might be possible in defined areas of Dublin Docklands.



How do BIDs operate ?

BIDs are an evolution of Town Centre Management Partnerships. Whereas companies can opt not to join a TCMP, all businesses have to contribute once there has been a vote in favour of a BID.

Before agreeing to fund the additional investment, the businesses within the proposed BID must be shown a plan of how their money will be spent. A BID can last for no more than five years, after which it must either be dissolved or seek a new mandate and term.

The levy income is often supplemented by grant income, sponsorship, commercial activities, donations, local authority contributions and other public sector funding. Major property owners often also agree to make a contribution. Local authorities often contribute in kind by providing office space, seconding officers to manage the BID and waiving the costs of collecting the levy.



Examples of activities funded and organised by BIDs

Advertising and promotion	Extended bus routes
Events, festivals and celebrations	Coach drop-off points
Temporary markets	Litter bins
Street furniture	Public toilets
Street cleaning, gum/graffiti removal	Car parking improvements
Floral displays	Night taxi marshals
Way finding systems	Destination web-sites
Street lighting and illuminations	Staff training
Improving links to local police	Street performers
CCTV and improved security measures	Street wardens
Visitor maps	Local guides



POTENTIAL COST & REVENUE STREAM GENERATION

Expenditure

- Establishing and resourcing an in-situ management and marketing team in the Waterways Ireland Visitor Centre
- Marketing strategy recommended in this Study
- Long term operation of the docks as an attractor and destination
- Enhanced operational requirements
- Increased expenditure on security
- Increased costs resulting from regeneration programmes (Graving Docks, Quay Walls, Sea locks etc).

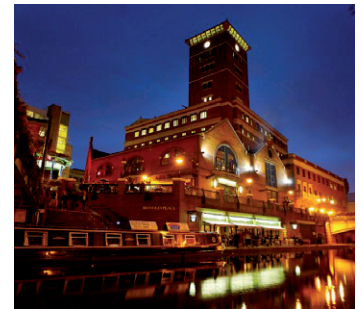
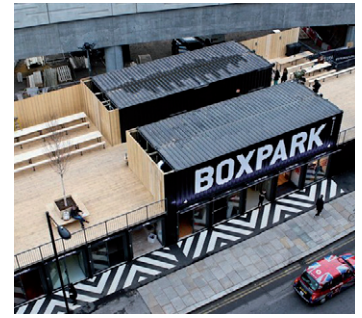
Revenue Generators (through licensing, permits, spend, public funding)

- Events (corporate, civic at city scale, sponsored, etc.). The generation of funding through these type of events requires a coordinated quarterly strategy driven by the dedicated marketing team for the docks to capitalise on significant dates in the city's eventing calendar - sporting, tourism, heritage, national, private corporate significant dates. A suite of propositions is required to be collated to 'sell' to event organisers and sponsors.
- Activities. The Action Plan defines character areas which are suited to particular activity types. Optimising the character area profiles will generate a programme of simultaneous and complementary activities which will evolve to have a synergistic impact on presence, usage, revenue.
- Tourists. In addition to capturing its share of the traditional and current Dublin tourist market, WI have the opportunity now to seek a new market, in line with emerging FI strategies for the Dublin outdoor activity sector. Further collaboration with FI in this respect is required in order to tailor the activity product to this emerging market. Grand Canal Dock particularly has an excellent profile of existing services and activities already established which will prove an attractive offer to the FI product.
- Gateway to the Canal system (enhanced public image providing opportunity for increased interest in boating on the canal network). This is likely a longer term revenue generator but should be programmed for, to ensure it can be monitored and that expenditure is directed to it.
- Markets. The potential for an outstanding market in Dublin is both considerable, and currently not delivered. The docks could be the unique location for a market which stands apart from the standard Dublin offer. In consideration of this delivery, the continued and more active use of market days / nights needs to be programmed for, for both revenue generation but also building identity as a location for leisure-retail markets.
- Installations (corporate, art, civic, sponsored, sports) provide revenue to WI on lands / water in their ownership. Additionally, both standalone and event linked installations will drive footfall to the area, and will provide opportunity for complementary activities licensed through WI eg. market, specialist displays by companies.
- BID for the docklands area, of which GCD and SD are significant activity hubs with significant existing service providers. The BID has the potential to complement the WI strategy for the GCD and SD and should be considered as a revenue generating, and particularly footfall generating tool.
- Educational programmes targeted at all sectors of the education spectrum and society, including overseas visitor programmes.
- Public infrastructure works (prioritised and funded due to political focus on the benefits accruing through tourism, job creation, social regeneration etc.).

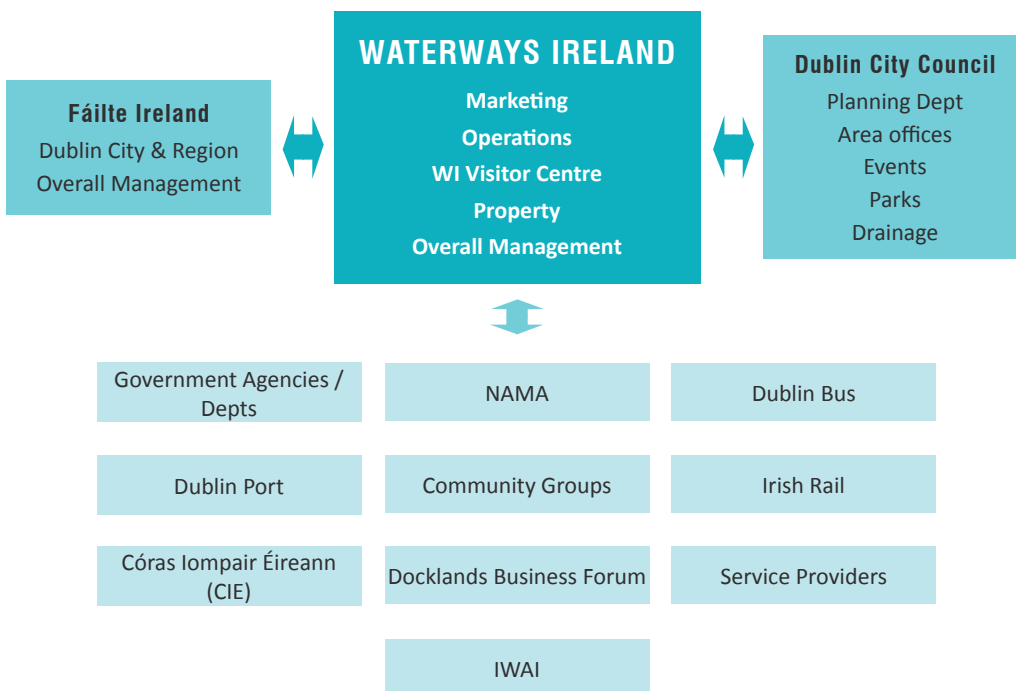


NEXT STEPS - MANAGEMENT & IMPLEMENTATION

1. Secure buy-in at Board level of Waterways Ireland for a reinvigorated approach to the organisation's most valuable assets, Grand Canal and Spencer Docks, and the Dublin City canals network. This buy-in includes recognition and delivery of increased resourcing in marketing, and diversion of funding in the short term to City operations, in advance of revenue generation with the aim of self-sustaining operations and ultimately funding the wider network. It should be acknowledged that this may be achieved only in the mid term, given the extent of upfront investment required to regain a strong position within the City governance network, and within the public's perception of the canals system in the City.
2. Proposed dedicated (and funded) *Marketing the Docks* division for WI with a combined marketing and operations team based at the WI Visitor Centre whose sole focus is the activation of Grand Canal and Spencer Docks to primary waterside / water based leisure destination in the City, with a view to generating significant increase in revenue which will fund ongoing activities for WI at the city and wider canal network level.
3. WI Visitor Centre as the current focus for WI activities at GCD and SD requires upgrading and re-organisation to accommodate an enhanced marketing and operations presence in addition to repositioning the Centre as the focal point for docks activities and information. Budget allocation is required for 2014 for these works.
4. Preparation of the *Vision for the Canals in Dublin City Centre* and corresponding follow up with key stakeholders to establish the forum to position WI as a key player in the repositioning of Grand Canal and Spencer Docks in the City destination framework
5. WI to initiate in the immediate term, the Proposed Collaborative Structure (see below) to promote both WI as key player, and the docks as major city asset in their control, at the City level.
6. Immediate short term interventions to commence 2014 as a visual signal that establishes Waterways Ireland as the driving force for the two dock areas.



COLLABORATIVE STRUCTURE



APPENDICES

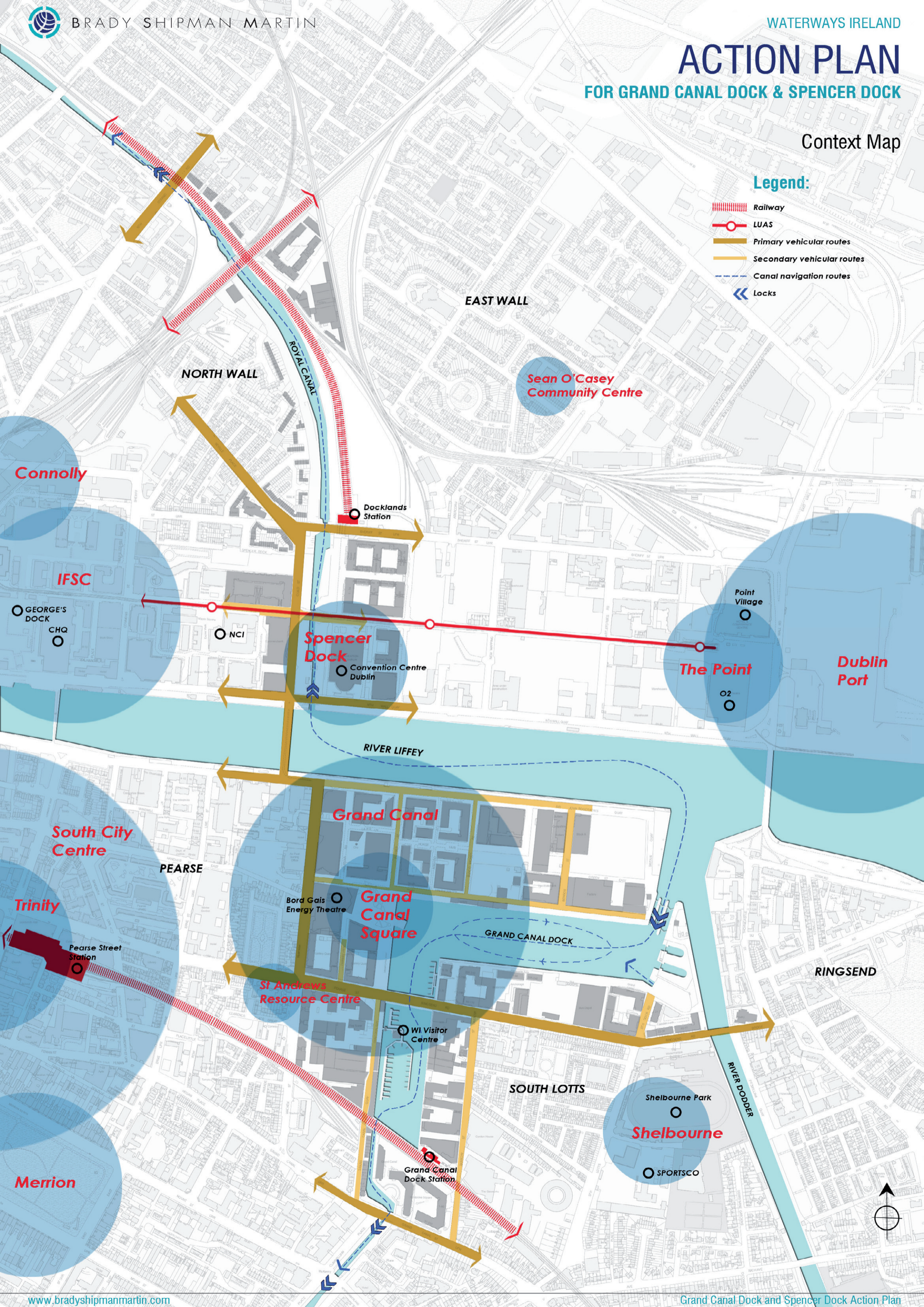


ACTION PLAN FOR GRAND CANAL DOCK & SPENCER DOCK

Context Map

Legend:

- Railway
- LUAS
- Primary vehicular routes
- Secondary vehicular routes
- Canal navigation routes
- Locks



LIST OF RELEVANT STUDIES

- Dublin City Canals Study 2010
- Dublin Port Master Plan 2012-2040
- Dublin City Council Development Plan 2011-2017
- North Lotts and Grand Canal Dock SDZ Planning Scheme 2013
- Dublin Docklands Master Plan 2008
- Grand Canal Dock Planning Scheme 2000
- North Lotts Planning Scheme 2006
- Waterways Ireland Corporate Plan 2011-2013
- Waterways Ireland Marketing Strategy 2012-2017
- Fáilte Ireland Strategy Statement 2010-2012
- Grand Canal Report (TDI) 2012
- Irelands Waterways, Ruth Delaney (2004)
- Grand Canal Corridor Study: Strategy and Proposals 1994
- Study from East Link Bridge to Samuel Beckett Bridge – Julian Leggs for Dublin Port.
- Royal Canal Corridor Study: Spencer Dock to Allen Bridge 1995

Grand Canal Dock and Spencer Dock

SWOT ANALYSIS & CONSULTATION

(INTERIM REPORT JUNE 2013)



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 - 2.1 Site Context**
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 - 2.3 Planning Context & SWOT**
- 3.0 Key Considerations**
- 4.0 Next Steps**
 - 4.1 Workshop Agenda**

Appendix 1

Consultees

1.0 Project Inception

INTRODUCTION

Brady Shipman Martin was commissioned by Waterways Ireland to carry out a study of Grand Canal Dock and Spencer Dock with the objective of producing a master plan that realises the potential of the docks as a recreational and commercial amenity and a living, vibrant part of Dublin and its docklands.

The Study as proposed by Waterways Ireland is for a short intensive study which requires a focused approach to the delivery of the study objectives.

A Site Analysis Report (this report) was prepared as part of the approach to understanding the baseline and the context to the study. This Site Analysis Report includes a SWOT assessment (*i.e.* strengths, weaknesses, opportunities and threats) of the physical context of the study areas, as well as providing for a review of the planning policy context within which any future development potential of the docks is framed.

The SWOT analysis draws together the findings of Waterways Ireland's SWOT analysis in addition to those of Brady Shipman Martin's own analysis, consultations and observations.

2.0 Context and Analysis

2.1 Site Context

Spencer Dock and Grand Canal Dock have changed radically over recent decades. These changes have been threefold, firstly, with the decline in use of the canal system for the transport of goods; secondly, with the move eastwards of the port and its activities; and thirdly since 1997, with the ongoing regeneration of this part of the docklands under the aegis of the Dublin Docklands Development Authority (DDDA).

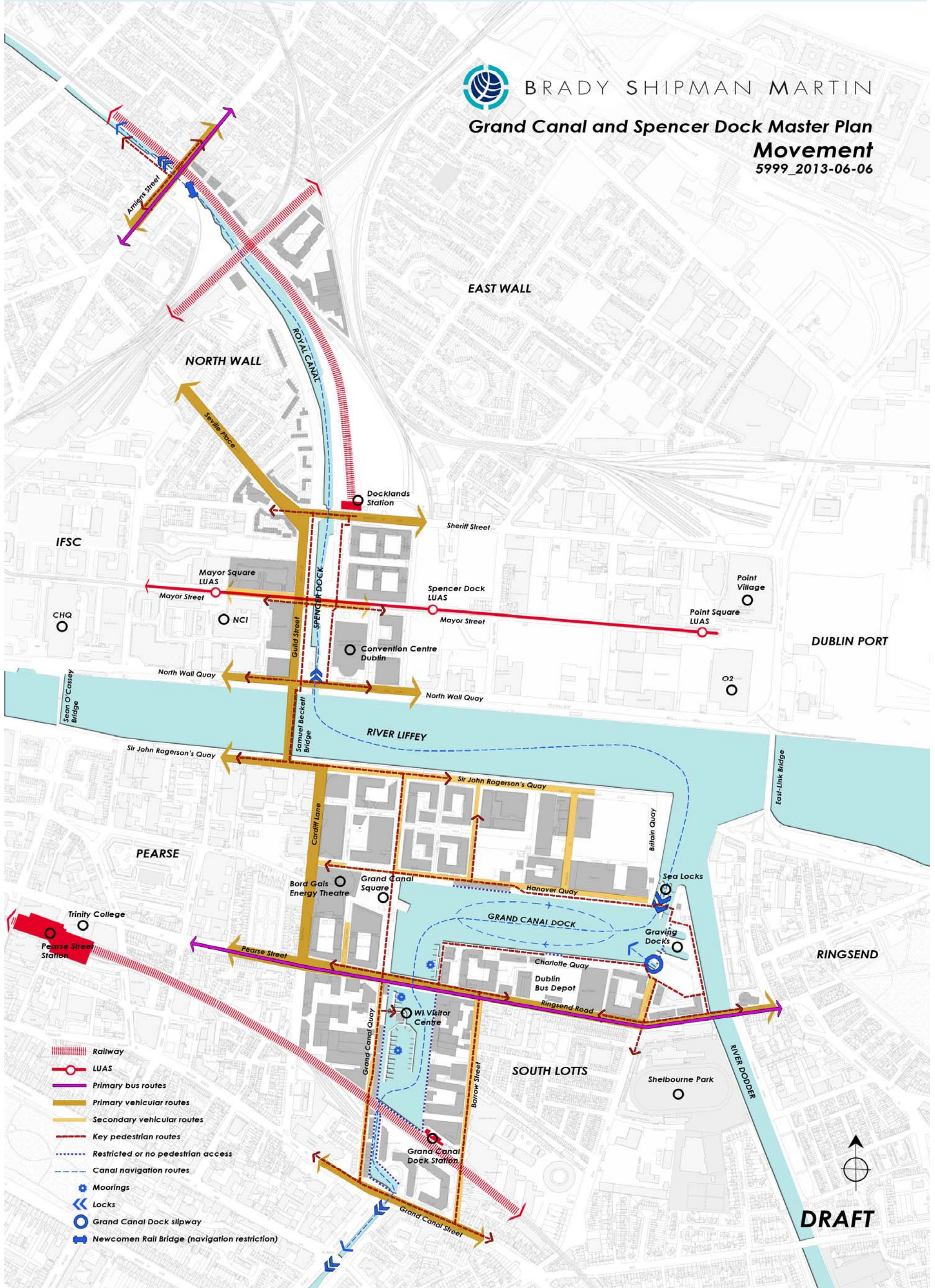
The development of Planning Schemes in the early 2000s for the North Lotts and Grand Canal Dock areas of the docklands, under the remit of the DDDA, set the initial framework for redevelopment and regeneration of this area.

While redevelopment has been ongoing at Spencer Dock and Grand Canal Dock, there has been a lack of corresponding delivery in relation to the recreation, leisure and tourism aspect of the waterbodies themselves. While the proposed Linear Park at Spencer Dock has commenced, for example, this has not been fully delivered either at the dock itself, nor has it extended beyond Sherriff Street to link to the wider Royal Canal Walk. Equally, the graving docks site at Grand Canal Dock also remains derelict and undeveloped.

Both Spencer Dock and Grand Canal Dock are strategically located close to Dublin's business and retail core, and are well connected by both public transport and a network of cycle and pedestrian routes to the city generally – see Context and Movement Assessment Plan. In addition, the traditional Central Business District (CBD) area of the city has tended to move towards the docklands, with the relocation of many key employers in the City to the docklands (*e.g.* State Street PwC) and the establishment within the area of many more Foreign Direct Investment companies (*e.g.* Google). Furthermore, and as a result of the regeneration, the docklands area has seen a significant increase in its residential population.

All of this serves to highlight the now central location that both Spencer Dock and Grand Canal Dock have in the City as it continues to expand and develop, and the opportunities that this presents to the canal system and its docks into the future.

CONTEXT & MOVEMENT ASSESSMENT PLAN



2.2 SWOT Analysis

2.2.1 ASSETS AND STRENGTHS

Grand Canal Dock (GCD)

Context, Setting and Character

1. Quality urban setting: regeneration and new development has significantly improved the area over last 20 years.
2. Contains significant land mark buildings *e.g.* Bord Gáis Energy Theatre that draw people into the area and serve as major attractors.
3. Large outer dock / water body with reasonable depth for water activities including boating and water sports.
4. Sheltered inner dock suitable for active and non-active uses.
5. Strong profile of activities on land side surrounding inner and outer dock areas – commercial, cultural, retail, leisure, residential.
6. Continued programme of development/regeneration currently being actively planned.
7. Linear views and vistas through the dock area, to the River Liffey and adjacent landmarks successfully locate the GCD within its urban docklands and citywide context.
8. Incorporates significant public square at Bord Gáis Energy Theatre.
9. Evolving character with potential for new development opportunities within the immediate context. Digital and cultural hub with new businesses continuing to establish in the area.
10. Good transport links (proximity to Grand Canal Dock Station and Docklands Station).
11. Important area of open water in the city – accessible and visible.
12. Significant canal / industrial / water heritage.
13. Strong footfall in and through the western land side of Grand Canal Dock and active frontages to street level.

Recreation/ Tourism

1. Good spectator venue for water activities, sports and uses and many events attracting large numbers of visitors (85,000+) *e.g.* South Docks Festival, Docklands Summer Festival, annual regatta run by Plurabelle Paddlers.
2. Educational value with water-based courses on offer to local
3. WI Visitor Centre located at Inner Dock (circa 25,000 visitors annually).
4. Synergy between some water-based activities on Grand Canal Basin and tourism with some attracting support and publicity from Failte Ireland and the international tourist market.
5. Use of boats and barges on the inner basin bring life and vibrancy with barge hire company providing tourist appeal.
6. Heritage features of potential interest to maritime history *e.g.* Graving Docks.

7. Proximity to East Link Bridge and new berthing facility for cruise liners has potential to draw people into GCD, enhance the tourist offer and raise the profile of GCD as a destination.
8. On tourism and leisure maps of the city.
9. Significant increase in boat activity over last few years.

Infrastructure

1. Capital projects under way to maintain / strengthen quay walls.
2. Recent improvements carried out to GCD slipway

Economic

1. Strong community and business sector.
2. Active street frontages to west of Grand Canal Basin.
3. Developing body of commercial operators using the dock area.

Management

1. Waterways Ireland has a good relationship with local business and community groups.

Spencer Dock

Context, Setting and Character

1. Strong presence on North Wall Quay.
2. Important views and vistas from Sherriff Street Bridge.
3. Evolving character area.
4. Continued programme of development planned over the mid to long term.
5. Strong public transport linkage with the Luas Red Line extension to the Point Village and proximity of Docklands Station
6. Proximity of Convention Centre Dublin and IFCS on Spencer Dock brings vibrancy to area.

Recreation / Tourism

1. Masterplan in place for development of linear park along Royal Canal, which if developed will have many advantages including increased activity, footfall, vibrancy and security.
2. Part completion of the linear park at Spencer Dock provides a valuable recreational amenity and reopened access and visibility into the dock.
3. Proposals being drawn up for a new cycle route and pedestrian walk along western side of Royal Canal from North Wall Quays to Newcomen Bridge. Will help to regenerate and improve perception of area.
4. Proposals being considered for a marina village between East Link Bridge and Samuel Beckett Bridge could potentially focus new activity within the area and bring many benefits for the Royal Canal.

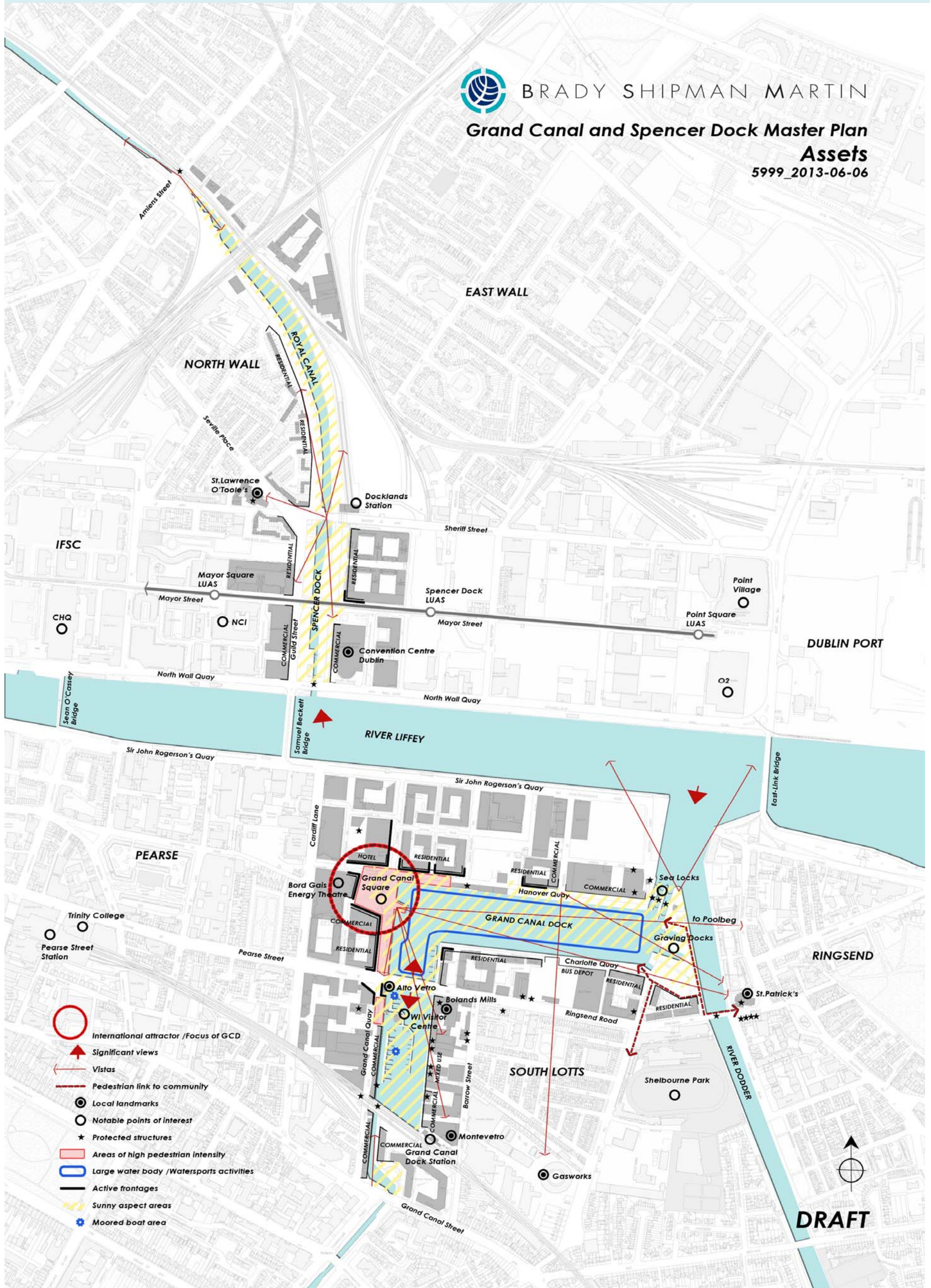
Infrastructure

1. Major works completed involving re-excavation of part in-filled dock and installation of sea locks for flood protection to North Wall Quay, and re-opening of navigation to the River Liffey.
2. Recently constructed control building and improvements to lands on either side of canal at Spencer Dock.

Economic

1. Located within a strong business community and proximity to Convention Centre brings a high footfall and opportunities for small businesses which could complement activities on the canal.

ASSETS & STRENGTHS



2.2.2 WEAKNESSES & CONSTRAINTS

Grand Canal Dock (GCD)

Physical

1. Limited interaction between water and land based activities.
2. The western and northern half of Hanover Quay is most intensively used while the eastern side of Hanover Quay is underused.
3. Dublin Bus lands extend to the edge coping of the Canal Basin and prevent public access along Charlotte Quay.
4. Upgrading of locks required in two locations (works on-going).
5. Graving docks derelict and inaccessible.
6. Adjacent potential development sites may take some time to develop and some are visually poor in the context of the image of GCD and from tourist perspective.
7. Low visibility of WI Visitor Centre from core GCD area.
8. Charlotte Quay area requires attention in land use terms and in upgrading of the environment at this location.
9. Potential conflict between existing uses activities on GCD and established residential community.
10. Lack of connectivity around GCD.

Recreation/ Tourism

1. More water based users groups could be encouraged to Grand Canal Dock if facilities were put in place *e.g.* Dodder Sea Scouts.
2. Perceived to be an underused water body at GCD in terms of attractor events, water sports, community uses etc.

Aesthetics/ Visual

1. Poor visual approach to Charlotte Quay particularly tourists *i.e.* those using Viking Splash tour.
2. Boats moored on Charlotte quay in poor condition *e.g.* Naomh Eanna, Mary Stanford.
3. Approach to slipway is visually poor with views through fence into plot 8 (seen by 40,000 visitors annual).
4. Poor approach to Grand Canal Basin from River Liffey in what is considered a key gateway.
5. Entrance to Visitor Centre lacks visual presence.

Facilities

1. Lack of storage facilities for users of the basin, no toilets or showers, businesses operating out of shipping containers.
2. Limited mooring available.
3. Limitations of visitor centre for user groups exhibitions and events *e.g.* no kitchen, small space.

Economic

1. Budgetary constraints and uncertainty over future funding.
2. Sponsorship in the current climate is challenging.
3. Need to attract major sponsors.
4. Winter months less activity from water based sports – need more events happening.
5. Proposals to address the surface water outfall currently discharging into GCD are low on Dublin City Council's list of priorities.

Maintenance

1. Space required for specialised equipment for lifting/ disposing rubbish.
2. Aquatic weed infestation (No chemicals allowed).
3. Litter is a problem after festivals.

Management

1. Non- compliance with permit system.
2. No co-ordinated plan in place or inter agency plan.
3. Need to register land and property.
4. Publicity for events/ festivals not timely enough to attract international visitors.
5. Lack of certainty for businesses temporarily housed in containers in Charlotte Quay as to future accommodation.
6. Restrictive criteria imposed by WI for use of funding monies *e.g.* permitted to use funds only on water based activities
7. Increased use of GCD placing extra demands on WI operations team, particularly when operating at full capacity.
8. Many users however feel basin at full capacity – need to co-ordinate and manage any new activities with existing uses.

Infrastructure

1. Poor condition of locks and graving docks. Locks need to be in working order to maximise use of GCD for larger boats.
2. Pump out needs improvement.
3. Toilet facilities at WI Visitor Centre require improvement.
4. Water Quality is being compromised by surface water outfall currently discharging into GCD.
5. Lock Keeper's Cottage is derelict and in a dangerous state but is a protected structure.
6. Visitor Centre is limited in space.

Security

1. Area prone to anti-social behaviour which can deter potential users.
2. Vandalism, litter, dumping.
3. Potential illegal parking/overnight.
4. Boats moored outside inner basin prone to vandalism.

Spencer Dock

Physical

1. North of Sherriff Street Bridge, the Royal Canal and Spencer Dock is undeveloped and inaccessible on the land side.
2. Development north of Sherriff Street east of the Royal Canal will be delivered only in the long term due to status of the Irish Rail lands at this location and the postponed delivery of the Dart Underground project which will use these lands for the construction period.
3. Disruptive nature of the rail infrastructure on accessibility potential to the Royal Canal from the east.
4. Underused water body at Spencer Dock and Royal Canal due to technical constraints on navigation and security issues.

Recreation/ Tourism

1. Incomplete Linear Park along the Royal Canal has impacted on the success of Spencer Dock as a leisure location.

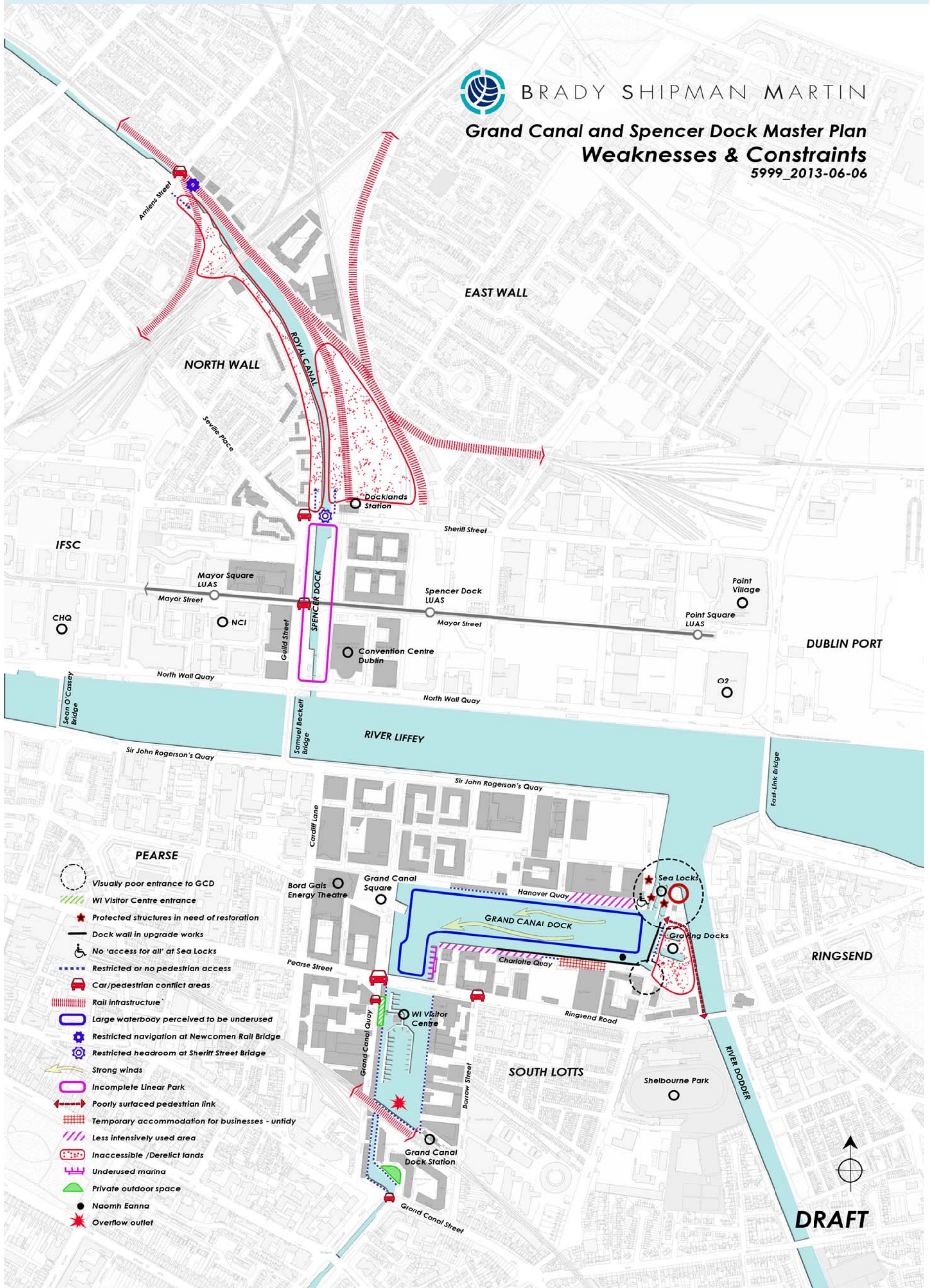
Infrastructure

1. Navigation limitations to boating activity getting from Royal Canal to Grand Canal Basin *e.g.* low level bridge at North Wall Quay (Scherzer Bridge) gives a restricted head height requiring low tide to enter; restricted times for opening of Newcomen Bridge.
2. Costs associated with lifting Newcomen Bridge.
3. Boat size restrictions to use of Royal canal.
4. Canal still requires widening to original width on east side.

Security

1. Proximity of Royal Canal to live rail tracks within CIE lands.
2. Anti-social behaviour along the Royal Canal impacts on its usability.

WEAKNESSES & CONSTRAINTS



2.2.3 OPPORTUNITIES

Grand Canal Dock (GCD)

Physical

1. Development opportunity sites directly adjacent to the dock area have the potential to enliven and contribute to the character of GCD.
2. Future of the Graving Dock, WI working in tandem with other agencies *e.g.* NAMA, could deliver a valuable asset to GCD. Site could be developed over time with immediate phase of tidying up area and removing walls converting to small park and improving access around the dock.
3. Enhanced connectivity around the dock area will contribute to enlivening the GCD and add potential for a variety of land use opportunities by small interventions at Dublin Bus Depot at the Graving Docks.
4. Opportunity zones are identified in the dock area for a range of water and land based uses (see Opportunities graphic above).
5. Potential to plan for vacant space liaise with NAMA and others, to identify a strategy for interim and long term measures.
6. Refurbished access points to the dock (locks / slipways) will add potential for a wider range of uses for the dock.
7. Restore Camden Lock for access for larger ships into basin.
8. Future proposed connections to north quays and Ringsend across the River Dodder will serve to 'centralise' the GCD in a wider area context.
9. Improve existing access route along Dodder River.
10. Cycle route link to Spencer Dock, and beyond to wider canal network. Become part of Greenway strategy proposed for rural canals and Dublin City Council's walking/cycling strategy.

Aesthetics/ Visual

1. Enhance gateway into Royal Canal Basin with new sign, art installation to provide a visually impressive entrance.
2. Short, medium and long term plan for Plot 8. Improvements of boundaries and entrance to Charlotte Quay should be a short term objective.

Management & Uses

1. Potential for employment in maritime industry through training courses run by Irish Nautical Trust – should be part of plans for redeveloping graving dock area – high potential for local community benefit.
2. Good location for small businesses to set up on Quayside – attracts people into area.
3. More water based user groups could be encouraged to Grand Canal Basin if facilities were put in place and vandalism issues dealt with *e.g.* Dodder Sea Scouts.
4. Provide improved facilities for users of Grand Canal Basin, *e.g.* serviced jetties at Charlotte Quay, additional facilities on pontoons at Visitor Centre.
5. Increase moorings to generate revenue stream and increase vibrancy of area.

6. Industrial heritage – potential as an attractor *e.g.* new use for old Lock House
7. Strategic planning/tender process for commercial operations within the area.
8. Develop micro-business community *e.g.* *container city* London Docklands
9. Introduce additional visitor attractions (*e.g.* events / potential for boat rental / boat trips from Visitor Centre / other activities)
10. Support Docklands Business Forum, commercial enterprises & business activities on docks
11. Improve community facilities provision & links to wider community such as a community recreational facility within GCD *e.g.* dedicated swimming area. This may help address anti-social behaviour within the area.
12. Potential to promote long distance loop canal/river trip using the Grand and Royal canals and the Shannon
13. Provide interventions into GCD to improve interaction of land with water.
14. Deliver festivals that define GCD as a destination *e.g.* performance and theatrical events, floating stage, art on water festivals/ competitions.
15. Partnership with Failte Ireland and Tourism Ireland to promote events both internationally and to the domestic market.
16. Consider use of Visitor Centre to book tours/ host ‘Get Out There Event ‘to tie into rural Royal and Grand Canal Strategy.
17. Potential to facilitate education programmes/ on water training.

Spencer Dock

1. Future connectivity (both land and water) the length of the Royal Canal from its confluence with the River Liffey – this will contribute significantly to the ‘green network’ for the north city centre and beyond. (The *green network* referred to indicates a corridor for sustainable forms of movement ie. cycling and pedestrian.)
2. Future upgrading of both Spencer Dock and Grand Canal Docks’ locks will re-establish the connectivity between the canals and provide opportunities for the canal networks as a whole.
3. Completion of the Linear Park at Spencer Dock will enliven the dock area with potential for new land based activities adjacent to the dock.

Delivery of the lands to the north of Sherriff Street Bridge for redevelopment will have a significant impact on the full utilisation of the Royal Canal and Spencer Dock, and the public perception of the canal at this location.

2.2.4 THREATS / DIFFICULTIES

1. When DDDA is abolished and land comes under the control of Dublin City Council, high rates for trading licences will potentially deter small businesses from setting up on public land
2. Economic climate and unknown future budgetary allowance
3. Difficultly getting sponsorship from business community
4. Objections from local residents *e.g.* noise generated during events
5. Managing many water based activities within Grand Canal basin
6. No commitment by DCC on timeframe for providing a new sewer connection causing activities within GCD potentially to be suspended.

2.2 Planning Context & SWOT

2.2.1 SWOT analysis of Planning Policy for Grand Canal Dock & Spencer Dock

The planning framework within which the Grand Canal and Spencer Docks currently operate includes:

- Grand Canal Dock Amended Planning Scheme (DDDA 2006)
- Docklands North Lotts Amending Planning Scheme (DDDA 2006)
- Dublin Docklands Master Plan (DDDA 2008)
- Dublin City Development Plan (Dublin City Council 2011-2017)
- *Draft Docklands SDZ Planning Scheme (Dublin City Council 2013).*

This last document (Docklands SDZ Planning Scheme) is an emerging planning framework which, when adopted by Dublin City Council, will establish the planning framework for the Docklands and replace all previous policy documents.

The Dublin Docklands Development Authority will cease to operate as a development agency for the Dublin Docklands in November 2013. At this time, all functions and duties relating to development in the Dublin Docklands will transfer back to Dublin City Council.

Strengths

1. National and regional policy supports the network of canals in the country as an essential part of the leisure / tourism infrastructure, noting that this is an area open for significant expansion and potential.
2. The ecological and biodiversity value of the canals makes them an essential part of Green Infrastructure policy.
3. Walking and cycling policy encourage the use of towpaths *etc.* for long-distance routes.
4. Grand Canal Dock and Spencer Dock are core elements in these policies.
5. Spencer Dock and Grand Canal Dock are both identified as being within an area which “in the opinion of the Government is of economic or social importance to the State” (Designation as a Strategic Development Zone, December 2012).
6. Existing and draft statutory plans for the area encourage the active use of the water bodies, *e.g.*
 - Dublin City Development Plan 2011-2017, GC 22
 - Draft SDZ Planning Scheme 2013, 5.5.21
 - Grand Canal Dock Planning Scheme 2000, 6.12
7. The Royal and Grand Canals are both key elements in the Green Infrastructure network and the walking and cycling networks of the city. (Dublin City Development Plan 2011-2017, Figure 11, City Centre Green Routes).
8. The Dublin City Development Plan 2011-2017 identifies the Royal Canal as a central component of the spatial structure of the North Spencer Dock, as a green lung, a vital connector to the Liffey and as a generator of linked public spaces.(Dublin City Development Plan 2011-2017, 15.10.13).

9. There is recognition in the policy documents of the importance of Waterways Ireland in the planning and development of the canal environment, in relation to amenity matters in the Dublin City Development Plan, and in relation to a water animation framework in the draft SDZ Planning Scheme.
However, this is a general objective and not related to development applications.
10. Existing DDDA policy encourages development of the graving dock site and supports infilling of southern triangle of inner Grand Canal Dock. (Grand Canal Dock Planning Scheme 2000, 4.9.3, 4.9.4).
However, this policy support is not proposed in the draft SDZ Planning Scheme.
11. The canals and their setting are identified as a Conservation Area in the Dublin City Development Plan 2011-2017. Any development shall complement and enhance their character and setting.

Weaknesses

1. There is **potential for inconsistency** in planning decision making given the distinct existing planning frameworks that currently exist, *i.e.* Dublin City Council planning permission and DDDA certification.
2. The changing planning context with the introduction of a SDZ Planning Scheme creates **uncertainties** as to:
 - future development objectives for Waterways Ireland interests
 - the extent of infrastructural works that can be funded
 - the extent of consultation with Waterways Ireland required or envisaged.
3. Development applications in advance of the adoption of the SDZ Planning Scheme may be seen as **premature**.
4. Royal Canal linear park was to have been delivered as part of planning gain through the DDDA, however this was not completed. The status of this linear park is now unclear.
5. The Royal Canal north of Sheriff Street Bridge, is bounded by extensive lands in the ownership of Irish Rail and which are planned as part of the site works for the Dart Underground construction. This currently isolates its development from its immediate hinterland, including links to the River Liffey, and will delay its delivery as part of a green route network.
6. The successful regeneration of Spencer Dock as a waterbody and forming part of a high quality walking and cycling route is dependent on adequate connection north along the Royal Canal.
7. Both the Grand Canal and Royal Canal, including the Docks, are designated as proposed Natural Heritage Areas, which may constrain the form and impact of future development.

Dublin City Development Plan 2011-2017

1. There is a lack of integration between land and water based development objectives e.g. the zoning framework treats adjoining water and land areas as distinct and separate.
2. The existing zoning objectives limit what can be delivered on the water to water-based recreational / cultural activities, restaurant and tea-room.
3. The existing zoning objectives identify the graving dock site as delivering mixed use, predominantly comprising residential and employment uses.

Draft Docklands SDZ Planning Scheme (2013)

The North Lotts and Grand Canal Dock SDZ Planning Scheme will set the development management context for future development within the area of Spencer Dock and Grand Canal Dock. It is currently at draft stage awaiting decision from Dublin City Council and there is uncertainty over the timescale before the Scheme is made.

1. There is insufficient clarity given to the nature, extent, range or intensity of use that would be permitted or encouraged in the water bodies, *e.g.* permanent residential moorings, commercial activity.
2. The consultative role of Waterways Ireland is overly restricted and does not facilitate discussion on the interaction of land and water based uses and the particular need to deliver and facilitate activity on the water.
3. There are confusing objectives in relation to the Graving Docks Site:
 - This Social Strand of the draft Planning Scheme emphasises the delivery of community facilities over other forms of development.
 - The development objectives for the Graving Docks site are not as prescriptive in what is to be delivered, although it does propose a *40 residential/30 commercial/ 30 community and recreational split*.

Opportunities

1. The new SDZ Planning Scheme will offer a robust fast-track planning mechanism for new Waterways Ireland development.
2. There is a short-term opportunity to influence the content of the Planning Scheme through consultation and submissions to Dublin City Council
3. Land side development can be better integrated with water based works through the SDZ process, if part of any development contributions made can be directed towards amenity or water quality improvements
4. The permitted Dart Underground scheme will significantly improve the accessibility of the area, improving its attractiveness for recreational use and also encouraging the physical regeneration of adjacent sites.

Threats

1. Dublin City Council could make the SDZ Planning Scheme without further consultation or incorporation of amendments, leaving uncertainty in decision making and unsuitable objectives for Waterways Ireland interests.
 - The existing draft scheme if adopted could severely limit the type, extent and form of development that can be permitted.
 - There is no right of appeal on development applications that are refused or are subject to unsatisfactory conditions.

2. An inadequate Planning Scheme could lead to a lack of investment in the area's regeneration, leading to deterioration in the quality of the environment. This would significantly affect the ability of the Grand Canal Dock to fulfil its potential as a recreational asset.
3. The lack of a right of appeal to An Bord Pleanála on planning applications within the SDZ area may restrict Waterways Ireland's input to the consideration of development proposals in the Grand Canal Dock and Spencer Dock areas.
4. The time to adoption of the SDZ Planning Scheme could be extensive, including appeal stage at An Bord Pleanála, leading to delays in decision making and delivery of development.
5. The delay in the delivery of Dart Underground could result in the non-development of sites in the Spencer Dock area, stagnating the area and impacting on the potential of the waterbody to deliver on its potential.

3.0 Key Considerations

Development Context

Although the focus for Waterways Ireland is on the water and water based activities, the various undeveloped plots of land around Grand Canal Basin represent an opportunity, particularly Plot 8 which can further promote GCD as a destination within the city.

Existing Facilities/ Uses

GCD is visited by large numbers of tourists annually (40,000+) generated by the existing businesses currently using the water. The experience and first impressions from tourists commence before they get to the water and should be a consideration within the strategy. Simple interventions could make significant improvements.

The facilities on offer e.g showers, toilets and the temporary containers within which businesses operate should be reviewed.

The Visitor Centre has many limitations in terms of space for exhibitions, with no kitchen facility. How can it be improved?

Spencer Dock is predominately used for ad hoc occasions, such as an overflow from the Convention Centre and events e.g Tall Ships etc. It does not yet have a strategic role beyond its primary one as open space as plans for the park were not completed. With navigational limitations and restrictions including security, boats have no real incentive to use this section of the Royal Canal.

Many users reported that GCD has reached near capacity in terms of introducing new water based sports, although the water is perceived as underused to many casual observers.

Events/ Tourism

There is huge potential for year-round events and festivals within GCD— art / culture/food which would appeal to both international and domestic visitors reinforcing GCD as a destination.

Many users/ businesses have expressed many creative ideas for activities on the water that include inflatable trampolines, night cinema , water climbing wall, temporary floating stage, fringe type festival that will animate Hanover Quay, inflatable swimming pool, floating ice rink.

There are opportunities and interest expressed in developing a marina village and maritime museum.

Some user groups have the support of Failte Ireland and are getting promoted internationally thereby helping bring tourists into the area. This is an opportunity for GCD to be put on the tourist map. Some events such as the annual Dragon Boat regatta attract international teams and indirectly are also helping to promote GCD.

How can WI be more involved in this process and help facilitate/ have a role within the tourist market?

Collaboration with other Agencies

Waterways Ireland's land ownership pertains to both water and land adjacent to the docks areas. This ownership adjoins many other agencies either involved in managing, organising and having an interest in the activities on adjacent developed or developable lands. As such, a collaborative approach may offer the best way forward to optimise ownership values, and achieve objectives.

Community Focus

Within the local communities both recreation and employment are a priority combined with a sense of ownership of GCD.

There are opportunities to create employment for young people and local communities within the maritime industry through training schemes run at GCD if appropriate facilities were put in place.

The need to incorporate and honour an historic agreement to provide for 20% community use in development proposals for Graving Docks site is also high on the agenda and the provision of policies that seek to integrate the local community.

Education

Some schools (Ringsend Technical College, CBS in Western Row and Marian College) have participated in Pilot school projects run jointly with the HSE and existing established users of GCD (Plurabella Paddlers). These form part of the programmes for transition year students. Is there an opportunity to increase use of GCD for these educational based activities as a means of further integrating the local community?

Other Relevant Strategies

Elements of the vision for use of GCD and Spencer Dock should tie into and relate to other strategies being prepared for Waterways Ireland (reports currently in draft format prepared for the Royal Canal and Grand Canal on recreation, tourism and the commercial aspects) and other agencies such as Dublin City Council's cycling/ walking strategy and the Dublin Port Authority master plan.

4.0 Next Steps

The Consultant Team will continue with the consultation as proposed by Waterways Ireland and as raised in discussions to date.

However the principal next step relates to the establishment of a Workshop, where the Consultant Team can work with the WI steering committee to develop ideas, concepts and proposals into a series of achievable strategies. This Workshop is proposed for the 13th June 2013.

Output from this Workshop will be developed by the Consultant Team to form the basis for a master plan strategy to guide future development of the Spencer and Grand Canal Docks.

4.1 Workshop Agenda - Thursday 13th June 2013

- I. Introductions – Brady Shipman Martin & Waterways Ireland
- II. Project Introduction, Objectives & Progress to date
- III. Workshop Objectives
- IV. Focus on Principal Issues arising from analysis & consultations to date
- V. Strategy Approaches
- VI. Wrap Up & Next Steps

3.0 Appendix 1

Consultation to Date

Consultation to date has been conducted via a series of interviews, both in person and by telephone. Further consultations are scheduled for the week beginning 10th June 2013. The following have been consulted to date.

ORGANISATION	CONSULTEE
Waterways Ireland – Operations, Marketing and Communications	Derek Higgins, Sean Barry, Jenny Blackford, Mark Clarke, Mervyn Hamilton, John McKeown, Eanna Rowe, Ifty Finn
Docklands Business Forum	Ciaran Flanagan
St Andrews Resource Centre	Dolores Wilson, Betty Ashe, Susan Menton, John Fitzsimmons,
Trinity Technology and Enterprise Centre	Padraig O’Shea –
Viking Splash	Fergal Rodgers
Irish Nautical Trust	Tim Darmody, Dennis Murphy, Jimmy Murray
Kings of Concrete	Dave Smith
Plurabelle Paddlers	Fiona Tiernan
Surf Dock/ Wake Dock	Colin Harris
DDDA	Loretta Lambkin (formerly DDDA Marketing)

ORGANISATION	CONSULTEE
Failte Ireland	Mark Rowlett, Marie Christie
Chairperson Grand Canal Sub-group, Area Manager South west Inner City DCC	Bruce Phillips
Irish Village Markets	Des Vallely
Dublin Barge Hire	Patricia O'Grady, Nick McCullagh
Stella Maris rowing Club	David Doyle
Dodder Sea Scouts	Geraldine Smith
Convention Centre Dublin	Dermod Dwyer
HSG Zander	Audrey Mitton
Dublin Port	Charlie Murphy
Dublin City Council	Eileen Quinlivan (SE Area Office)