



## **Dublin Port Masterplan**

### **Internal Report #8**

#### **Integrating the Port with Dublin City and its people**

#### **Societal integration and the soft values**

**27<sup>th</sup> September 2011**

## 1. Introduction

This year Dublin City has achieved candidate status as a UNESCO World City of Culture.

In addition, Dublin City is on the shortlist of candidates for the World Design Capital in 2014. These are significant achievements for the City and rightly recognise attributes and characteristics that place Dublin at the forefront of cities globally.

Dublin is also a port city – the development of the city over the last 300 years has been closely aligned to the growth and expansion of mercantile trade, with vessels handling cargo right into the heart of the city until relatively recently.

The development in the containerised trade together with the growth of Ro-Ro freight saw a movement in port operations away from the core of the city out towards the current location of Dublin Port at the eastern fringes of the urban area and at the mouth of Dublin Bay.

Developments in shipping and cargo handling, together with the built transport infrastructure, city centre traffic planning and the requirements introduced for the security of ports have all contributed to the operation of Dublin Port as a zone that is separate and distinct from Dublin City. In a sense, the Port, which has played such an important role in the location, growth and development of the City, has become physically detached from the City over time. Yet given the role that the Port plays in the lives of Dubliners, it remains central to the City and its people.

Integrating Dublin Port with its people is a core aspect to the Masterplan for Dublin Port. A port which serves the City but which remains detached and isolated from the society that it serves will be regarded as little more than an intrusive and unappealing blight on the City. This integration must be both meaningful and enduring with a real recognition of the interdependence that exists between the Port, the City and its people.

This report sets out the general policy approach that Dublin Port Company (DPC) intends to adopt to securing societal integration of the Port with the City and its people in the context of the operation and development of the Port over the 30 year period of the Masterplan. The statement of these policy objectives and their achievement through a focused programme and high level Board commitment represents a cultural shift on the part of DPC to ensure that the commercial function of Dublin Port is matched with a recognition of the soft values that attach to the Port and the responsibilities that they confer in the relationship between the Port, the City and its people.

In addition to the policy considerations, this report sets out some of the projects and initiatives that will be undertaken over the course of the Masterplan to achieve integration between the Port and the City.

Some of the initiatives will occur in the short term and represent tangible evidence of the commitment of DPC to societal integration. Other initiatives will take place aligned to specific

projects or proposals as they come to fruition. Collectively they demonstrate a strategic vision with tangible outcomes which will effectively bring the Port closer to the City and its people.

## **2. Dublin Port - a central part of Dublin**

While Dublin Port is now located away from the centre of Dublin City, the Port has been and remains a central part of the structure, culture and heritage of Dublin and its people.

### ***Historical link – The Port City***

The evolution and development of the City of Dublin is inextricably linked with the operations and growth of Dublin Port. Dublin City developed around the River Liffey, which today remains the central channel to Dublin Port. There is a rich wealth of archive material which charts the development of Dublin Port and how the growth of the Port impacted on the development of the City. The two developed in tandem and over the centuries the Port changed and adapted in response to the needs of a vibrant and growing city.

The physical evidence of the historical interrelationship between Dublin Port and Dublin City are still present – the Ballast Office on O’Connell Bridge, the Customs House on the Quays, the Quay walls right up to the Point Depot, the Woollen Store, the B&I Steampacket Building, the Diving Bell, the North Bull Wall, Bull Island, the Great South Wall and, most recently, the Beckett and O’Casey Bridges.

### ***Linked with the people***

Dublin Port is intrinsically linked with the fortunes of the people in the city. It has been a point of arrival and departure for generations of people visiting Ireland not just Dubliners. People have left from Dublin Port both in its current location and when the passenger ferries departed from the city quays, to find new lives in other countries and traditions. Equally they have returned to visit family and renew connections in Ireland. The Port has also been the first point of arrival for many new entrants into Ireland who have expanded the ethnic mix and complexion of Dublin. While there has been a growth in air passenger traffic in the last 30 years, the levels of passenger throughput in Dublin Port remain high.

The Port is also central to commerce, life and living standards of people living in the Dublin region. Food that is consumed on the tables of Dublin households, or clothes worn or equipment used by Dubliners, including cars, fridges, and even toothbrushes, all arrive through Dublin Port.

It is an entrance point for people, goods and materials for the City. It also serves as the export point for various goods manufactured in Dublin and beyond.

## **Cultural History**

The Port is intrinsically linked with cultural history of the City. The imprint of the Port on the City and its people is reflected in an abundance of references in the works of our most famous writers:

*We came then near the river. We spent a long time walking about the noisy streets flanked by high stone walls, watching the working of cranes and engines and often being shouted at for our immobility by the drivers of groaning carts. It was noon when we reached the quays and as all the labourers seemed to be eating their lunches, we bought two big currant buns and sat down to eat them on some metal piping beside the river. We pleased ourselves with the spectacle of Dublin's commerce...*

*James Joyce, An Encounter*

The Port has helped to define the city, not just in physical terms but also in a cultural sense given the shape and nature of the expressions that it has given rise to.

## **Natural History**

In many senses the growth of Dublin Port has helped to shape the city and it has created not just a centre for trade and commerce, but also amenities which are used on a daily basis by people living and visiting the Port.

The construction of the North Bull Wall and The Great South Walls led to the creation of two amenities that help to define the city and provide an important resource for its people.

Bull Island, which was created directly as a consequence of marine works necessitated to ensure the safe operation of Dublin Port, is now an amenity that is enjoyed by thousands of Dubliners. It has become an internationally recognised habitat for wildlife, a place of recreation for Dubliners and contains one of Dublin's finest beaches.

In addition the South Wall, which was built to preserve the channel into Dublin Port to prevent silting has also made a significant contribution to the city and is a much valued amenity and vantage point for looking at the City and the operations of its vibrant port.

It would be a central part of the approach by DPC to the maintenance, operation and development of Dublin Port over the period of the Masterplan to maintain and enhance these two natural amenities which have been created directly as a consequence of the development of the Port.

### ***Define the City***

Dublin Port and the river on which the Port is based have defined the city. The quay walls, the campshires and the bridges define physical configuration of Dublin City. While port activity has moved away from the centre of the city, the quay walls on which trade was based right up to the Customs House remain intact and continue to have a function and relevance that can be explored to reinforce the relationship between the Port, the City and its inhabitants.

### ***Centre for Nature***

The Port remains a centre for nature, heritage and conservation. The Port is adjacent to areas of high conservation value and amenity and has facilitated the creation of habitats which are important, not just from an Irish sense but across Europe. In addition some of the structures developed in the Port have provided refuge and breeding grounds for some protected species. It is noteworthy that the vibrant and successful port in Dublin has co-existed beneficially with a dynamic, developing and scarce natural habitat. It is the intention of DPC to maintain Dublin Port as a centre for commerce within a centre for nature.

### ***A conduit for innovation and new ideas – Dublin Port also acts as a gateway for innovation.***

The relative remoteness of the Port from Dublin City Centre, allied to the fact that much that happens in the Port tends to occur away from the public eye, can obscure the fact that the Port acts as a gateway for innovation and creativity. While many of the products and raw materials that form part of Ireland's knowledge economy enter the country through the Port, Dublin Port is also a receptor for new and imaginative articles which impact on the citizens of Dublin on a daily basis.

The Beckett Bridge which has become over a short period, one of the distinguishing features of our city, was brought in through Dublin Port. The components for the National Convention Centre, another landmark building, also arrived in Dublin through Dublin Port. The Aviva Stadium was comprised of materials imported through Dublin Port. DART carriages, Luas carriages, buses and wind farms all arrived in Ireland through Dublin Port. This gateway to innovation and "new things" is an aspect to the Port's operations which receives little focus, but is of keen importance in terms of creating a city which retains that innovative streak and inventive spirit which underpinned much of the economic, cultural and individual successes through the years.

### **3. Addressing challenges to integration with the City.**

When examining any proposals for closer integration between Dublin Port and the city that it serves, it is important to be realistic and recognise some of the challenges that exist. These challenges are immense but not insurmountable and with creative thinking, the recognition of

the soft values of the Port and a commitment to closer integration between Dublin Port and the city and society that it serves, they can all be overcome.

### ***Remoteness from the City***

The Port in its current location is remote from the hub of commercial activity and the bulk of people movements within the city. People do not tend to enter the Port as casual visitors, but only come there when they have a ferry to catch or if they are directly involved in freight or logistics activities.

Integration of the Port with the city involves examining ways in which Dublin Port in its current location can encourage a greater throughput of people while maintaining its core function.

The challenges are also increased by the creation of what would now appear to be a buffer zone between the Port and the City. On the north side of the Port there is a considerable amount of wasteland between the Convention Centre and the Port.

Current economic conditions do not suggest that significant levels of property development will take place to bridge the gap between the Port and the City. Certainly the improvement in transport links with the construction of the Luas line to the Point Depot has made the port area more accessible, but on the north side of the city there remains an area of land that is undeveloped and unappealing in its current form. In the immediate future, it is unlikely that this scenario will change and accordingly new and innovative ways of bridging the gap between the City and the Port need to be embraced.

On the south side of the Port, the port activities are mainly confined to the Poolbeg peninsula. There are general issues of access to the Poolbeg peninsula again that contribute to keeping the Port operations on that side a remote and distant place for visitors to Dublin. DPC has ownership of part of the peninsula with large areas under the ownership of Dublin City Council and the ESB. DPC will investigate the possibility of working in partnership with these bodies in integrating the peninsula with the city. Beyond the Poolbeg peninsula, however, Sir John Rogerson's Quay is also used for berthing small cruise ships and naval vessels.

The city quays between the Port and the Customs House continue to be used by the Port to provide berthing facilities for visiting vessels. Currently the vessels using these quays are limited in size and there is no commercial freight handling on these quays at present. However the vacant quay sides present an opportunity for increased usage for suitable vessels and as such have an important role in creating a greater linkage between the City and the Port.

### ***A busy and secure port***

The primary function of the Port is to serve the merchandise trade of the Dublin region and the national economy. The Port is a busy centre for trading activity and at different times of the day can be teeming with trucks, people and ferries. It is important that the Port should be able to

operate efficiently, to serve its role as a facilitator of trade and as a conduit for goods to and from Ireland. It is also important, particularly in the post 9/11 environment, that the Port remains a secure facility and that the obligations imposed on the Port to maintain security are respected fully. Maintaining a busy and secure port need not preclude the implementation of initiatives which are aimed at securing greater integration of the Port with the City.

International experience has shown that a busy, connected and integrated port should be achievable with vision, clarity and a commitment on the part of port operators and the city authorities.

#### **4. Building on the existing programmes of Dublin Port Company**

DPC has an extensive programme of engagement with local communities that are important stakeholders for the Port as part of its general programme of corporate social responsibility.

The key initiatives current involving DPC and local communities include;

- A Community Scholarship Programme to facilitate local people to complete their education.
- A Programme aimed at tackling drug abuse in the local communities
- Support for local sporting and community groups
- Support for local educational initiatives – including the provision of new technology for three local schools
- Support for the Rinn Voyager Project to encourage sail training and personal development for the marginalised and disadvantaged
- The Port Open Day – a full day when the Port is open to visitors with a host of events and initiatives aimed at the people of Dublin.

This programme provides an excellent foundation for a wider programme aimed at integrating the Port and the City as it focuses on building enduring and sustainable relationships between the Port and the local communities who directly interface with the Port each day.

#### **5. Key Policy Objective on societal integration and soft values of Dublin Port**

In the context of integrating Dublin Port with Dublin City and the people of Dublin, there is a key policy objective that DPC intends adopting and applying in the context of the operation, management and development of the Port during the period of the Masterplan.

In particular, it is a policy objective of DPC to ensure that the Port will not operate in isolation from Dublin City and the people that it services.

This will involve ensuring that the people of Dublin benefit not just from the Port operating as an efficient facilitator of trade, but also that the City and the people of Dublin gain in many wider senses from the successful operation and growth of the port.

This policy objective will underpin both how the Port operates its current business and any development proposals envisaged under the Masterplan. To support the achievement of this objective, a programme will be devised and implemented, in consultation with the local authority, statutory stakeholders and local communities, to identify and implement initiatives to support societal integration between the Port and the City and the achievement of soft values associated with the Port.

## **6. Initiatives to support societal integration and soft values at Dublin Port**

In the context of securing the objective of closer integration between Dublin Port, Dublin City and the people of the City, and in order to meet the objective outlined above, DPC is developing a series of initiatives that will form part of a programme to secure integration of the Port with the City and the people and in the process deliver a significant gain to the communities that Dublin Port interacts with.

The programme has twelve elements as follows:

- Access
- Visual integration
- Landscaping
- Information
- Vantage points
- New technology
- Website
- Visibility of the city and the Port
- Cultural and artistic
- Environment / ecological
- Community engagement
- Leisure activities

### ***Access***

DPC recognises that the function and operations of Dublin Port, particularly in the context of the security requirements imposed by recent international standards, means that there will never be unrestricted public access across all areas of the Port Estate.

However, within these constraints Dublin Port also recognises that there is significant potential to facilitate the public to gain wider access to the Port, as an additional amenity and to better

understand the operations of the Port and view Dublin City from a new perspective. To increase this public access there are a number of different initiatives that Dublin Port Company is considering;

- i. Cycleways and Walkways – It is possible, even in the context of operating a busy international trading port, to facilitate access for pedestrians and cyclists in the Port through the improvement of cycleways and footpaths. While these facilities will always be provided subject to the exigencies of operating a busy commercial port there is significant potential for developing the walkways and cycle ways in the Port Estate. This has added benefits, not just for visitors to Dublin Port, but also for people who work in the Port. Tourism visits –Dublin Port Company will examine ways to facilitate access to tours and groups that wish to see the port. DPC will engage in discussions with tour operators and Dublin Tourism to see the extent to which a tour of the Port can be incorporated into some of the tours of Dublin. In addition, the Company has recently agreed with Sea Safari Tours for access by water to the port facilities for people who wish to see how Dublin Port looks from the river. DPC remains committed to exploring ways in which access to the Port can be extended for visitors by either land or water subject to exigencies of the operating of the port.
- ii. Open days – Dublin Port holds an open day periodically for local residents, customers and the wider public to visit the Port and experience tours of both the land side and the sea side operations of the Port. Dublin Port remains committed to retaining the Open Day and potentially to extend this format to other events, in particular the casting of the spear by the Admiral of the Port, the Lord Mayor of Dublin.
- iii. Public Transport – At present the Port is poorly served by public transport. It would be the objective of DPC to ensure that the north port estate secures public transport provision to the passenger ferry terminals. This public transport provision could be through either the provision of a dedicated bus route or the extension of the existing bus route. This would link with the LUAS terminal at the Point Depot. It would also be the objective to increase public transport links through the Poolbeg Peninsula right down to the Great South Wall.
- iv. Car Access - Port operations tend to be quieter at weekends. DPC will examine proposals to provide for car parking at an appropriate area in the Port for people who wish to come and see the Port at weekends. Again, this would be provided subject to the security and safety considerations associated with the operation of the Port.
- v. Educational Tours – DPC, in conjunction with customers, currently caters for a small number of educational tours of the port. DPC will examine the possibility of increasing the number of organised tours of the port for schools.

Development of a visitor centre – DPC will examine proposals for the development of a visitor centre for the port that could include displays of archive materials, old equipment used in the port, video displays of port operations and interactive features such as container crane operations or the safe manoeuvring of a vessel into the port

### ***Visual Integration***

At present, the Port estate when viewed from both the north and the south side can appear quite severe and unwelcoming. Around much of the Port Estate on the north side adjacent to the East Wall Road there is a high wall topped with security fencing. DPC is committed in the short term to commencing boundary softening works to break down the physical barrier which exists between the Port and the immediate area outside the Port Estate. This will involve the provision of boundary softening measures along East Wall Road. A proposal that is being considered is the possibility of working with the St. Patricks Day Festival in their visual arts dimension on an arts project for East Wall Road. In addition, the fencing surrounding port installations on the south side will be reviewed to see how a functional but more appealing boundary can be erected. Both of these developments are likely to be the subject of a planning application.

### ***Landscaping***

It is also the intention of DPC to undertake landscaping on the northern fringe of the Port to ensure that the visual impact of the Port (in particular the oil tank farms) is less intrusive from the vantage point of Clontarf, Raheny and Sutton.

### ***Information***

There is a lot of activity in Dublin Port which either goes unnoticed or unrecorded among the wider populace. The extent of the vehicle, passenger and vessel movements through Dublin Port is impressive. However, there is little public awareness of ship movements in and out of the Port. DPC is committed in the short term to developing a programme to increase information on vessel movements at Dublin Port through the provision of webcams, information boards and the erection of a board on both the north and south side of Dublin Port detailing arrivals and departures each day. This information will be provided to citizens in an accessible format so that they can see the extent of operations in the Port and will realise the nature of the transport movements that are taking place in their Port.

### ***Vantage Points***

In addition to providing information on vessel movements, it is also important that people have access to see the Port and its facilities. There are two key vantage points outside the Port Estate which are popular with the general public. Dublin Port Company is committed in the short term to enhance and improving the vantage points for viewing port facilities and activities at the Great South Wall and on Bull Island.

### ***New Technology***

New technology provides opportunities for DPC to outline events and movements that are happening at the Port. In particular, DPC will in the short term examine the development of a

Smartphone Application that can provide details on vessels that are visiting Dublin Port with an indication of their origin and destination. The development of a second Smartphone application to provide tidal information on current tides and the ability to display details for a selected date will also be examined. In addition social media provides opportunity for information to be provided publically about port operations, through tweeting of new arrivals, departures and tours.

### **Website**

It is also possible through new technology for DPC to provide a virtual tour of the Port on our website. In the re-development of our website we will examine the possibility of including a number of features including

- Interactive map of the port
- Directory of Companies operating in the Port
- Inclusion of videos of Port Operations e.g. A Lo-Lo ship being discharged
- Port Webcams could cover port activity, traffic in the port and nature views
- Interactive Map displaying Agents details and Shipping Services to/from Dublin Port
- Display the route selected cargo travels from source port to Dublin for example a car manufactured in Japan
- Feature on Ships, for example a vessel of the week on the Home Page
- Display of the physical development of the Port and its hinterland that includes rolling images with a timeline showing how the Port has changed over the years including the development of the North / South Walls , Bull Island, and the Poolbeg Peninsula

This is a project that will be initiated over the short term.

### **Visibility of the city and the Port**

Because the Port has moved eastwards from the city centre it is not visible to citizens of the city as they go about their daily business. However, there are a number of steps that can be taken to create greater linkages between the City and the Port, including;

- i. Moving the cruise terminal closer to the City –As part of the Master Plan DPC is advancing a proposal to create a cruise terminal at a new location adjacent to the Point Depot. This new location will allow cruise vessels to come right up to East Link Bridge and will provide access for visiting passengers and crew to the city via the LUAS at the Point Depot. It will also provide a greater visible presence of the Port at the heart of the city and introduce a new dynamic perspective on the port's operation for the people of the city.
- ii. City Quay's – DPC is also exploring how the city quays, (North Wall Quay and Sir John Rogerson's Quay) can be used for increased berthage, again to facilitate the linkage between the city centre and the port area. The use of the quay side for berthing of

vessels during dockland festivals and during the Tall Ships Race in 2012 will be timely reminders of the links between the Port and the City.

### ***Cultural and Artistic***

The Dublin Port CSR Programme already encourages the creation of art and installations. However, as part of a process to integrate the Port with the City and its people, a programme of cultural and artistic initiatives will be undertaken with the following key elements.

- i. Art and installations – In the first instance the Port will be viewed as a location for the display of art and installations on the Port Estate, on the Port boundary and surrounding area. The Port Estate provides unique and special opportunities and perspectives for the creation and display of art in different circumstances. This will be explored fully with local stakeholders. DPC also commits to becoming involved in the development of a Port Cultural Centre to harness and direct cultural initiatives related to the Port or adjoining communities. An exciting proposal has been advanced by promoters seeking the development of a cultural centre at Poolbeg Harbour and at the South Wall. This proposal is attractive and innovative and will be the subject of further review and support by Dublin Port Company. The possibility of working with arts festivals such as the Bealtaine festival will be explored. DPC is also exploring the provision of working spaces and artists residencies in the port area.
- ii. New cultural opportunities – DPC will explore ways in which the unique cultural mix associated with the origins of crew members of vessels visiting the port can be explored and illustrated. In particular there may be potential for the National Days for countries of people crewing particular vessels to be celebrated as part of the recognition of Dublin's role and function at the heart an increasingly diverse ethnically mixed city. The linkage between visiting crews, their national identity and local communities in Dublin has the potential to explore new cultural opportunities between the City, its people and visitors.
- iii. The Port as a venue – There are also opportunities for areas of the port to be used as a venue for cultural activities, including open air cinema or concert performances on an ad hoc basis.
- iv. Heritage – DPC and its predecessor the Dublin Port & Docks Board through its archives has a wealth of material that can be made more publicly accessible. Again modern technology has made digitization of this material possible to bring important documents to a wider public. A pilot programme of digitized key port records will be undertaken by DPC. In addition, DPC is also examining depositing some of the archives at a local institution, possibly the Port Cultural Centre as an area for study of the Port.
- v. Heritage Map – Dublin Port Company is also examining the possibility of developing a Heritage Map of Dublin's quays and port and the possibility of extending existing heritage tours to cover the Port.
- vi. Immovable Port Heritage – The links between the Port and the City can be enhanced through the preservation or reinstallation of some immovable port heritage on the city quays. The diving bell and a working crane provide useful opportunities to place a

permanent link with the port on the current city quay area. Dublin Port will examine such opportunities in conjunction with local stakeholders.

- vii. Spear casting ceremony– Each year the Admiral of the Port, the Lord Mayor of Dublin casts the spear into the River Liffey as a key part of their ceremonial duties. Up to now this ceremony has been celebrated without any widespread public involvement, but given its significance and its function in reaffirming the links between the City and the Port, DPC is exploring expanding this event into a public event. The event could coincide with an open day and provide an opportunity for the wider Dublin community to participate in this historical and important event.
- viii. Twinning – Dublin Port is a gateway to other cultures, countries and experiences. Throughout the history of Ireland, there are many ports which have traded with Dublin which have significant historical importance to Ireland. DPC intends pursuing a programme of twinning with other ports of historical importance and significance to help build the cultural, economic and social links between Dublin city and other key urban centres throughout the world. The programme will be developed and pursued in conjunction with Dublin City Council.

### ***Environment/Ecological***

Dublin Port is intertwined with a dynamic natural environment. Located adjacent to a Special Protection Area and a Special Area of Conservation which are both of international importance, DPC will work with habitat and nature interests to ensure that the full resource that these habitats and areas provide for wildlife and for the wider public in Dublin are managed, controlled and supported. A key step in facilitating this will be for Dublin Port Company to establish cooperation agreements with nature interests, including NGO's which will involve the provision of access, some element of funding and support to these groups. Other key initiatives include;

- i. Audit - DPC will commence an audit of the Flora and Fauna of Dublin Port – There is a significant wealth of wildlife and plant life which can be recorded for the benefit of visitors to the port. This will help not just in terms of studying the impact of the port on such a dynamic wildlife environment, but also assist with the development and implementation of conservation, preservation and sustainability objectives.
- ii. Vantage Points - Dublin Port Company will also look at examining increased vantage points for viewing wildlife and birdlife from areas abutting Dublin Port. The Bull Island provides a unique and special vantage to see birdlife in the Tolka Estuary, while the Great South Wall provides access to the fauna from the Southside of the River Liffey.
- iii. Protection Programmes - Pursuant to the co-operation agreements outlined above, DPC will pursue dedicated protection programmes for specific species to ensure that these species are encouraged, facilitated and managed according to best international practice.

DPC will, if necessary, examine options for possible mitigation measures likely to be available if future port capacity requirements involve potential negative impacts on existing habitats. Such measures are unlikely to be required at present but Dublin Port remains committed to exploring this should the need arise.

### ***Community Engagement***

All of these initiatives and the general interaction between the Port and wider communities will be the subject of extensive stakeholder engagement programmes. Formal structures will be developed to facilitate effective engagement with local stakeholders and their elected representatives. This will support the creation of understanding and connectivity between the Port and local communities. This will involve three additional aspects;

- i. Surplus Lands - The Port will consider, on a sympathetic basis, granting access or use to local communities of surplus port lands strictly for community purposes. Such access will be made in the context of resources available at the time and in light of the current and future requirements of the Port.
- ii. Education - The Port's existing programme of support for community education will be maintained. In particular, programmes to meet the potential skill set required for people who wish to seek employment in the Port Estate will be addressed in conjunction with local education interests.
- iii. Community Support - DPC is also committed to establishing a community support fund for local groups. This fund will build on the existing funds that DPC disperses to local community groups.

### ***Leisure Activities***

Dublin Port is a vibrant centre for leisure activity. The port is currently home to a number of sporting and leisure clubs such as St. Patricks Rowing Club, Poolbeg Yacht Club and the Half Moon swimming club. The Port will develop initiatives on the promotion of leisure activities such as sailing, swimming and fishing, possibly working with the established clubs on ways to involve more people in marine based activity. This could include the hosting of sailing regattas and the development of angling and sea swimming facilities on the North and Great South Walls.

## **7. Prioritising issues**

The implementation of a programme designed to address the soft values of the port and secure greater integration between the Port and the City and its people over the period of the Masterplan will require considerable resources.

The most important element on the part of DPC is an acceptance of the wider impact of the Port on the City and the community and recognition of the imperative of integrating the Port with the City. This is reflected in the objectives outlined above.

These principles will underpin the operation, management and development of the Port over the period of the Masterplan and an implementation plan will be developed specifically to give effect to the initiatives outlined in this report. Given the nature and scope of the measures identified, their implementation will be on a phased basis with some initiatives capable of immediate implementation – other initiatives will require a longer term programme.

Dublin is a distinctive city which is being rightly recognised for its significant cultural, architectural and design characteristics. Dublin is also a port city and the Port is intrinsically linked with the history, fortunes and the experiences of its people. Demonstrating and giving effect to these linkages is a key part of the output from the Masterplan. DPC is committed to achieving these objectives and this commitment will be measured not just in terms of how efficient the Port is over the period but how well it is regarded by the community it adjoins and serves.