"A TALE OF TWO CITIES"

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Introduction

The main motivation behind this dissertation was the experience I gathered on the subject whilst living and studying in Berlin in third year of the European Business and Languages degree course. On my return to Ireland I discovered that the situation in Berlin was mirrored in Dublin, albeit on a smaller scale.

How do we define the “City”? What is happening in our cities right now?

The main objective of this dissertation is to provide an insight into the modern icon that is the “City”, and to examine the various development projects reshaping Dublin and Berlin. It is a topic about which I researched and wrote with great enthusiasm, as will be evident in the following pages.

Chapter one examines the city, what it is, what affects it and what alters it.

Chapter two focuses on Berlin, the newly revitalised capital of Germany. It examines the major developments and changes in one of Europe’s most enticing cities, the movement of the German parliament to the city and Berlin’s major developers, Sony and Daimler Benz.

Chapter three concentrates on Ireland’s fair city, Dublin. Dublin is experiencing many important changes. This chapter examines these transformations, from the economic changes to the visible changes.
Chapter four draws conclusions and recommendations, discussing the most important components a city must possess, and suggests a possible definition for a successful city.

The topic of cities and redevelopment within cities is immense, and therefore had to be limited in scope for this dissertation. For example the issue of the environment and the serious questions which need to be addressed is beyond the scope of this dissertation. Along with rapid growth of the world’s cities, there come problems, problems which are in need of immediate attention; environmental degradation, food scarcity, air quality, water quality, pollution and global warming. We need to look on the planet as "a closed system with finite resources." These problems alone could fill numerous dissertations.
Methodology

In order to write and research this dissertation, I used primary and secondary research to collect the relevant data. Primary research is original data, which is collected at the source. Secondary data is data, which already exists, such as books, articles and journals.

My primary research involved a total of three interviews. A full summary of these interviews is contained in the appendices. These interviews were informative, but most importantly they gave me different angles by which to look upon this topic.

Considering the current and topical nature of the topic of this dissertation, the secondary research I carried out was not confined to textbooks. In fact it was quite the opposite, apart from the historical detail, articles and journals on this subject have a very short shelf life. Particularly this can be said for Berlin, where development is carried out at a phenomenal rate.

It was quite a challenge keeping abreast of some of the key issues, in particular the Spencer Dock debate. With regard to Berlin I had carried out a large part of my research on the city while I was studying there. I found it quite hard to gather information when I returned, but found it impossible to leave such a striking and important example out.

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1 Rodgers, Richard., (1997), Cities for a Small Planet, Faber and Faber ltd.
The majority of the information I gathered came from newspaper articles, and newspaper archives on the Internet and in the main libraries in Dublin.

A major contributor to my research was the Internet. I believe a tool of its efficiency and speed is necessary when researching such a topical subject.
Chapter One
"A city is a city is a city", despairingly quoted from an unknown philosopher, unable to precisely define the "City."

Experts generally agree that cities are in a state of crisis but, curiously, the experts do not generally agree on what a city is. It is an unlikely thing. On the surface it seems a simple and physical entity but, like the human brain, it is actually so complex and flexible that virtually all theories about it are true -- especially contradictory ones. It works both as a mediaeval village with the equivalent of 13th-century inhabitants pottering about, and a global network of 24-hour traders. Contradictory ways of life are necessary, as are so many other complementary economic activities.

Amongst all of the literature I gathered on the subject of cities, I failed to discover an exact definition of the City. The majority of the authors struggled also.

On the other hand there was one thing they were all in agreement on: that the city is a living thing, and captivatingly they are subject to constant change:

"The first and most obvious thing about cities is that they are like organisms, sucking in resources and emitting wastes" (Richard Rodgers, 1995)

"The planet is not inanimate. It is living organisms. The earth, its rocks, oceans, atmosphere and all living things are one great organism."
A coherent holistic system of life, self-regulating, self-changing.” ¹ (James Lovelock, 1995)

“It is a dynamic organism as complex as the society itself and responsive enough to react swiftly to its changes” (Richard Rodgers, 1995)

“A city is more than an economic entity. It is a living, breathing, changing organism....”(European Foundation for the improvement of living and working conditions, 1990)

“A city is a living thing” (Emrys Jones, 1966)

New cities are being created at an alarming rate, especially in the fast-growing economies in the developing world. World-wide, the trend of mass migration of the rural poor to new consumerist cities can be clearly seen.

12,000 years ago, at the end of the ice age, there were approx. 10 million humans aboard planet earth. Coupled with factors such as the introduction of agriculture, the specialisation of the human function and the growth of cities, the earth’s population grew rapidly.
At the start of the industrial revolution the earth’s population was one billion. In 1930 it was 2 billion. And it is now approx. 5.8 billion. Future projections see this figure rising to 8.5 billion in 2025.

¹ Rogers, Richard. (1997), Cities for a Small Planet, Faber and Faber ltd.
The steepest growth rate can be found in the world's cities. In 1950, 29% of the population was urban, in 1965 it was 36% and in 1990 it was 50% it is predicted to rise to 60% in 2025.

Vitruvius, Leonardo de Vinci, Thomas Jefferson, Ebenezer Howard, Le Corbusier, Frank Lloyd Wright, Buckminster Fuller and others, all had ideas that the ideal cities they visioned would ensure healthier citizenship, and would assist society to survive its traumas.

These single-minded visions and ideals are now no longer adaptable and relevant to the diversity and complexity of modern society.

Cities are moving beyond their historic roles as defensive sites (many cities, such as Paris, London, Vienna and Belgrade, began as forts.), centres of trade and religion.(in the earliest cities religion provided the focal point)

"The world is in a rush", accurately stated by Archbishop Wulfstan in 1014, and remembered by Anthony Giddens in "Runaway World". Whether you are talking about "globalisierung" in Germany, or "mondialisation" in France, there is no escaping the term. Globalisation. It is changing the way we live in a very profound manner.

We stand on the threshold of a new global age, and there is widespread agreement that the world around us is changing fast, and probably faster than ever before.
All countries now have the potential to become active players in the global economy. Globalisation has had a dramatic effect on the way in which we understand the operation of urban systems. Cities have increasingly sought to reimagine themselves through place marketing in ways, which allow them to compete in the global marketplace.

While taking this into account, two remarkable examples spring to my mind, Berlin and Dublin.

The increased speed of communication, the interpenetration of cultures and economies, globalisation of environmental problems, the growth of international migration and the power of global financial markets are all among the factors that have been identified as transforming everyday lives over the past few decades.

Global cities are becoming heteropolises with a diverse blend of ethnic groups, economic activities and lifestyles. Firms that operate globally depend on the service infrastructure and skilled human resources that exist only in cities. This has concentrated massive resources in urban areas and created the new network of global cities.

Technology has handed modern society its greatest power. Rodgers, in “Cities for a Small Planet”, believes “it is an innovation that would have an impact in the city of the 21st century as radical as that of the industrial revolution on the city of the 19th century.
New technology can be ingeniously exploited to provide our cities with a new lease of life. Rogers maintains that “the power to transform and change both ourselves and the world defines our modern condition.”

An important agent of urban change is directly related to the increasing internationalisation of economic activity. (Particularly here in Ireland)

The introduction of the European Union and the Single Market has extended the importance of the city as an economic unit.

Far more than a trillion dollars is turned over each day on global currency markets.

Internationalisation has added to increased competition between different localities, especially cities, for investment and development. Competitive urban systems have been created as investors consider their options on a much larger scale.

Bangkok, Taipei, Shanghai and Mexico; each of these cities experienced explosive growth in the early 1990’s, while cities such as Madrid, London, New York and Paris suffered a slump. Manuel Castells, in “The Rise of the Network Society”, sees this as an “urban roller-coaster” which affected different parts of the world at different periods of time.

This roller-coaster illustrates the dependence and vulnerability of cities to changing global flows. Global integration has provided cities with a new strategic role.
The dominant position of the nation state has been called into question and it has even been suggested that the future spatio-economic organisation of the world will be based around cities.

The Athenians of Ancient Greece first discovered the importance of the city. The Greeks built new-found cities around places of public interest and involvement, this came in the form of their temples, stadiums, theatre and public squares.

Emrys Jones, in “Towns and Cities”, holds the opinion that “few human institutions come close to evoking such depth of feeling and contradictory attitudes as the city.” Perhaps this depth of feeling is why so much of the development in cities is subject to debate.

Cities are places of diversified activities, with a combination of different ages, sex, race and culture. The success of a city largely depends in its inhabitants and its governing body and the priority they both give to maintaining a humane urban environment.

Active citizenship and vibrant urban life are essential component of a good city and of a good civic identity. Whether you are walking down a modest back street, or walking through the public square, cities can only reflect the values, commitment and resolve of the societies, which they contain.

We need to give the human factor just as much time as the prosperity factor.
In many cities society's new commitment to the pursuit of personal wealth must be replaced by a stronger emphasis on citizen participation and better leadership.

Now, in the third millennium, work is taking up less time in our lives, probably for the first time since the industrial revolution. With the creation of robotics and global communications, and an increased focus on education, society has the option of spending more time and money on entertainment.

A vibrant city must contain innovative entertainment facilities. Richard Rodgers, in "Cities for a Small Planet", insists that we must not further the unstable social environment, where all that is offered to fill the vacuum of people's life is the television.

Architecture stems from mankind's requirement for shelter. Rodger's outlines that buildings are much more than a mere commodity, they form the backdrop of our lives in the city. Architecture is the one form of art to which we are constantly exposed. Buildings model the skyline. They are sometimes the landmarks of the city and they nearly always lead the eye to explore. Therefore there is no surprise that development in cities arouses huge public interest and is nearly always surrounded by controversy.

We have moved away from the era of the typical office block. In modern Europe we can see slimmer, more creative, dynamic and bold architecture.
There has been a large move towards more energy conservation and natural buildings, which allow for natural light and ventilation, almost aero-dynamic features and buildings which possess large atriums. Structures have become lighter, and in the future they will become increasingly permeable and people-friendly, in that pedestrians will move through them, as opposed to moving around them. The architect Cedric Price once said that the main problem with cities is that the buildings get in the way!

The physical form of today’s cities has undergone another degree of change. Institutions have shorter life spans, which results in railway-stations becoming museum’s, churches and warehouses becoming night -clubs and modern apartments. “Buildings have become flexible containers for use by a dynamic society.”

Nevertheless, it is the arrangement of those buildings in space and form, the network of the city, which reflects modern urban society.
Chapter Two
SECTION 2.1

The Fall of the Wall

November 9th 1989, The Berlin Wall came down and along with it the East and West German border, which seemed impenetrable for 40 years. Over night the people of both Germanys were reunited, Berlin became one city again, and two very different worlds came directly face to face.

But an invisible wall still separated the two halves of Berlin. When engineers examined the city’s systems after 40 years of separation, they discovered an extraordinary degree of technical divergence. They were faced with the task of rebuilding connections in Transport, Communications, Water and Power supplies, between systems, that at their best were at very different levels.

The East was in serious need of modernisation. The East German Government had done virtually nothing towards maintaining, let alone modernising East Berlin’s technology.

Over the last ten years, the Germans, along with the rest of Europe have followed with fascination exactly how the Berliners were going to rebuild their city, almost like the painful process of reconnecting an amputated limb.
In the euphoria that accompanied the wall's demolition, it seemed a straightforward proposition to run the streets back together, to rebuild the piles of rubble and to get on with creating a new capital of a united Germany. For the next ten years, and indeed today, the city has been a virtual construction site, with cranes visible everywhere on the skyline.

However, the legacy of 40 years division and the lingering anxiety over the Nazi period has proven hard to overcome. I believe the remaking of Berlin forces the Germans to confront difficult issues of history and identity. But it also offers lessons to the rest of the world on what we think a cosmopolitan and global city could or should be.

Analysts believe that Berlin is going to develop at an enormous pace, and has already done so. When the wall fell in 1989 the city moved out of the peripheral, island position in which it has been for decades back into the centre of Europe. As a result of this geopolitical position and the expansion of the European union, Berlin has moved from being the eastern-most city of the west and the western-most city of the east to the heart of Europe. The city could be looked on as a gateway, between two of the world's most attractive economic regions: the European Union with over 370 million inhabitants, and the countries of central and eastern Europe with around 180 million people - over 60 million of which will soon become citizens of the European Union.
**SECTION 2.2**

*Potsdamer Platz*

"It must be around here somewhere! I can't find Potsdamer Platz!"

-The famous quote from the German film "Wings of Desire", when actor Curt Bois searches desperately, knee high in grass for any sign of Berlin's beloved Potsdamer Platz. In the area where the busy "Café Josty" once stood, five decades later, the construction workers who dig through the rubble there, discovered five white porcelain cups, all boldly decorated with the initials "CJ" in red.

They also came across bits of grenades and guns and even a young soldier's skull: a symbol of the fear, death and destruction that seized central Berlin at the end of the war.

The old centre of Berlin, Potsdamer Platz, disappeared, and the two cities, East and West, developed their own new centres of social life.

Potsdamer Platz was once the busiest square in Europe, the heart of the city, the site of Berlin's first set of traffic lights in 1924.

But the heart was ripped out when the City was divided, leaving Potsdamer Platz in no-mans land. Everything was flattened, creating a wasteland, which even 3 years after reunification, was a place only fit for parking a circus.
Until very recently Potsdamer Platz was a wilderness, an ugly scar after the Second World War, a tragic scene in the division of Germany.

With the fall of the Wall, Berlin has turned overnight into the largest building site in the World, as the two halves tried to function as one again. According to city officials “Berlin’s dead heart is starting to beat again, recreated as a pulsating, bubbling centre for the 21st century.” A new piece of the metropolis is coming into being as an experiment. Something that normally takes decades or centuries to evolve is being created in only a few years; a mixture of work and housing facilities, a mixture of commerce and culture, of the political and private, in other words, factors which may make up a mature living urban quarter. Over 50,000 people are expected to be living, working and socialising in the Potsdamer Platz area by 2002.

The open forum on the restructuring and urban design of Potsdamer Platz in 1991 ended with the jury opting in favour of the scheme submitted by the architectural practice of Hilmer and Sattler from Munich.

The individual investors held architectural design competitions and the list of practices chosen to design the individual practices reads like a “who’s who” of modern architecture.

The first building to be completed on Potsdamer Platz is of no more than a temporary nature.

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2 WWW.Berlin.de, Official web-site for Berlin
However, the striking red "Info Box" is being used by the investors and the Berlin Senate to inform the public of the purpose and progress of the projects on Potsdamer Platz during construction. The Info Box, which almost resembles a spaceship, was built in June 1995, took just 3 months to construct and cost DM 10 million to build.

It is possible to experience the changes that are going ahead at breathtaking speed in the Info Box: visitors can take electronic strolls through the Berlin of tomorrow. As well as the current plans and models of the Central Area there is information available about all the building projects, computer games and multi-media experiences like the virtual Berlin of the future, an environmental data bank, tunneling methods and a lot more. Visitor numbers are much higher than expected, an average of two and a half thousand per day.

Sony and Daimler Benz (who between them hold over 80% of available land, with Daimler Benz holding around 75% of this) lead the redevelopment of Potsdamer Platz. ABB (Asea Brown Boveri), Bewag, Deutsche Bahn are also involved in the development.
SECTION 2.3

DAIMLER-BENZ

Daimler Benz was first on the scene to express interest in Potsdamer Platz, even before the Wall’s collapse. The company decided in the late 1980’s to locate its new service company, Debis, in Berlin. In 1989, it bought the 68,000-sq-m plot because of its good transportation links and “acceptable price”, says Hans-Jurgen Ahlbrecht, president of Debis GmbH, the site’s developer.

Daimler Benz is one of the largest industrial enterprises in the world, and in my opinion, the area needed a major global player of their stature, to help restore the area’s focal position.

Daimler Benz merged with American Company, Chrysler in 1998. The merger heralded new structural change in the industry, and made Daimler-Chrysler the fifth largest automaker in the world.

Debis set about creating a whole new district, consisting of 110 shops, 30 restaurants, bars and cafes, the Berlin casino, the Cinemax cinema complex, the IMAX-Theater, the Musical Theater and the grand Hyatt Hotel.

Obviously a project like Potsdamer Platz required architects who knew their “stuff” so to speak. Daimler Benz “had been concerned from the outset to have an international team of high-caliber experts supervising the realisation of the project.”

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4 “The Info Box catalogue”, Nishen, p 133
5 “The Info Box Catalogue”, Nishen, P133
Arato Isozaki, Hans Kohlhoff, Lauber & Wohr, Renzo Piano and Richard Rogers all worked on the Debis project, which is based on a master plan drawn up by Renzo Piano.\(^6\)

Daimler-Benz has finished developing and building on its Potsdamer Platz site after a building period of only four years. A whole new district came into being on 2nd October 1998.

Building ecologists from Drees & Sommer were commissioned to look after the Daimler-Benz project from 1992 onwards. The architects were obliged to reduce energy consumption and the emission of harmful substances.\(^7\)

For example, air-foam insulation materials were used, and beet and rapeseed oil replaced environmentally harmful mineral oils for shuttering work. Air-conditioning was not fitted, as Debis saw it as being too energy-hungry.

Instead of this, windows are opened for natural ventilation. Double facades are used to regulate wind pressure in the upper stories of the high rise buildings. Adjustable glass slats placed in front of the windows cushion the wind, reduce noise and allow light and air to get to the windows.

Debis discovered that optimum use of building technology amounts to savings of 50\% of primary energy as against air-conditioning.

\(^6\) "The Info Box Catalogue", Nishen, p133
\(^7\) "The Info Box Catalogue", Nishen, P145
SECTION 2.4

SONY

Sony bought its 26,500-sq-m site in 1991, because “we know very little about buildings”, the company sold 15% of the project equity to Tishman Speyer Properties Deutschland GmbH and Japan’s Kajima Corp., says Edgar van Ormnen, managing Director of Sony Berlin GmbH. 8

Sony see their development on the Potsdamer Platz site as one which “will make a major contribution as a meeting place and modern world of experience for visitors, as a focal point for commerce and services and as a place of culture and communication.”

They are investing a sum of 1.5 billion marks into their European headquarters. Each time I visited the site, I found the Sony project the most dynamic and intriguing.

The Sony Center project is under the control of architect Helmut Jahn. The German-born architect was chosen because of his vast experience and successful track record, having worked on buildings such as the MesseTurm in Frankfurt, the Hitachi Tower in Singapore, and the Park Avenue Tower, in New York.

The Sony center is built on a striking triangular shaped site. A new park is being created between the Sony and Hertie/Delbruck projects, linking up on its northern side with the Tiergarten, the largest green area in central Berlin.

8 "The Info Box catalogue", Nishen, p169
South of the Sony Center is the busy Potsdamer Strasse, a vital connection between East and West Berlin. To the West is the Kulturforum, the Kammermusiksaal (chamber music concert hall) and Mies van der Rohe’s Neue Nationalgalerie (New National Gallery). To its East is an area called Leipziger Platz, which is to be redesigned as an ornamental green space.

The streets, which lead into Potsdamer Platz, do so in the shape of a star and, as in earlier days, the square is hoped to serve as a focal point for Berlin.

The usage of the Sony Project:  

**Office**  
approx. 81,000 m squared
- Sony European Headquarters
- Office tower at Potsdamer Platz
- Office Building at the Philharmonie
- Bellvuestrasse Office Buildings

**Residential**  
approx. 26,500 m squared
- Esplanade residence
- Forum Apartments

**Urban Entertainment Center**  
approx. 17,700 m squared
- Multiplex Cinema Center with 8 screens
- IMAX 3D cinema
Retail/Gastronomy -- approx 8,100 m squared

Parking Spaces -- 980

**Filmhaus/Deutsche Mediathek**

- German Cinematheque Foundation
- German Film and Television Academy Berlin
- Deutsche Mediathek
- Friends of the German Cinematheque

This large sector of Sony's project is important in reinforcing the cultural aspect in Potsdamer Platz, with active citizen participation joining hands with large scale development. The Filmhaus will contain the German Cinematheque collections, including the collections of German heroine Marlene Dietrich. The film library and collections will be a major attraction and resource for everyone interested in the subject. German film history has a world-wide reputation. It covers the subject of cinema from the early days via classical works from the Weimar Republic, and Nazi film production to recent works.

The German Film and Television Academy is reputed as one of Europe's leading film schools, and has 30 years experience in training students as directors, camerapersons, screenplaywriters and editors. A new training center with modern facilities will help reinforce and retain this reputation.

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9 "The Info Box Catalogue", Nishen, P171
10 "The Info Catalogue", Nishen, p188
The Deutsche Mediathek will house the National program museum, allowing visitors to view broadcasts from the last 70 years.

Radio and television plays, reading and classic films, and highlights from sports can also be accessed. The first official entertainment broadcast was beamed into the living rooms of the nation from the legendary "Voxhaus" on Potsdamer Platz on October 29th 1923.

The Deutsche Mediathek’s move to Potsdamer Platz is an important step in returning the broadcasting culture to this historical area.

Ross Miller, top architectural journalist, sees the Sony Center as "a culture forum for the next millennium, in which the serious business of entertainment will be seen as a real challenge to established art like classical music or representative music." 11

The shape of the city is encouraging urban culture.

11 "The Info Box Catalogue", Nishen, P171
SECTION 2.5

THE REICHSTAG

The Big Move

On 3rd November 1949, only four years after the end of the war and the collapse of the National Socialist dictatorship, a once more freely elected parliament, the German Bundestag, decided by an overwhelming majority that.12

"The supreme organs of the Federation shall move their seat to the capital of Germany, Berlin, as soon as general, free, equal, secret and direct elections have been held in the whole of Berlin and in the soviet zone of occupation."

But it was not until forty years later, with the fall of the Berlin wall, that the event occurred which no one in the world had expected. On 20th June 1991, after an extremely intense eleven-hour debate, the decision on the future seat of parliament and government resulted in 337 of 662 members voting for Berlin and the remaining 320 for Bonn.

The Bundestag's decision on that date was based on the Berlin/Bonn Act, which the Bundestag passed in 1994. It provides an accurate and detailed timetable, in true German fashion, for the "Big Move".

12 www.Berlin.de, Official Website for Berlin
The Following will take position in Berlin:\(^{13}\)

- the Foreign Office
- the Ministry of the Interior
- the Ministry of Justice
- the Ministry of Finance
- the Ministry of Economics
- the Ministry of Labour and Social Order
- the Ministry for Family Affairs, Senior Citizens, Women and Youth
- the Ministry of Transport
- the Ministry for Regional Planning, Building and Urban Development

The Following will stay in Bonn:

- the Ministry of Food, Agriculture and Forestry
- the Ministry of Defence
- the Ministry of Health
- the Ministry for the Environment, Natural Conservation and Nuclear Safety
- the Ministry for Education, Science, Research and Technology
- the Ministry for Economic Co-operation and Development

There was also a provision to ensure that the nine ministries, which move to Berlin, also retain a second office in Bonn, and the Bonn ministries will have a second office in Bonn.

\(^{13}\) "The Info Box catalogue", Nishen, P 99
This decision evoked a major organisational, architectural and logistical challenge: the resurrection and redevelopment of the historical seat of government in Berlin.

To place the Seat of Government closer to the former east and to re-establish Berlin as a World capital signalled momentous change all over Germany.

The Reichstag was set to become the new home of the German Parliament; it became, and will remain a symbol of failed democracy when the Nazis burned it in 1933.

The key laws, treaties and decisions regarding Berlin's status as the federal capital:

- **31 August 1990**
  Treaty of Unification. (Treaty between the Federal Republic of Germany and the German Democratic Republic on the Unification of Germany)

- **20 June 1991**
  Resolution to transfer to Berlin passed by the Deutscher Bundestag. (Lower House of the German Parliament)

- **5 July 1991**
  Resolution to remain in Bonn passed by the Deutscher Bundesrat. (Upper House of the German Parliament)
• 25 August 1992

• 12 October 1993
Resolution to transfer to Berlin by the year 2000 passed by the Federal Government.

• 10 March 1994
Resolution passed by the Federal Government committing it to be present in Berlin at the earliest possible date in the legislative period beginning in 1998 and at the latest by the end of the summer recess in the year 2000.

• 26 April 1994
Law on the implementation of the resolution passed by the Deutscher Bundestag on 20 June 1991 to complete the process of German unification. (Berlin-Bonn Act)

• 30 June 1994
Agreement on the financing of the federal capital

• 3 February 1995
Decree issued by the Federal Chancellor making the Federal Ministry of Building responsible for co-ordinating the transfer of government
Resolution on the transfer to Berlin passed by the Deutscher Bundesrat\textsuperscript{14}

As the Reichstag is one of the most important landmarks in Germany, I was privileged to be there on the 19\textsuperscript{th} April 1999. It was the last day it opened its doors to the public, before officially opening for business the following day.

The 23\textsuperscript{rd} March 1999 marked the 50\textsuperscript{th} Anniversary of the German constitution and it was the day when the federal president was formally elected to govern from within the new Reichstag building, signaling the rebirth of Berlin and the official relocation of the German parliament and Government.

An international competition was held in order to find 'a plan of action' for the restoration of the Reichstag.\textsuperscript{15} The outcome resulted in three winners whose schemes contradicted each other- Santiago Calatrava, Piet de Bruyn, and Sir Norman Foster & Partners, so they were asked to merge their ideas into one project.

Ultimately it was reduced in scope and awarded to Sir Norman Foster.

\textsuperscript{14} \texttt{www.berlin.de}, official web-site for Berlin
\textsuperscript{15} \texttt{www.Berlin.de}, official web-site for Berlin
In 1994 Foster presented a revised draft of his project, which he based on three objectives:

- to meet the needs of a well-functioning Parliament,
- to respect the history of the Reichstag Building, and
- to implement an innovative and forward-looking energy management concept.

The Reichstag has been converted to reflect its new status as a modern working parliament, but also to reflect its historical status. It contains state of the art communication, the interior has changed in terms of architecture, function and energy technology, but the original structures have been uncovered and preserved.

The Reichstag is topped by a breath-taking glass dome. At first sight, I found the dome slightly out-of-place, but it is only when I stepped inside that all the pieces began to fit together.

At the heart of the new Parliament is the plenary chamber, which is naturally lit and ventilated by the dome. There is a new balcony with stand and information areas so visitors can follow parliamentary sessions. The royal blue chamber, along with the famous “Eagle” symbol has a certain ambiance of not only power, but there is also a sense of pride for a ‘job well done’

Inside the dome there is a spiral staircase leading to the most amazing panoramic view of Berlin from a height of forty meters.

16 www.berlin.de, Official web-site for Berlin
The ground floor is the service area with press centre, kitchen and conference rooms.

The second floor plays host to the Bundestag president and on the third floor there are committee rooms and a central press lobby. The dome also provides an important energy function.

Electricity costs are helped kept low by the dome’s natural light. There is a natural ventilation concept, used air is drawn out by a thermal upthrust. The thick outside walls help to retain heat in the winter and coolness in the summer.

The Reichstag highlights the changes embracing modern architecture.

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17 "The Info Box Catalogue", (1998) Nishen
SECTION 2.6

"Ich bin ein Berliner"

Berlin is much more than a “Bonn in the east”. Berlin can become what Bonn never could, a capital, which engenders the unity which joins east and west together.

In the entire history of the World there has never been a larger aid project than the reconstruction program for eastern Germany.

It even eclipses the legendary Marshall plan, which helped many devastated European countries back onto their feet after the Second World War.

Marshall’s scheme is usually remembered as a triumphant aid program.

America disbursed $13 billion over four years, which is equivalent to around $88 billion today

The German government has initiated a privatisation program to raise funds for Berlin’s rejuvenation. Berlin can improve its financial situation and boost its economy through urban renewal projects.

Berlin’s position is helped by the fact that Germany has a complex system of re-allocating cash among the 16 Lander. Under the federal system is an individual Land, and is a net beneficiary of the Lander-finanzausgleich, or revenue equalisation system.
As the new seat of government, Berlin is also winning large funds for infrastructure, with new autobahns, connecting roads and railway stations.

When the wall fell, and the initial celebrations gradually calmed down, many people made two unhappy discoveries. The first was the ragged condition of the city’s eastern half. The second and more unanticipated revelation was the small-town provincialism of West Berlin. Investors were greeted with a sleepy string of villages on the River Spree, not a dynamic metropolis at the heart of a new Europe. Streets were safe and there was little traffic.

But the mood changed and the gloomy economic forecasts were overturned. Now, Berlin is working again. Unification is working. Living standards are still different, but the gap is steadily narrowing.

Most of the fears about making Berlin Germany’s capital again were misplaced. People who dipped into the past for a scary image – the Kaiser’s days, chaotic Weimar or Nazi Berlin were fishing in the wrong pond.

History rarely repeats itself so simply. Berlin is not the threat that it briefly seemed, as a bottomless tax drain or as a magnet that would pull Germany’s allegiances away from the west and towards Russia.

Enough ground has been broken, enough patterns shaken, to suggest that Berlin is in for a more exciting future.
“Ich bin ein Berliner”, 26th June 1969, US president John F. Kennedy could not have produced the same effect by claiming to belong to any other city. New buildings, squares and streets appear at breathtaking speed. Change is everywhere, and the city of Berlin is proving itself to be a living breathing, changing organism”, which is “responsive enough to react swiftly to its changes”.

Many of the dilapidated old buildings and rundown streets vibrate around the clock with envious cultural flair.

Between all the multi-million Deutsch mark reconstruction and the historical sights of Berlin, you stumble across jazz-clubs, experimental theatre, “off-kinos”, (where films are shown in their original language), cafes, restaurants and literary circles, were all languages are spoken and were all races are welcome.

This city has something special, which is echoed in the words of the famous Peruvian writer, Mario Vargas Llosa:

“I personally have not experienced anything like it in any other city in the world.”

Maybe it’s that unique Berliner luft?

19 “Cities and the global environment”, 1990, European foundation for the improvement of living and working conditions, proceedings of a European workshop
20 Rodgers, R., 1997, “Cities for a Small Planet”, Faber & Faber Ltd.
21 “Deutschland” magazine, October/November 1999, p56
Chapter Three
Section 3.1

THE CELTIC TIGER AND IT’S DRAMATIC STRIDES

Before the most important developments of Ireland’s capital city can be discussed, one must pay homage to one of its biggest contributors, The Celtic Tiger.

Ireland’s economic performance in recent years has confirmed its status as one of Europe’s most vibrant economies. Referred to as The Celtic Tiger, Ireland is now the fastest growing economy of all western industrialised nations.  

Ten years ago Ireland had an old fashioned economy, with a high unemployment rate, a high government deficit and national debt and a high inflation rate. However, with the introduction of a new government, subsidies from the European Union and a low rate of corporation tax.

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Ireland has experienced 5 years of remarkable economic growth, with a gross domestic product (GDP) of 9% per annum in the period 1995-1997.

<table>
<thead>
<tr>
<th>Country</th>
<th>Real GDP Growth 1999</th>
<th>2000 Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ireland</td>
<td>8.6%</td>
<td>7.5%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>1.7%</td>
<td>0.7%</td>
</tr>
<tr>
<td>France</td>
<td>2.4%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Germany</td>
<td>1.3%</td>
<td>2.3%</td>
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<tr>
<td>Netherlands</td>
<td>3.0%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Spain</td>
<td>3.7%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Poland</td>
<td>3.1%</td>
<td>3.4%</td>
</tr>
<tr>
<td>United States</td>
<td>3.8%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Japan</td>
<td>1.4%</td>
<td>1.4%</td>
</tr>
</tbody>
</table>

Graph of Expected Real GDP Growth

Source: OECD Economic Outlook
One of the main reasons behind this dramatic turnaround is Ireland’s entry to the European Union. In the late ‘80’s the Irish Government adopted a cautious fiscal policy and introduced steps, which helped to bring Ireland into conformity with the criteria for the economic and monetary union. Ireland has welcomed the European Union with open arms and in many ways has become less dependent on the UK. The UK have opted against trading their £Sterling for the Euro.

Almost every car now sports a Euro number plate, and there is more money on the streets of Dublin. Of course, you only have to move northwards away from the streets and designer shops and you will witness Roddy Doyle territory.

The level of direct foreign investment in Ireland is also one of the main reasons behind the change in the Irish economy. The Industrial Development Authority (the IDA) play a huge role in attracting this foreign investment. Currently they assist 1,100 foreign companies here in Ireland. Ireland now boasts the cream of world companies, Dell, IBM, Gateway and Beyer. On a global scale Ireland offers access to the $7.3 trillion, 370 million-person European market, as well as a state of the art telecommunications

Ireland’s participation in the European Union has proved financially rewarding, opening up continental European markets to Irish exporters, thus reducing economic dependence on Britain. Ireland is now playing a distinct role on a large world scale.  

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23 www.local.Ireland.ie  
Section 3.2

**DUBLIN DOCKLANDS DEVELOPMENT**

In 1996 the Irish Government decided that a strategic approach was desperately needed to renew the Docklands area of Dublin. The area had become increasingly run-down and was experiencing unemployment levels twice that of Dublin City's average.

The Docklands area consists of 1,300 acres on both sides of the River Liffey, it incorporates the residential communities of Ringsend and Irishtown, City Quay and Westland Row, Sheriff Street and North Wall, and East Wall and North Strand. It includes the International Financial Services Centre, the Point Depot, the East Point Business Park and the Poolbeg Peninsula. It also includes the three railway stations, Connolly Station, Tara Street Station and Pearse Street Station.

In March 1997 the Dublin Docklands Development Act was enacted into Law, which established the Dublin Docklands Development Authority. (From here on referred to as the DDDA)

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23 [WWW.DDDA.IE](http://WWW.DDDA.IE), DDDA official web-site.
The DDDA took over the functions of the customs house development authority. It comprises of a 25-member council and a seven member executive board, headed by the Chairman, Mr. Lar Bradshaw. The Act required the DDDA to prepare a masterplan for the regeneration of the docklands area. A draft Master plan was formulated and was open to various submissions and suggestions from September 1997 to October 1997.

The master plan, which was adopted on the 26th November 1997, has a 15-year life span.

It empowers the DDDA to make compulsory purchases and allows them to implement planning schemes in the area.

The main objectives of the DDA:

- To secure the social and economic regeneration of the area.
- To secure improvements in the physical environment of the area.
- To secure the continual development of financial services activities in the Customs House Docklands area.

_Mission Statement of the DDDA:_

"We will develop Dublin Docklands into a world class city quarter — a paragon of sustainable inner city regeneration — one in which the whole community enjoys the highest standards of access to education, employment, housing and social amenity." 26

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26 _WWW.DDDA.IE_, DDDA official web-site.
One which delivers a major contribution to the social and economic prosperity of Dublin and the whole of Ireland."

The chairman states that "the plan is a culmination of a great deal of energy, effort, imagination and vision."

So far the main focus of the DDDA's work has been the International Financial Services Centre, which is discussed at length, in the following section.

At present the key development sites are the Bord Gas site at Grand Canal Docks and the CIE land at Spencer Dock. Development in the Docklands area has benefited from tax incentives, rates remission and capital grants.

In order for the Docklands area to become "a living, breathing, and self-sustaining community"\textsuperscript{27}, the DDDA are continually striving to involve the local Dockland communities.

The DDDA has a community consultative committee comprising of community representatives. They have managed to negotiate local labor and housing clauses.

The DDDA have worked with local residents to provide a high level of participation. Each residential community has a community liaison officer. The DDDA is a forum for direct communications.
For the Docklands to be a successful development it needs to work hand in hand with the local communities, i.e. the human factor needs to hold equal, if not more importance than the prosperity factor.

According to the DDDA, they hold a very strong social duty to people living in the area, it needs to make sure that the residents are prepared to ride the wave of new jobs coming into the area. There has been a strong emphasis on education and training.

One of the most important functions of the DDDA is their role in maximising suitable employment and training opportunities for people from the local area who are employed.

The master plan outlines that 20% of incoming jobs are reserved for locals. It also envisages that 30,000/40,000 jobs will have been created by the end of the plan period. To ensure that local residents will receive these jobs, and that there will be sustainable employment, various training and education initiatives have been established.

The new £1.4m North Wall Community Training workshop received £1m in funding from the DDDA. It is a significant training resource to local community.

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27 Chairmans's statement, Mr. Lar Bradshaw, WWW.DDDA.IE, official web-site
The Docklands will also receive a new third level college campus. The new £31 million, 1.3-acre campus will be home to The National College of Ireland (NCI).

NCI, formally The National College of Industrial Relations, will "be a bridge between business and the community and a centre of academic excellence, accessible to all."\(^{30}\)

The move is seen as crucial to delivering the "Saol Scoil" or Life Long Learning concept, which the DDDA has been implementing since its establishment.

The new campus will be a state-of-the-art building, and will provide distance learning programs for 1,980 community-based learners. The college is committed to providing courses to help to contribute a skilled workforce to the surrounding businesses. They carried out a Needs Analysis Survey amongst local businesses, which highlighted the needs that exist.

According to the DDDA, the population of the Docklands Area fifty years ago was 35,000.\(^{31}\) A survey conducted in 1997 found that only 17,500 people were living in the area. The DDDA want to bring over 40,000 residents back to the area, so that people can work and live in tandem with the physical development.

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30 Lar Bradshaw, Docklands News, Issue3, August 1999
The DDDA is responsible for encouraging that adequate affordable housing and sufficient infrastructure is put in place.

The DDDA are committed to the provision of housing for local residents. They have a policy, which ensures that 30% of new residential development is earmarked as social housing.

The Master plan visualises the construction of up to 11,000 new residential units over the next 15 years. An average density of 2.4 people per unit works out at 25,000 new residents; this increase is necessary to allow the Docklands to achieve a healthy population.

This is one of the most important keys to survival in urban renewal schemes.

In order to survive the Docklands needs to provide not only important employment and business functions to its residents, but also strong social and entertainment functions are needed. That is why there are plans for increased recreational and retail developments. There will be more water-based leisure activities. The area must be a place where people want to stay at the weekends, and a place, which does not pack up at six o’clock Monday to Friday and become empty.

The combination of a vibrant urban life coupled with active citizenship can achieve this aim.
CURRENT ISSUES AND PROJECTS

As mentioned earlier, the current key development sites are the Bord Gas site at Grand Canal Docks and the CIE land at Spencer Dock. The former gas works site located on the Sir John Rogersons Quay area of the Grand Canal Docks is at present, one of the DDDA’s most important projects. It was established in 1796 and was primarily dominated by 2 industries, flour milling and gas works. The gas works site is made up of 22 acres, the area has been divided up into 5 sites. The project includes the development of offices, housing, retail outlets, hotels, and recreational facilities, including a new Public Square). Overall a general mix of 40% commercial usage and 60% residential usage. Due to its history of gas production parts of the site are contaminated with the by-products. The site is undergoing treatment and work is due to start in March of next year. 32

The Spencer Dock is a pivotal site located halfway between the IFSC and the Point Depot. The 51-acre site was used as a rail freight marshalling yard. The site is open and low-rise in character. Planning permission for the site was sought by a strong consortium.

The proposed £1.2 billion plan includes a 26 building development, with buildings ranging up to a height of 95 meters or 313 feet. The scheme was developed by Irish born international architect, Kevin Roche.

Dublin Corporation originally granted full planning permission for the National Conference Centre and one office block, but only outlined planning permission for the remainder of the development.

There have been various objections by the Docklands communities. The project is extremely controversial. As mentioned in chapter one, buildings form the backdrop to our everyday lives, but the local people do not see the Spencer Dock project as a part of that backdrop. Relations between the DDDA and the Spencer Dock consortium are extremely strained. The Authority has major reservations, the scale is striking when compared to the low-rise context of Dublin. The tallest office block would be 128.3 meters or 423-sq. ft. making it more than twice the height of Liberty Hall, currently the tallest building in Dublin.

Planning Consultants, Reid Associates, say that the size of the project is “driven by purely economic considerations of maximizing commercial floor space”.

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The tallest building would be a 22-story office tower surrounded on all sides by high buildings. It would overlook adjacent low-rise houses casting shadows especially in winter.

On the other hand, the proposal includes housing for 7,230 people, doubling the population of the Northside of the docklands, it would also include 11,000 permanent jobs, and this does not include 1,400 construction jobs.³⁴

The construction of the project would take place in four phases starting with the proposed National Conference Centre.

Work was supposed to start on the £80m National Conference Centre project in October 1998. The project was thrown into turmoil by the possibility that it would not qualify for urban renewal tax incentives. The contract to build the National Conference Centre was awarded to the Spencer Dock consortium subject to a £24m in funding from the European Commission.

The European commission argued that a further round of urban renewal tax incentives cannot be justified when you take into account the healthy state of the Irish economy.³⁵

Also they held the view that the tax incentives were unwarranted aid to private business.

³⁴ The Irish Times, 12-04-1999, “Council to discuss 6 million sq ft docklands plan”
³⁵ The Irish Times, 28-02-2000, “No more tax breaks for docklands developers”
In February of this year, the Department of Finance declared that there would be no further tax concessions for the Spencer Dock Development or any other developments in the Docklands area.\textsuperscript{36}

They stated that the interest in the Docklands is pushing up the property values thus there is no longer a need for further tax incentives.

The extremely public debate, which followed the Spencer Dock proposal, has kept everybody glued to the newspaper reports. Indeed it is a very puzzling situation for the outsider to comprehend, but strangely, it has also been very entertaining.

In the red corner we have Mr. Dermot Desmond.

Mr. Desmond, the mastermind behind the IFSC, spent one of the 140 days he is allowed to spend in Ireland as a tax exile, throwing as many punches as he possibly could at the planning board’s oral hearing into the Spencer Dock proposal.\textsuperscript{37}

Mr. Desmond is a powerful character, “deeply tanned” the multimillionaire financier stole the show on 22cd of February of this year in the Ballroom of the Gresham Hotel. Mr. Desmond, who operates from “a master of the universe suite” in the IFSC, had a very impressive entourage.

\textsuperscript{36} The Irish Times, 28-02-2000
\textsuperscript{37} Frank McDonald, The Irish Times, 26-02-2000, “Knight errant rides to rescue his bit of Dublin”
His £140,000 team of experts fought his corner well, explaining why the project would be so detrimental in terms of architecture, economics and transport.

In the blue corner we have the powerful Consortium comprising of Treasury Holdings, a development company, Mr. Harry Crosbie, a docklands entrepreneur and CIE. (Coras Iompair Eireann, the National Transport Company)

The consortium snubbed Mr. Desmond's powerful performance, but they also had an expert team fighting their corner. Mr. Desmond, four years ago, put forward a proposal for an “ecosphere” to be constructed in front of the IFSC. 38

The giant aquarium was to be filled with tropical fish and plants, and was proposed to be 81 meters in height, making it just as high as Liberty Hall. The consortium's team was more than happy to use this as evidence against Mr. Desmond. The “ecosphere” was finally vetoed in February.

Mr. Desmond said he believed that the £104 million National Conference Centre was being used as “a Trojan Horse to promote a mammoth American style Business quarter”. Mr. Desmond fears it will set a new paradigm for height and that it may invite “a US megalopolis on an unyielding European City scale.”
The Spencer Consortium were “incensed” by Desmond’s decision to
dobattleagainsttheplanstores the“stateslargesturban development”.
Nobody knows exactly why Desmond has put up such stiff opposition.
One answer might be that he feels he must show Dublin’s top
moneymen that he is still a big player himself and a force to be
reckoned with. Dublin’s high profile business community has scorned
him in the past, and he might just have something to prove.
Even the Taoiseach could not resist the temptation of throwing a
punch. The Taoiseach, Mr. Bertie Ahern publicly called the project a
“monstrosity”\(^{39}\), and later he embarrassingly requested that the
planning board ignore his remark.

Mr. Paul Clinton, the developer behind the millennium mall planned
for O’Connell street has also involved himself.\(^{40}\) The developer told
the consortium that he had informed the European Commission
because the Spencer consortium is now in breach of EU rules.

\(^{38}\) [www.ireland.ie](http://www.ireland.ie), “The Irish Times”, article archive
\(^{39}\) The Irish times, 22-03-2000, “Need to start again on Spencer Dock plan”
\(^{40}\) The Irish times, 29-02-2000, “proposed centre in breach of EU rules”
The government’s proposal to fund the conference centre through an exchequer grant is strictly forbidden by the EU, as this would be state aid for a commercial enterprise.

The debate on the Spencer Dock Proposal continues. AN BORD PLEANALÁ, the Irish Planning Board is due to make the controversial decision on whether or not the project will get the green light to go ahead. We must all wait patiently, as the decision is not due until July 18th 2000.

Mr. Dermot Desmond’s active participation in the saga might well tip the balance against the Spencer consortium. “Truly he has transformed David-V-Goliath, into Goliath-V-Goliath, with David cheering from the stalls.”
SECTION 3.3

THE INTERNATIONAL FINANCIAL SERVICES CENTRE (IFSC)

"Walk down past Dublin’s International Financial Services Centre any lunchtime and experience the buzz for yourself. This is where $100bn of funds are managed, and where half the world’s top 50 banks have operations."41

Thanks to the International Financial Services Centre, Dublin, (better know for brewing than banking) has succeeded in putting Ireland on the map as the financial services capital of Europe.

The Irish government established the International Financial Services Centre in 1987 for a number of reasons:42

- In response to the demanding global financial services industry, and its growth potential.
- Ireland’s need to compete within this sector.
- As part of an ambitious plan to rejuvenate the city’s declining docklands area.

The IFSC is built on 27 acres and contains 1,200,000 square feet of prime, high-quality office space.

41 Monica Igoe, 1999The Examiner, IFSC Focus, 28-06-1999
42 "European Business Review", Oct-Dec 1999, p60, "Dublin is just fine for finance"
A broad range of International financial service companies are licensed to trade in the IFSC, covering activities from banking and mutual fund management to corporate treasury and captive insurance. It is a major contributor to the government's annual tax revenues, and last year (1999) yielded £430 million in corporation tax.43

There is an astonishing array of companies from all over the globe operating in the IFSC.

Such examples of companies currently operating in the IFSC:

Many foreign multi-nationals, who have taken root in the IFSC are using it as a “back office”, also know as shared services.44 “Back offices” allow companies to conduct many back-up operations, which can range form basic data processing and payroll management to customer services. Instead of allocating a back office to each branch the company has, new technology and purpose built location (i.e. the IFSC) allow the company to centralise and bring all these functions under one roof.

I think one of the main reasons behind the success of the IFSC, is that not just any company can set up shop in the centre.

43 Siobhan Creaton, The Irish Times, 23-02-2000, "IFSC may lose banks over revenue offensive"
Each company is processed by the IDA, where they endure rigorous assessment. Only once the IDA has passed the company fit, does the Department of Finance issue the company its certificate.

Over the next ten years, experts believe that the financial services sector will overtake agriculture as Ireland's top contributor to income.45

The IFSC has enjoyed phenomenal success in attracting business from all around the globe to Ireland, and has earned the reputation for being one of the most profitable and efficient locations. But why have leading corporations such as Citibank and IBM chosen Dublin? What has made the IFSC such a success story?

There are a number of reasons:

- Companies conducting business in the IFSC benefit from a low tax regime. They pay 10% corporation tax compared to the standard rate of 28%, which every other company must pay.46

- They are also permitted to add twice their yearly rent to their tax-free allowances. They are exempt from commercial rates as well as capital allowances on all investments in buildings.

45 Kevin Mills, “The Examiner”, IFSC Focus, 28-06-1999, p1, “Financial services to be nation’s biggest earner”
46 “The Banker”, March 1998, p38
• Along with these generous tax concessions, vigorous marketing and effective regulation, the centre has managed to consistently attract and maintain new business.

• Ireland also offers a large pool of skilled labour, and it is a fluently English speaking labour force. This is sometimes a problem for business locating in centres elsewhere in Europe.

• Almost half of Ireland’s population of 3.6 million, is under 25 years of age. One of the main driving forces behind the establishment of the IFSC, was the employment it would bring. Job creation, now more than ever is an economic priority. The IFSC employs more than 8,500 people, a figure that has increased by 2,000 since the beginning of 1999, and is one which is expected to rise again with the establishment of the IFSC TWO. Demand is strong for qualified staff. According to a senior consultant at Marlborough recruitment the key demand area is fund accounting, within which demand “ranges form junior fund administration staff to senior find accountants with global custody.” (Helen O'Reilly, 1999)

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47 European Business Review, Oct-Dec, p60, "Dublin is just fine for finance"
48 Jamie Smyth, The Irish Times, 29-02-2000, "office shortage undermines docklands"
• Ireland has a large amount of third-level institutions offering combined business and language courses, so many graduates will be multi-lingual. The IFSC and its employment potential has surely benefited Ireland's ability in attracting back some 40,000 Irish people in 1998 who were previously working and living abroad.49 (estimates for year ending 1999 have not yet been published, but are expected to match, if not exceed the figure for 1998)

"IDA Ireland points out that this country can now offer returning emigrants the opportunity to work for the same kind of high profile international companies which would have employed them while they lived abroad."50

For now, the task of finding skilled employees is not too daunting. According to a financial services specialist Rodney Toner, who works for the Dublin recruitment firm, Collins McNicholas; "you can nearly always find the people you are looking for in this country."

• The IFSC is also favoured over other European locations as it is supported by an extensive network of banks, brokerages, legal and accounting advisors. A further advantage is the telecommunications network.

• Ireland, after investing a sum of approx. $5 billion has one of the world's most advanced telecommunications systems.

49 Barry O'Halloran, The Examiner, IFSC Focus, 28-06-1999, p13, "Welcome tide of skilled young people"
The success of the IFSC has led to a major extension of the centre. Along with an additional 650,000 square feet of office space, comes a 200 bedroom hotel, 200 new apartments (20% of which is social housing), a crèche and new retail facilities. The IFSC TWO as it is now known, has also made way for 4,000 new jobs.

The IFSC TWO is home to Citibank, one of the largest banks in the world. Citibank have been in Ireland since 1965 and were the first American bank to establish a presence in Ireland.\textsuperscript{51} Citibank’s parent company, Citicorp, has recently completed a merger with the giant US financial services company, Traveler, to form Citigroup, the global leader in financial services with assets of over $700 billion.

Citibank decided to relocate to the IFSC TWO primarily because they felt a major part of its future success lay with the IFSC. They saw the competitive advantage opportunities the IFSC presented, and knew the opportunity was too good to pass up.

With 270,000 square feet of office space, they are now located in Ireland’s largest single office block.

Citibank’s chief executive officer, Aidan Brady sums up why the company chose the IFSC TWO to be its new home:

\textsuperscript{50} Barry O’Halloran, The Examiner, IFSC Focus, 28-06-1999, p13, “Welcome tide of skilled young people”

\textsuperscript{51} Des O’Sullivan, The Examiner, IFSC Focus, 28-06-1999, “Ultimate anchor tenant”
"A young educated stream of people available over the next ten years, good language skills, good telecommunications"

In summary, the IFSC, and Ireland as a whole, have succeeded in attracting so much business because of its competitive advantage of low tax, low cost, ample skills and good support and communication facilities.
Dublin – an Offshore Tax Haven?!

Every Dubliner and indeed Irish Person is familiar with Dublin city’s focal point: the River Liffey, but few ordinary “Dub’s” would view the River Liffey as an offshore tax zone! Surely Dublin could not be associated with the likes of the Cayman Islands?

Unfortunately the Germans held a different opinion. Ireland had built up a reputation of being a tax haven in some European countries.52 The Germans, quickly followed by many of their European counterparts, argued that the incentives offered by the Irish government for companies setting up in the IFSC, put in place “an effective bar to fair competition.”

In the early nineties the German government began to grumble, primarily through Oscar Lafontaine, the former German minister for finance. Lafontaine “was a vocal advocate of European tax harmonisation.” (Barry O’Halloran, 1999)

There are about 35 German operations in the IFSC employing approx. 500 people, a further 50 managed operations are of German origin. Dublin had built up quite a reputation in Germany, and authorities go to considerable lengths to tax again the profits remitted from Dublin.

52 Siobhan Creaton, The Irish Times, 25-02-2000, “German bank reviews its position over DIRT stance”
The German government was displeased at the fact that they were losing large amounts of tax revenue to overseas competition. Lafontaine has since left the government and his departure had taken the wind out of the sails of the tax harmonisation project.

A New Tax Regime For A new Millennium

Under an agreement with the EU, over the next six years the Irish government will phase out the tax concessions on offer in the IFSC.\(^{53}\) Any company, which has commenced business in the IFSC within the last two years, can only avail of the concessions until 2003; the rest will keep them until 2005. The latest tax trends sees corporate tax in decline throughout the World, and it is expected to continue to fall due to the ability of companies to take advantage of attractive tax regimes in other countries. This increasing pressure from other countries has all been made possible by the "global village scenario."

Now, critics of the IFSC (there are a few!) have painted a dismal picture for the future of the center. Their main point being that the center’s most attractive feature; the tax incentives will diminish its ability to attract and compete. The EU has instructed the Irish Government that the IFSC companies must pay the same rate of tax as every other Irish company, when the tax incentive scheme has run its course in 2005. (And in the appropriate cases: 2003)

\(^{53}\) Barry O’Halloran, The Examiner, IFSC Focus, 28-06-99, “End of tax breaks doesn’t mean the end of the road”
Instead of pushing panic buttons, the Irish government has planned to introduce a standard rate of corporation tax for everyone, but they have kept it favorably low at a rate of 12.5%.

Finance minister Mr. Charlie Mc Creevy has promised to introduce the new uniform rate by 2003, by cutting the basic rate by 4% each year until the target date, which coincides with the year that the new IFSC entrants stop receiving the IFSC tax concessions.

The IFSC has not really enjoyed the best start to the new millennium. Last year the revenue granted the Irish Financial Institution permission to Audit Company D.I.R.T returns (Deposit Interest Retention Tax), and to check whether all non-resident deposits should be exempt from the tax. This “look-back” audit is examining accounts held at 37 financial institution since the introduction of D.I.R.T tax in 1986. It has mainly focused on Irish banks and building societies, among these includes eight IFSC institutions which provided non-resident accounts for its customers.

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54 Siobhan Creaton, The Irish Times, 23-02-2000, “IFSC may lose banks over revenue offensive”
The eight institutions are:

■ ABN AMRO
■ Bank of America
■ Banque Nationale de Paris
■ Citibank
■ Chase Manhattan Bank
■ Pfizer International Bank Europe
■ Scotia Bank
■ West Deutsche Bank

The Revenue is insisting on D.I.R.T payments from IFSC institutions in cases where full tax documentation is not complete. Auditors are demanding that where precise tax positions is unclear, they will have to note a potential tax liability in their accounts, this note in turn will feature on the accounts of the parent company. Outstanding tax liabilities will be charged interest of 1.25% per month from the original due dates of payment.

This is causing friction with parent companies and corporations, and some experts believe it could lead to the withdrawal of some of the biggest banks in the IFSC. Their parents, who would be forced to find a more reasonable regime elsewhere, may close down IFSC institutions. This would inevitably damage the center's reputation, with many leading companies viewing the regulatory climates as hostile – ideal breathing ground for competitors to exploit the position.
After the public beating the revenue received from politicians and for its failure to investigate and penalise D.I.R.T tax evader’s in the 1980’s and 1990’s, who can blame them for taking such a heavy handed approach?

The revenue has set a target for completion of the computation of tax, interest and penalties by this summer.
Companies need no longer be bullied into developing and locating on the city’s docklands. These days it is quite the opposite. Despite the removal of the tax concessions, there is still a list of companies queuing up to enter the IFSC. Their removal need not spell disaster for the center; in fact it may help to spread the prosperity of the IFSC around the rest of the country. The Government and the IDA have been marketing regional center’s country wide, as potential “back-office” locations. One example is American Bankers Insurance Group, (ABIG). The company is planning to locate in Cork, creating 300 jobs. ABIG are already established in the IFSC, but can now afford to look for alternative locations as they expand.

It is impossible to avoid the phrase, E-commerce, these days. I think the IFSC should look upon E-commerce as one of its largest and most profitable future growth areas. Along with the growth of Internet banking, it provides a great deal of support functions necessary for Business in the IFSC.

Irish businesses must not miss out on this virtual revolution, the amount of people using the Internet, makes advertising and selling on-line a very useful exercise. The number of people connecting to the World Wide Web is rising steadily every month, and the future outlook predicts that soon, we will all be browsing through virtual shops on the Internet. By 2005, on-line transactions are expected to be worth $135 billion per annum.
In light of the recent financial scandals and numerous tribunals, the
government should seriously consider forming some form of a new
independent regulatory body, which would overlook the running of the center,
and which would ensure the proper enforcement of company law.

In conclusion the IFSC can (and has been described) as a “globally irresistible
prospect”; and it is a vital part of the Irish economy. It has contributed greatly
to Ireland achieving success in the emerging global network of global
societies.
SECTION 3.4

TEMPLE BAR

Maybe Dublin will not outsell Rome for culture and history, or Paris for shopping, but I have no doubt it certainly has something special in the form of Temple Bar.

HISTORY

The Temple Bar area, covering about 28 acres, is in the centre of Dublin city and is bounded by the south quays of the River Liffey, Dame Street, Fishamble Street and Westmoreland Street. Temple Bar is Dublin’s oldest city precinct, with a rich history dating back to the first Celtic settlements around 300 BC. It was home to the Vikings during the ninth century, but its first inhabitants were a group of Augustinian Hermits who established a monastery there in 1259.

Temple Bar was largely developed in the 18th century, the development of the docks along the Liffey helped build a busy commercial centre. It was during the 18th century that the area took on its unique shape that is most familiar to us today - a maze of small alleys and lanes. Throughout the 18th and 19th centuries, bookbinders, tailors, drapers, actors, stockbrokers and stationers made temple bar their home. In 1816 the famous Ha’penny Bridge was built, and for the price of a halfpenny, Dubliners avoided the ferry ride across the Liffey.

Temple bar was fast establishing itself, as one of the City's most fashionable and sociable quarters. The streets were buzzing with theatre and music, attracting Dubliners of all classes. Along with the many taverns and coffee-houses, the area provided the most important entertainment venues, such as the theatres at Crow Street and Smock Alley, and the Music Hall on Fishamble Street.

Sadly the area did not remain this way, the decline of the temple bar area started during the 1950's. With the demise of traditional industries and an increased move towards industrialisation, along with a large switch from inner city living to suburbia, Temple Bar became increasingly derelict and desolate.

Coras Iompair Eireann (CIE), Ireland's national transport company, made Temple Bar a part of its plan to modernise the city's transport system. CIE began to acquire land in the area, and planned to turn it into a large, concrete bus depot.

CIE were experiencing problems with the development plans, and in the mean time they rented the property at a low cost to those who were happy to occupy rather rundown and neglected property. These conditions attracted a number of alternative and cultural based organisations to the area. The new occupants brought colour and life back to the district.

56 www.Temple-Bar.ie, Official web-site
Art studios, new and second-hand clothes shops, record shops, and a wide variety of restaurants, pubs and cafes flourished. This crowd became more and more settled in the area, and began to object to CIE's plans for the area to become a cold concrete space.

Their campaign to save Dublin's "old town" soon attracted a lot of attention and the crusade to save Temple Bar began.

CIE's plans were still being discussed and were experiencing some technical difficulties, allowing conservationists, residents and traders to start campaigning against CIE's plans. They formed a lobby group and took the title of The Temple Bar Development Council.

The Temple Bar Development Council, along with local and central government began lobbying for the preservation of the physical fabric of the area, the retention of activities which gave it character, and they put forward the idea to develop the area as a cultural, tourist, and recreational quarter. The Temple Bar Development Council presented their own set of recommendations based on the ideas above, and they proved successful: the Temple Bar Renewal and Development Act was adopted by parliament in 1991. (The year Dublin was chosen as European City of Culture)
The act provided the framework for the establishment of two bodies: Temple Bar Renewal Limited - a policy making body, chaired by the Lord Mayor, which administers tax incentives for the area, including tax relief's for the refurbishment of existing and new commercial buildings, and for the refurbishment of residential accommodation.

Temple Bar Properties Ltd. - the executive body for the implementation of the development of the area on behalf of central government. Temple Bar Properties is a limited company whose shareholder is the Minister for the Environment.

The main objectives of Temple Bar Properties:

- The urban renewal of the Temple Bar area
- Consolidation and development of cultural activity in Temple Bar.
- Regeneration of the residential population within Temple Bar
- The expansion of interesting retail outlets and service industries in Temple Bar.
- The marketing of Temple Bar with the aim of attracting an increasing amount of business, activity and people to the area
- The improvement of the Temple Bar environment in co-operation with the appropriate authorities.

57 www.Temple-Bar.ie, Official web-site
The overall aim of Temple Bar Properties is:

"To develop a bustling, cultural, residential and small business precinct, that will attract business in significant numbers."

The Temple Bar project, overseen by Temple Bar Properties, is one of Europe's most successful urban renewal projects, and all associated with the area's restoration has succeeded in delivering a "cultural quarter which is vibrant, inclusive, integrated and sustainable."

In 1991 Temple Bar Properties took the first step towards implementing its mission, by initiating an architectural competition from the area. The aim was to create an architectural and urban design plan, but to avoid an inflexible master plan.

The competition winners were a consortium of eight architectural practices, called "Group 91".58

The plan's objectives were namely:

"The regeneration of a resident population in Temple Bar, the consolidation of its existing character, the conservation of the urban fabric, and the integration of renewal proposals."

Temple Bar Properties held the view that the plan was "a model of urban renewal which synthesises the traditional form and character of the historic city with the requirement of modern day life."

The winning scheme was presented in a publication issued in November 1991 under the name "Temple Bar Lives!"

The development Programme for Temple Bar was published in 1992, researching discussing issues such as cultural, community, property and financial frameworks for the area's development.

The Development Program set a structure for the architectural, property, cultural, retail, residential, environmental and marketing development of the area.

Also in 1991, prior to the legislative and administrative arrangements for the urban renewal scheme, the Urban Pilot Project was initiated, in view of Dublin's designated year as European City of Culture.

The initial proposal included five actions:

* New pedestrian links
* New public squares
* Hard landscaping, lighting and sign-posting
* Creation of the Irish Film Centre
* Research, marketing and communications
The Development program for Temple Bar was largely facilitated and accelerated by the Pilot Project. Following the architectural competition, the Pilot Project as integrated into the framework of the winning plan.

The Development Plan for Temple Bar was divided into two phases. Phase One ran from 1991 to 1996, and phase Two ran from 1996 to 1999. Both phases contain cultural, residential, retail, marketing and environmental programs. The aims in both phases have been fully realised.\(^{59}\)

Phase One involved the implementation of the EU Urban Pilot Project. Temple Bar Properties built up their portfolio of buildings and sites throughout 1991 and 1992, all of which dates back to the seventeenth, eighteenth and nineteenth centuries, and in varying states of repair.

Their portfolio of buildings and its needs can be summarised in the following categories:

- Refurbishment
- Restoration projects
- The adaptation of old buildings for new uses
- The exploration of derelict areas for new public squares, and the creation of dynamic contemporary architecture.
The achievements of each phase are as follows:

**PHASE ONE**

- The Temple Bar area improved dramatically with significant evidence of urban renewal and improvements in the urban environment.
- Temple Bar Properties achieved its ambitious financial targets on its commercial activities.
- There was a consolidation and development of cultural activity in Temple Bar, with the completion of new/refurbished buildings for six existing cultural organisations. The completion of seven new/refurbished facilities for cultural organisations new to the area; and the completion of new/refurbished buildings for three new cultural initiatives.
- There was dramatic growth in the number of residential apartments built in the area; the residential population grew from 200 to 900 people.
- The area attracted significant numbers of new restaurants and hotels/hostels.
- Retailing increased in the area, over 140 new businesses were established.
- There was extensive strategic marketing of the area, raising the area's profile.
- There was dramatic growth in pedestrian numbers; daily figures had trebled since 1991.
- The development had a notable impact on tourism, and seven new hotels had been built.

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The project was estimated to have created 1,930 long-term jobs in the cultural and services industries and 3,410 temporary jobs in other industries, such as catering, entertainment and retail.

Temple Bar Properties was awarded the Tourism for Tomorrow, British Airways Award for the European region, 1995, for sustainable tourism.

**PHASE TWO**

The objectives for the architectural framework have been achieved.

The residential population has increased from 200 in 1991, to 2000 in 1999.

A continued process of liaising with local government and non-government organisations had resulted in the establishment of new partnerships and alliances necessary for a sustainable cultural quarter.

On a European level, there has been a strong effort in the participation of conferences, debates and networks, in order to facilitate a useful exchange of experience.

There has been successful encouragement of "public ownership" through measures which facilitate public access to the amenities, events and services provided within the cultural program, by maximising employment opportunities and by networking with the adjacent inner-city community organisations.

There has been an evaluation of results of this urban renewal project, which will assist future developments.

A successful area maintenance strategy through greening Temple Bar has been a major contributor to the increase in visitor numbers.
The establishment of TASCQ (explained below)

TASCQ

"Many hands make light work"

Traders in the Area Supporting the Cultural Quarter (TASCQ) was formed when the local publicans, restaurateurs and hoteliers came together to sponsor action to provide a clean, safe and dynamic environment in Temple Bar. It was born out of a problem, which was causing major disruption for all concerned.

As Temple Bar grew increasingly popular internationally, travel agents and holiday organisers (the majority of these being British) began to target "stag" and "hen" parties for breaks to Temple Bar, an area now abundant with pubs, clubs and restaurants, waiting to entertain the willing customers.

As more stag and hen parties descended upon Temple Bar, things got out of hand. Publicans and Hoteliers founds that their regular customers, and indeed first time visitors, did not appreciate the antics of these parties. For every £1 they were receiving from a party, they were losing £13 as a result of lost business and the problems they were causing. Along with Temple Bar properties, the Publicans and Hoteliers came to an agreement, by which they would ban all stag and hen parties from their premises.

TASCQ also works in co-operation with local residents and Dublin Corporation.
The aims of the action group are:  

1. Environmental Services: - working towards a cleaner and more pleasant Temple Bar. TASCQ members, in conjunction with the Corporation, have provided more street cleaning, litter bins, litter wardens and lighting.

2. Special Promotions: - an initiative to try and attract more people to the area, e.g.: free cultural events, exhibitions and performances, food market in Meeting House Square in the summer.

3. Provision of Free Public Information: - an initiative to inform the public about all aspects of Temple Bar. All of TASCQ's members are profiled in a series of guides such as: Where to Eat? Where to Drink? Where to Stay?

The TASCQ initiative serves as an excellent role model for successful city development programs.

Critics of Temple Bar argue that Temple Bar Properties, and the other organisations involved with the area, have wandered off the beaten track and have lost sight of their original aims. They point to the spiraling property prices/rents/rates. Surely the guardians of the area can not see that these prices are not supporting indigenous traders or the residents?

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When questioned about this problem Temple Bar Properties argued that this problem is not exclusive to Temple Bar, it is an issue which is affecting Dublin City in general.\textsuperscript{62}

An indigenous trader (owner of a second-hand clothes store on the main street in the area) claims that his rent on the shop has increased four-fold since redevelopment began.\textsuperscript{63} The increased business brought by tourism does not bring extra profit; it only covers the increase in rent and rates.

It can be said that many of the indigenous traders are running a lot harder to try and stand still.

The trader also claims that the traders and residents had very little input to the plans for the area. However Temple Bar Properties claims to have a good relationship with the indigenous traders and residents, priding themselves on local participation.\textsuperscript{64}

As can also be seen in the Spencer Dock debate, Cities may be highly adaptable to change, but are its people as adaptable to change as the city?

\textsuperscript{62} Griffin, Z., (2000), Interviewed by Kelli Dowling, 24-03-2000
\textsuperscript{63} Woodnut, R., (2000), Interviewed by Kelli Dowling, 23-03-2000
\textsuperscript{64} Griffin, Z., (2000), Interviewed by Kelli Dowling, 24-03-2000
INVESTMENT IN TEMPLE BAR

Total Public Funds
£37 million +
£3.6 million
1991 - 1999

£37 million
CULTURAL AND MARKETING PROGRAMME INCLUDING:
* Design Yard
* ArtHouse
* The Ark
* Photography Centre
* Dublin’s Viking Adventure
* Black Church Print Studios
* Project Arts Centre
* Gaiety School of Acting
* Archaeology Programme

£3.6 million
* Framework Plan
* Research, master planning and marketing
* Infrastructure
* Pedestrian routes
* Irish Film Centre

£60 million
Estimated Temple Par Properties
bank borrowings for development of shops
apartments and businesses
1991 - 1999
To be re-paid

£100 million
Estimated Private Sector Investment 1991 - 1999
* Hotels / Hostels
* Restaurants / Pubs
* Apartments
* Shops
* Businesses

£60 million
Estimated Private Sector Investment 1991 - 1999
* Hotels / Hostels
* Restaurants / Pubs
* Apartments
* Shops
* Businesses

Source: Development Programme for Temple Bar, Temple Bar Properties, 1996
A CLOSER LOOK AT THE CULTURAL QUARTER...

THE ARK – this is a cultural centre for children, a 16,000 square feet arts centre designed and programmed exclusively for cultural work by children, for children, and about children. The Ark consists of a gallery, a workshop, and an exhibition room. It operates in the daytime during school term for primary school groups, and in the evenings, weekends, and holidays for families and community groups.

It has an annual program and twice a year for a period of ten weeks, THE ARK explores a particular topic or theme. E.g. “TWO BY TWO” - a celebration of the story and icon of THE ARK.

ARTHOUSE – this is temple bar’s most eye-catching buildings. An innovative centre which helps artist to combine the latest in communication technology and state of the are technology with creativity to resulting in making, promoting and exhibiting art.

The art house is also 16,000 square feet and consists of a multimedia studio/event space, multimedia production units, an information gallery, a library, research and development unit and a cyber café.

The ARTHOUSE runs programs to enable up and coming artists to avail of training schemes.

THE TEMPLE BAR MUSIC CENTRE – This specialist centre contains a sound training Centre, Temple Lane Studios and Temple Lane Management.
The sound training centre runs training courses in areas such as record engineering and live sound and stage production. The sound training centre provides professional audio-visual equipment and facilities.

Temple Lane Studios offers a wide range of activities for the music and audio-visual industries. It provides a professional environment with the highest quality in equipment.

Temple Lane Management is a company, which works in conjunction with the board of Temple Bar Music Centre in managing the programming of the TV studio/venue in the Music Centre.

DESIGNYARD – this centre is located in a converted 18th century warehouse, and is a “centre of excellence in the field of contemporary applied art.” The centre focuses on quality, design, innovation, and manufacture in its exhibition of designer work. It contains a jewellery gallery and a furniture and commissioning gallery.

GALLERY OF PHOTOGRAPHY – The gallery attracts 140,000 visitors annually and is Ireland's premier venue for photography. “The policy is to encourage access and participation with photography as an exciting form of creative expression”

The gallery is 3,800 square feet with fully equipped dark rooms, bookshop and a two-floor exhibition space.
DIT SCHOOL OF PHOTOGRAPHY – Dublin Institute of Technology (DIT) is the largest third level institution in the country, with 25,000 students and six centres.

The main objective of the school is to “produce third level graduates who have developed photographic disciplines to a high degree.”

The school offers a third level diploma in photography, and there are plans to introduce degree programs in the future.

THE GAIETY SCHOOL OF ACTING - In 1986 one of Ireland’s most innovative and respected theatre directors, Mr. Joe Dowling, established the school. It is Ireland’s leading drama school, providing quality training at full and part-time levels.

The school comprises of three purpose-built studios, meeting rooms and office space.
SECTION 3.5

The "Harp Project"

The "Historic Area Rejuvenation Project" (HARP) is an integrated area based framework plan drawn up by Dublin Corporation and accepted as the "Major Initiative" for Dublin under the EU Operational Programme for Urban renewal. The plan has been incorporated into the Integrated Area plan for Dublin, and concentrates on the inner city, covering areas such as Smithfield and O'Connell Street.

*Tá Smithfield beo aris! Smithfield is alive again!*

Smithfield, situated in Dublin's inner city, has been ignored by the developers for years, and most people in Dublin will admit that they have lost their "mental map" of exactly where it is and what it looks like, but thanks to the HARP project, that has all changed.

In 1991 Smithfield had little or no value. It was the derelict site of the 2.5-acre Jameson Distillery.

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65 Dublin Corporation Publications, HARP Integrated Area Plan
66 Frank McDonald, the Irish Times, 09-03-1999, "Music will hold key to new village"
The State sold it on to Duffy Scrap Merchants for £500,000. In 1998 the scrap merchant received £8m for the site. Why the big turnaround?

Smithfield has been the biggest success story of Dublin Corporation’s HARP project. The Corporation has invested £3.5m into turning Smithfield into “the major civic space for Dublin in the 21st century”.

Smithfield has been a cattle and horse-trading market since 1664, and still hosts the market on the first Sunday of each month. It has also been a fruit and vegetable market since 1913. It even got a mention in James Joyce’s famous “Ulysses”.

The Corporation began work on Smithfield’s main square in June 1999. They set out to turn the market square, which is as big at the Piazza Navona in Rome, into a superb plaza. Over 400,000 of the cobblestones, which were originally laid in 1880, where dug up and individually cleaned by hand and re-laid.

Perhaps the most impressive feature is the 12 gas braziers. Each brazier is 26 metres in height and sets the square alive. The 12 beacons, each with a 2-metre flame, can be seen from all around Dublin.

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67 Padraig O’Morain, The Irish Times, 22-12-1999, “Ta Smithfield beo aris”
The 104-year-old chimney of the former Jameson distillery has been transformed into an observation tower. It offers an amazing 360-degree panoramic view of the city.

An Irish traditional music centre (simply known as CEOL) is the anchor of the project. It also includes a hotel (Chief O’Neill’s), two bars and a shopping mall.

The newly revitalised plaza got its first public showing on 18th March 2000, when worshipped Dublin Rock band, U2 and the Burmese pro-democracy activist Ms. Aung San Suu Kyi, received the freedom of Dublin City.

The beloved horse fair will continue to be held each month, and the project has emphasised that it wants to retain Smithfield as a lively market. While other cities such as London and Paris have moved markets out of the city centre to the suburbs, Smithfield is holding on to this integral part of inner city Dublin’s charm.

This project which was driven by instinct rather than profit, is expected to attract over 150,000 visitors annually.
Throughout the 19th century, O'Connell Street was recognised as Dublin's main street, well filled with prestigious firms, such as Findlater's, Gilbey's, Clery's, as well as numerous high-quality hotels. The central mall attracted an interesting mix of public monuments, erected to commemorate great Irish men, such as Charles Stewart Parnell and Daniel O'Connell.

In 1916 O'Connell Street was the focus of the Easter rising, and in the battle between the rebels and British troops, much of the street was destroyed. Afterwards the street was quickly rebuilt with quality stone-cut structures. But the 1970's saw the arrival of various fast-food joints and their neon plastic fronts, the neon flashing lights quickly followed. O'Connell Street has never returned to its former glory as the capital city's central mall. Over the last decade the street has gone from bad to worse, overrun with take-aways and discount stores, as well as having an extremely bad reputation for crime. It is now faded and denuded of its identity.

Last year the Street hit the headlines in a row over the British Chain of novelty sex shops, Ann Summers, opening a branch on O'Connell Street. The Corporation objected strongly, their main argument being that it would be a major flaw in regenerating Dublin's main mall, but the shop commenced trading shortly afterwards.
Fortunately it now looks like the streets luck may be changing. Dublin Corporation has ambitious plans to restore O'Connell Street to its former grandeur.

Dublin Corporation has a clear vision for the future of O'Connell Street:

"To create the kind of quality environment, range of uses, and powerful sense of place that can live up to its unequivocal role as the main street of the capital city, a street where there is a strong dynamic relationship between quality architecture and an urban mix of uses." 68

The O'Connell Street area plan is an umbrella term for a wider regeneration process, spanning from Parnell square to D'Olier Street, and picking up Moore street and Marlborough Streets on the way.

Dublin Corporation is investing £35 million into this project and a further £330 million will come from private sector investment.

The project contains the following objectives:

- To reinstate O'Connell street as the main street of the city and the country.
- To generate a sustainable mix of uses in order to attract people to the area during the day and night.
- To establish powerful links with the Historic Area Rejuvenation project (HARP), Northeast inner city, International Financial Services Centre, Parnell Square, Moore Street and Westmoreland Street.
- To provide new opportunities for employment.
- To improve the design and presentation of the public domain.

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68 Dublin Corporation publications, 1998, "The Progressive Heart Of Our Capital City" 81
• To draw with surrounding streets and squares into a more dynamic relationship with O'Connell Street.

• To alter the perception of the street to one which is secure

**PHASE ONE**

The first phase includes the erection of a new monument and the creation of a new square outside the General Post Office (GPO). There will be trees and greenery planted around the new square to create a plaza effect, along with sculptured lighting.

Unfortunately the concept of a new Monument is not so straightforward, and has created a lot of controversy. In 1998 the Corporation held an architectural competition to create a design for a new monument which would be placed on O'Connell Street. The Royal Institute of Architects in Ireland was appointed to organise it on the Corporation's behalf.

In the 1960's the Irish Republican army blew up Nelson's Pillar, a tribute to Admiral Nelson which stood on O'Connell Street. The monument was both liked and disliked among the Irish, but nevertheless it was a renowned landmark and a popular meeting place. Since it was destroyed more than thirty years ago, O'Connell Street has been deprived of a focal point. The corporation aimed to replace the pillar, and to give back to O'Connell Street a focal point. Previous attempts to replace the pillar all failed.
The millennium fountain, erected in 1988, was ridiculed and nicknamed "the Fluzi in the Jacuzzi". The millennium countdown clock was also a huge failure and nicknamed, "the time in the slime". Neither of these efforts won any public respect.

The winning design of the competition was the "Monument of Light", or the "Spike", as it is now known. The large "spike" is to be 400 ft high, but has proven to be unpopular among top Irish architects. It has been referred to as "an anorexic alien body, and a "sore thumb."

69 Sam Stephenson, a leading Dublin architect believes the "spike" will take something away from the buildings of artistic, architectural or historic interest on O'Connell Street. The monument was due to be constructed before 31st December 1999, in time for Ireland's millennium celebrations, but strong objections soon took their place in the High Court. £600,000 had already been spent on materials for building it. 70

The man responsible for the delay is Micheal O'Nuallain, who says he takes "no pleasure in holding up anything other than a pint of Guinness!"

Mr.O'Nuallain challenged the operation on grounds that the corporation failed to adhere to correct procedures in the planning process.

69 The Irish Times, 24-04-1999
65 The Examiner, 03-07-1999
At the moment Dublin Corporation are preparing an Environmental Impact Statement. It is due to be published at the end of April 2000, the public then have four weeks to submit proposal, objections and recommendations. The next step sees the statement, along with the public input being brought before the Minister for the Environment and Local Government.

The final decision on whether the “spike” is erected or not, lies with the Minister and his department.

**PHASE TWO**

This phase involves major reconstruction of the streets surrounding O’Connell Street.

The Carlton Hotel and Millennium mall is a £250 million development, by Shelbourne Developments. It is to be a hotel, a shopping mall, and a 4,000 seated conference centre, on the site of Parnell Street, Moore street, O’Rahilly Parade, and Moore Lane.

The corporation believes the mall is crucial in attracting major investment back to O’Connell Street, “an economic magnet” in technical terms.

I do not think the Corporation is striving to develop O’Connell Street into Irelands answer to the “Champs Elysees”, but it is in desperate need for change.

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71 Dublin Corporation, 08-04-2000
72 Dublin Corporation publications, 1998,”The Progressive Heart Of Our Capital City”
History has made it the city's main thoroughfare, it is not merely a retail street, and it has a much wider role. 200,000 people pass through the Street every day. The Street needs to hold on to its civic character.
Chapter Four
CONCLUSION

We have now reached the end of our tour of a selected few of Europe’s most innovative and dynamic development projects. Where has it got us in relation to the research questions defined at the outset: What is happening in our cities right now? How do we successfully define the “City”?

Berlin, a previously divided city in many aspects, is now “working” again. The momentous task has grabbed attention from all corners of the globe. This is a unique example of city development, in that it raises difficult emotions regarding identity and history for the Germans. The focus area; Potsdamer Platz, was once a symbol of so many negative things; war, death, destruction, fear, but through the colossal development project the heart of this area is starting to beat again. The speed of the project is sometimes beyond belief, it is something that one must see with their own eyes to believe it. What normally takes decades or centuries to evolve is being created in only a few years.

Sony and Daimler Benz have taken the initiative and invested wisely in an area, which is hoping to eventually regain its status as one of the most important areas. It will take the involvement of major International Corporation’s like these to help Potsdamer Platz achieve this aim.
Along with the German Government, the two firms are paving the way and setting valuable examples for effective energy management concepts and environmentally friendly buildings, innovative concepts, which need to be adapted worldwide.

Potsdamer Platz has added the vital ingredient, which almost completes this new urban quarter: culture. Sony's vision has seen them not only develop a state-of-the-art business location, but also important combined cultural and entertainment facilities. This large sector of Sony's project is important in reinforcing the cultural aspect in Potsdamer Platz, with active citizen participation joining hands with large-scale development. The shape of the city is encouraging urban culture.

The redevelopment of the Reichstag, and the German Government's relocation to Berlin reinforces the city's position on the centre stage. It has given the city a defined focal point. To place the seat of government closer to the east, politically and historically signals momentous change in the new German capital. Perhaps no other city in Europe holds more historical and political importance as Berlin, it is now a symbol of unity helping to join east and west.

Whilst researching the various projects in Dublin I read many articles written by international economists and architects. The element of surprise was evident in almost every one of these articles. "The Celtic Tiger", and Ireland's economic performance in general, has taken everyone by surprise.
It has greatly aided Dublin's redevelopment projects and improvements in infrastructure. Ireland is beginning to assert its independence, and Dublin is at the forefront of this move, becoming a European based city.

The Dublin Dockland's development has been a major success. The government made the right decision to boost the area by offering various incentives. By the time these incentives are gradually phased out, the area should be capable of standing on its own feet, developing into a sustainable business and living quarter. The Dockland's Development Authority holds a strong social duty to the surrounding communities, and instead of filling the area with business and moving on, the authority has ensured the provision of other vital functions: education and social amenities. The new third-level college campus, along with the various training workshops and employment schemes will help the authority to achieve the aim of developing the area into a "world class city quarter — a paragon of sustainable inner city regeneration — one in which the whole community enjoys the highest standards of access to education, employment, housing and social amenity."73

The Spencer Dock controversy has proven that the city is one of the "few human institutions which come close to evoking such depth of feeling..."74

Because of its importance to its inhabitant's, city development will always cause some degree of debate.

73 WWW.DDDA.IE. DDDA official web-site.
74 Jones, Emrys. (1966), Towns and Cities, Oxford University Press
From examining the Temple Bar redevelopment and the rejuvenation of Smithfield, it seems these projects, which involved a large degree of restoration work as opposed to completely new buildings, apartments etc., have proven most successful. Maybe the best way to begin redevelopment in areas such as these is not to tear everything down and start again. Although this situation may only applies to the certain projects in specific historical areas.

Temple Bar has been revitalised with important cultural activities taking priority, ensuring the area can live up to its reputation as Dublin's cultural quarter.

The present situation of O'Connell Street allows us to see that an area's range of uses maybe seriously detrimental to the area and its success. The importance of the street as one of the city's focal points must not be overlooked.

As is the case with every kind of research, some questions are answered, but also new questions inevitably arise. The current crisis's Ireland is experiencing with refugees, an incompetent transport system and planning law were among the main questions raised. I was fortunate enough to time the writing of this conclusion with the revelation of the city's planning scandals. The Flood tribunal has provided convincing evidence towards proving the statement that Cities are in a state of crisis.
Maybe cities will never lose this crisis generalisation, and just maybe this is why the modern icon that is the city, is so hard to define. I believe our goal must be to strive towards a modern and dynamic equilibrium between society, cities and nature. Participation, education, technology and innovation are the driving forces of the successful city and its sustainable society.

Cities have always been places in which variety thrives and I think one definition of a successful city -- a mechanism for sustaining difference can be adopted by all cities in the third millennium.

"We must build cities for flexibility, openness, working with and not against the now inevitable process whereby cities are subject to constant change."

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75 Rodgers, Richard. (1997), Cities for a Small Planet, Faber and Faber ltd.
Appendices
What are the most important functions of the DDDA?

The DDDA have a number of statutory duties:
1. to secure social and economic development in the Docklands area
2. to ensure the physical regeneration of the area
3. The development of services in support of the International Financial Services Centre.

What has the DDDA done for Dublin?

The DDDA have turned a redundant waterfront into a new urban centre. They have enjoyed tremendous success with regard to the IFSC.

The Docklands was a desolate area.

The master plan is a fifteen-year plan, and after just two and a half years, so much success so early on is a huge achievement for the DDDA, give it five more years and who knows how successful the DDDA can be.

The DDDA have a very strong social duty to the people living in and around the docklands. They want to ensure they are prepared to ride the new wave of jobs being brought into the area, and are making the effort this needs, with various programmes and training/educational schemes.

The population fifty years ago was 35,000, and in 1997 this had fallen to 17,500. The DDDA want to bring back over 40,000 people back to the area. If they accommodate 2.5 persons per apartment, they need 11,500 new apartments. They intend to create more leisure activities for the residents. They want the people to stay in the area at the weekend. They want to make sure they can work and live in the area.
They also want to make the area a tourist attraction.

What does the future hold in store for the Docklands area?

In April of next year they hope to be working on the Grand Canal site, the 93-acre site is on track to being just as successful as all the other development on the area.

Nobody knows what the outcome of the Spencer Dock proposal will be. The authority are very much against it, foreseeing the implications it would have for the surrounding residential communities, as well as the Docklands area as a whole. They don not approve of such high rise density in the area.
Overall the DDDA wish to build on past successes and look forward to a bright future for the Dublin Docklands.
Interview Two:
22-03-2000
Mr. Robert Woodnut,
Proprietor of “The Eager Beaver” second-hand clothes shop on Crown Alley, Temple Bar.
Mr. Woodnut has experienced both era’s of the Temple Bar area. He has owned the shop for the past fifteen years.

How do you think the rejuvenation of Temple Bar has helped the area?

Mr. Woodnut takes a very sceptical view of Temple Bar Properties and what they have achieved in the area. He feels they have lost track of their initial aim of protecting the indigenous traders.
His rent has increased four-fold since the redevelopment of the area. He holds the view that the original residents and some of the original traders have been forces out because of the rise in rents and rates. He frowns upon the high property prices.
At the end of the say what a business person wants to find out is after all the tax, wages, rents etc. is paid, how much profit will be left over? With the increase in rates he feels many indigenous traders are loosing money.

He lived in Singapore and experienced the same effect redevelopment had on Chinatown. He feels that the area has lost its uniqueness.

Would you not agree that the revitalisation of the area has indeed attracted a lot more business?

Of course business has increased, but not as much as everyone is led to believe. The area does benefit form extra tourists, but the traders have to use this extra business to cover the increase in everything else. Basically many traders find themselves running a lot harder to try and stand still.
Many of the publicans and restaurants on the main street; Crown Alley do well, a sit is the hub of the area, but the traders which we don’t see, the back street traders are suffering.

How much involvement did the local traders have prior to the redevelopment?

Of course there were meetings, but it felt like the traders were just being informed of what was about to happen, rather then the traders actually inputting to the meetings. The decisions were fairly arbitrary. This is typical of the sort of high-handness Mr. Woodnut believes is typical of Temple Bar Properties.
What do you think the future holds for Temple Bar?

Mr. Woodnut does not see a let-up in the rents. He has witnessed and experienced the staggering increases, but believes this is not one of Temple Bar Properties deepest concerns.

He thinks it is too late to undo the damage, short of turning around and giving people to medium to long-term leases and affordable-fixed rates, it is a no-win situation. He also believes there is a lack of retail mix and diversity.

Overall, he holds many gripes with Temple Bar Properties.
Interview Three:
24-03-2000
Ms. Zeta Griffin,
Temple Bar Properties
Project Production Assistant

How do you think the rejuvenation of Temple Bar has helped Dublin City as a whole?

Temple Bar is now a cleaner safer environment. Temple bar, along with all of its cultural projects, has helped the people of Dublin establish a fine cultural quarter in the heart of the inner city. We have achieved much success through the establishment of T.A.S.C.Q. Temple Bar is now internationally recognised and is an attractive tourist location.

How do Temple Bar Properties respond to the critics which say Temple Bar has gone from one extreme to another, with regard to property prices, rents etc.?

A very valid point is that this problem is not exclusive to the Temple Bar area. Every part of Dublin is experiencing this situation. Within the cultural centres, the artists who rent the studios and other facilities are offered an excellent rate. 30% of new housing is reserved for social housing. In 1991, only 200 original residents remained, and they were living in run-down conditions. At the end of phase two, we hope to have 2,000 people living in the area, it is an aim to which we give priority.

What kind of financial resources has it taken to redevelop the area?

(All financial detail is displayed by the pie chart on page)

Where does the future of Temple Bar lie?

That is a hard question to answer. As the development is winding down, the future of Temple Bar Properties (the company itself) is uncertain.

Currently, they are working on the summer programme of events. The events are free, but tickets are allocated on a first come first served basis, in order to get an idea of the kind of numbers which will attend. Last summer tickets were available for events from Monday – Friday, and such was the demand the tickets were usually all gone by Tuesdays. The summer program runs from May – September.
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