

# Project 3

## The Newry-Dundalk International Services Zone

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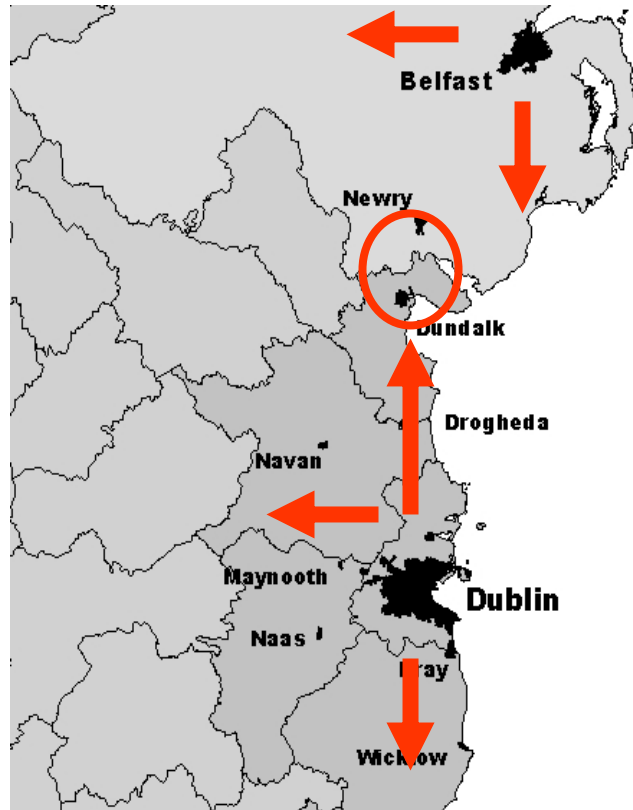
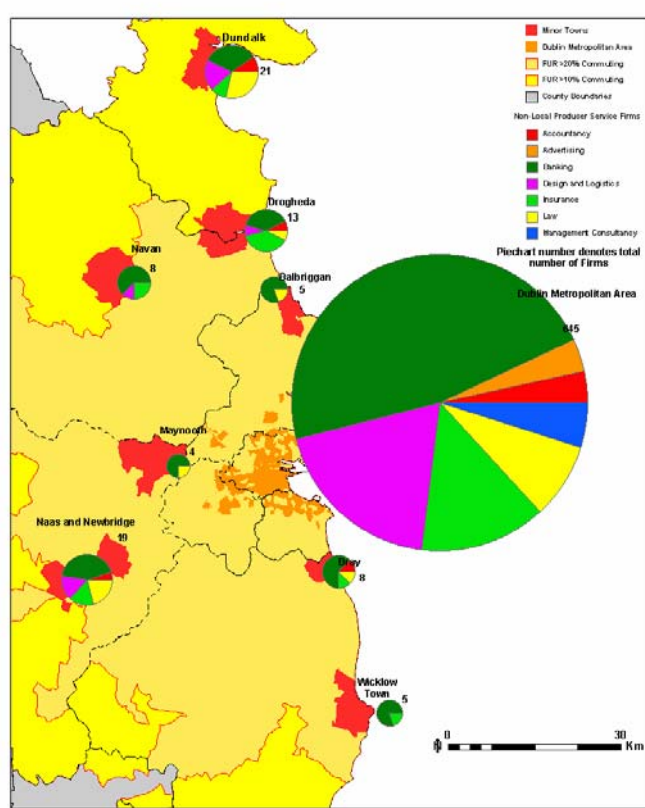


# Development of the Idea

- A desire to develop activity in (basic) services especially services of a high value added nature.
- Dundalk: Developing a strategy for Growth - (Eoin O'Driscoll, January 2005) - “positioning Dundalk as a location for HQ activities (Administrative, Sales and Marketing and other HQ activities including admin, banking and call centres)
- Skills Needs Document prepared for Dundalk Chamber (SMM Consulting, March 2007) - “position Newry/Dundalk as base for financial services in Ireland..”
- Working title: Developing the Newry-Dundalk region as a centre for high value international/financial services
- The Newry-Dundalk International Services Zone



# Opportunity - Polycentricity



- Specific activities:
- Little need for face-to-face contact with customers
- Large ICT requirements
- Often a strong need to be near Dublin office
- Often a need for international travel

Van Egeraat *et al.* (2006)



# Strengths - N-D in a Good Position

- Proximity to Dublin (80km) and Belfast (50km) (permitting face-to-face contact with other offices)
- Proximity to two international airports
- Potential connectivity to large (combined) labour pool within less congested operating environment
- Potential access to a highly skilled labour force within the Dublin/Belfast commuter belt (see commuter survey Dundalk Chambers, 2007)
- Potential high quality of life for highly skilled staff
- Two third-level education and research institutes
- Less overheated labour market (relative to Dublin/Belfast) - None of the companies experienced difficulty in recruiting staff and typically a large percentage of staff are recruited in the same town
- Well developed ICT infrastructure
- Proven location even for high value added financial services
- Gateway designation (Dundalk) with eligibility to related funds





# Limitations

- Potential critical mass and synergies in the N-D region are not fully realised.
  - (Skilled) labour and graduate pool not integrated
  - Limited co-ordination between education and research institutions
  - In short: region not yet a real operating axis
- Need to further up-skill the labour force
- Shortage of suitable high-spec property solutions (especially in Newry)
- Need to regenerate the city centres



# The Newry Dundalk International Services Zone (NDISZ)

- Rationale: Create a cross border business zone with the critical mass to harness the synergetic effects of linking populations, graduate pools, the education institutions and the enhanced property solutions of Newry and Dundalk
- Targeting a large range of high value added international service activities including elements of financial services and (non-customer facing) head-office activities
- Targeting both foreign and indigenous investment



# Key Elements of the NDISZ

- Further development of the local skills base
- Providing high spec. property solutions in both towns
  - Separate locations/projects marketed as part of a single zone
  - Incorporate both existing and new solutions
  - Signature projects, e.g. Albert Basin
- Joint promotion by the responsible agencies
  - Commitment to both towns
  - Commitment to promote the zone by both agencies in their promotion seminars as an integrated zone
  - Develop a suite of promotional products that identify the unique selling points of the cross border zone
  - Levels of incentives in each location based on the flexibility which each promotion agency has to maximise its total package (tax, finance etc).
  - Lobby for zone-specific fiscal/financial incentives



# Other Elements of the NDISZ (Lobbying Role)

- Rejuvenate city centres
- Other elements that develop N-D as a real operating axis
  - Develop infrastructure to create Integrated Commuting Area (train service, shuttle bus services)
  - Co-operative links between the employment agencies
  - Develop a regional identity / promote the region as one region



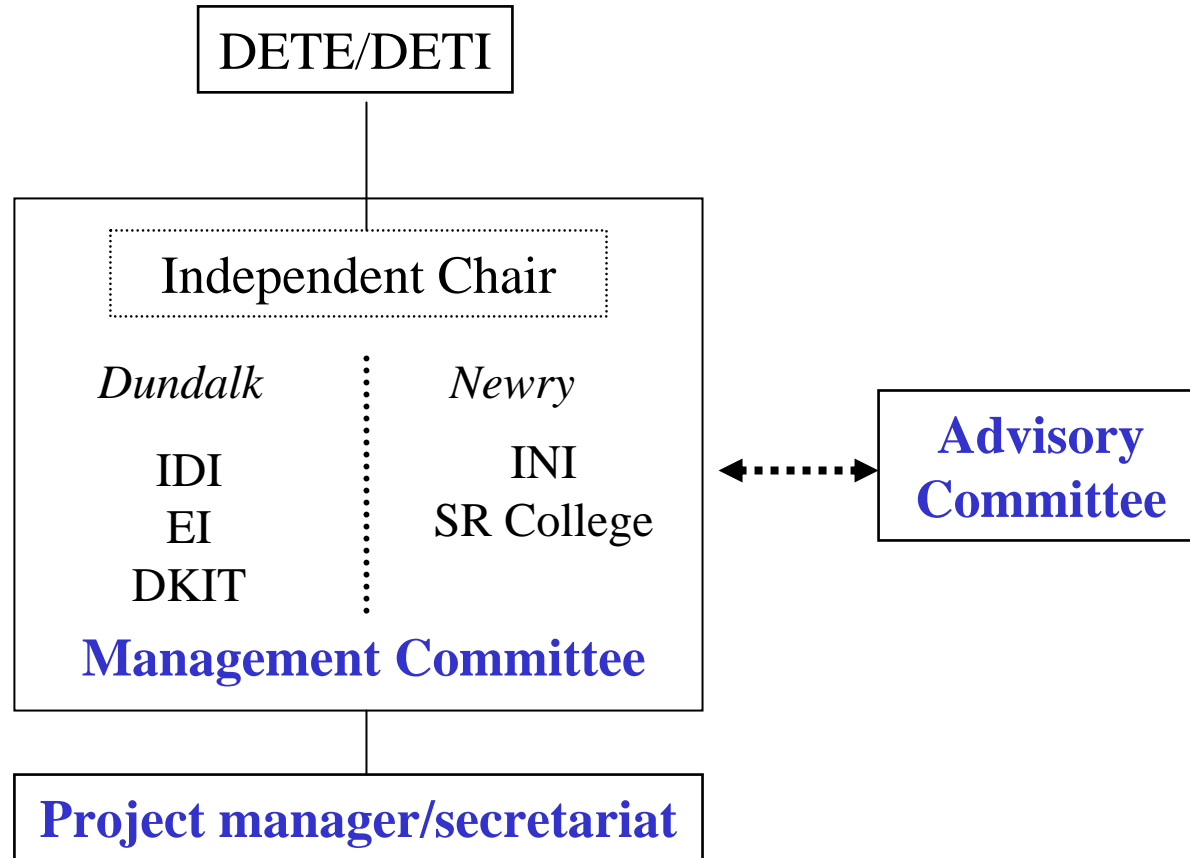


# Structure

- Current best practice: VCBTZ in Derry-Letterkenny
- Parallel structure. No cross border management company - property is managed independently
- Full-time dedicated project manager or secretariat (50/50 funded)
- Cross-border management committee (meets bi-monthly)
  - IDA and INI (project manager; two directors of the regions, two managers of regional offices and two directors of international services division)
  - Enterprise Ireland
  - DKIT and Southern Regional College (two directors)
  - Independent Chair that reports to the two Ministers (DETE/DETI)
- Advisory committee (Key stakeholder group - e.g. local councils; local chambers; Intertradelreland; property developers; transport groups; East Border Region; Fas; etc.)



# Structure



# Implementation

- Funding (INTERREG)
- Establish a small group of Champions that act as initial catalysts (Regional Directors INI, IDA, and the Economic Development officers of the local Councils)
- Establish the Management Committee
- Establish the wider Advisory Committee (to obtain necessary buy-in notably at ministerial level)
- Appoint dedicated project manager
- Develop a proposal for Interreg funding (Consultant)



# NEWRY-DUNDALK TWIN CITY: A NEW PERSPECTIVE ON REGIONAL DEVELOPMENT

## Concluding Comments

- Cross cutting themes for project delivery
- Key research messages





# Cross Cutting Themes For Project Delivery



Critical to success of key projects

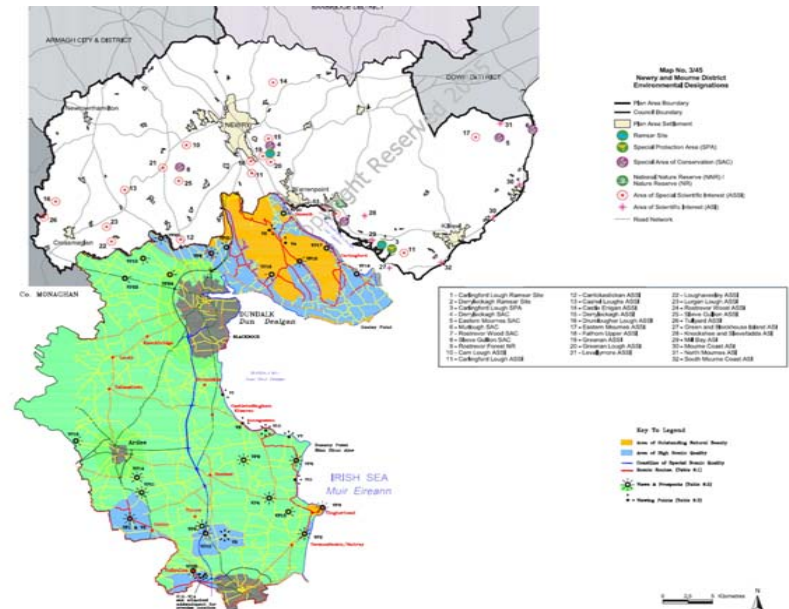
- Infrastructure routes/networks
- Communications/connectivity
- Economic competitiveness
- Regional uniqueness
- Sustainable energy



# Research: Key Messages

Growing regional self awareness

- Appreciation of shared strengths
- Commitment to joint pursuit on collaborative projects
- Active and willing stakeholders
- Joined up local thinking and action
- Integrated approach to planning
- Think sub-regional



# Research: Key Messages

Building upon complementarities:

- Innovation
- Inclusiveness
- Sustainability
- Attractiveness
- Uniqueness
- Skills



Delivering real and effective regional collaboration





# Research: Key Messages

Towards a collaborative non-statutory sub-regional framework

Building a higher quality:

- value added and knowledge based economy
- living, working and sustainable environment
- infrastructure and service provision

Delivering the Newry/Dundalk Twin City for the 21<sup>st</sup> Century

- Driving forward a cross-border implementation strategy
- Growing a dynamic and innovative sub-region
- Supporting investment in key projects

