#smithfieldsays

Facilitating a dialogue on the public realm

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EXECUTIVE SUMMARY

Graduate students from the University of Southern California’s Sol Price School for Public Policy spent two semesters researching and developing a social media demonstration project for the Dublin City Council. Together, the research and demonstration project are intended to help the Planning Department and City Council facilitate a conversation surrounding the health and vitality of Smithfield, a recently redeveloped area located near the Inner City of Dublin. The social media demonstration project is intended to complement the activities conducted by the City Council as part of the fulfillment of the Public Realm Strategy, which aims to improve public awareness of the importance of the public realm, while simultaneously soliciting public feedback on the state of the public realm in Dublin.

After a brief contextualization of the project, this report starts with an overview of recent literature and best practices surrounding digital engagement for local governance. Drawing from the literature and recent experience around the world, a communications model was developed to support the design and implementation of the social media campaign, which utilized a tool called Zoomph. As an influencer engagement platform, Zoomph was used to assess the efficiency of the seven day social media campaign that was run through the City Council’s Twitter account. The results section sets forth a detailed analysis of the findings that came from both the social media campaign and street conversations conducted by both USC students and the City Planning staff. A discussion and conclusion reveals that utilizing social media elicits the same volume of responses from the public, but in a far more cost effective manner that specifically targets the key demographics that are propelling change in the Smithfield area.
INTRODUCTION

Background
Smithfield is located on the North Side of the City of Dublin, with its focal point being Dublin’s largest open public space. The square and surrounding area, which includes a large indoor former public market, contains a difficult history of neglect that has impacted the long-term reputation of the area. Originally used as the site of an ongoing horse fair, the square gradually transitioned into a car park, with little development surrounding it, other than the established courthouses in the area.

Although the site of Smithfield suffered substantial disinvestment through the 20th century, like many inner cities across the world, Dublin’s inner city is experiencing a renewed interest from its population as urbanization patterns shift away from suburbanization and car oriented transport systems back to more sustainable trends that emphasize the redevelopment and revitalization of historic cores and reliance on public transport networks. This transition in urbanization patterns is being largely fuelled by young generations, who have come to young adulthood during a time of fiscal constraint, resource scarcity, and high youth unemployment. Thus, they are motivated to live in proximity to labor centers, in areas with cheap rents, and with a cultural emphasis on sustainability. As a city with Europe’s youngest population, the 20-35 year old age group is proving critical in pushing through creative redevelopment of the Smithfield area.

Smithfield, Redevelopment and the Public Realm Strategy
Smithfield was designated a HARP zone in the 1990’s and received important attention from the city government to redevelop the area into a mix-use zone that included a blend of uses such as commercial and residential. Unfortunately, negative reputation, a perception that the space is too far from the city’s center of gravity, and a later economic crisis in the 2000’s have confronted the area with serious obstacles in attracting new users and foot traffic to the area.

Dublin’s city government recently launched its first Public Realm Strategy, which intends to provide reflective insights on not only the importance of the public realm in Dublin, but on how to facilitate the co-production of a thriving public life that acknowledges residents as participants and decision makers in building and regenerating the urban environment. In the Public Realm Strategy Smithfield has been identified as a key area for ongoing, two year projects that will enhance the public realm in the area. Thus, there is an important opportunity for the city to take in public opinion.
and input about the future of the space and to execute that vision so that its development is consistent with the public’s desired uses. Like many mix-use developments that occurred in the 1990’s and 2000’s, while the area has been a successful redevelopment from an architectural and design perspective, conflicting viewpoints about uses have clearly inhibited its ability to stimulate attraction to the area.

**Opportunity**

A number of factors converge that make Smithfield an attractive place for focusing efforts to improve the public realm. As a site of significant public investment over the past ten to fifteen years and with a number of nearby new developments under construction, including the redevelopment of the Grangegorman Campus, the Smithfield area is presented with a critical opportunity to take advantage of its geographic position in the central city. Accessible by both pedestrian and transit riders alike through its connection to the Luas, Smithfield has the potential to become a thriving center for Dublin’s highly active social culture and public life.

The recent success of commercial institutions such as Block T, Third Space Cafe, the Lighthouse Cinema, and the Generator Hostel have generated new interest and activity in the Smithfield square. By leveraging the existence of these enterprises, the Dublin City Council has an opportunity to involve new stakeholders in co-producing a public realm that will be well utilized and services the needs of the population. Moreover, revolutions in communications technology such as social media provide new tools and mechanisms for fostering digital engagement and participation to enhance the outcomes of public investment in the space. By creating a digital media strategy that complements the new developments in the Smithfield area, there is potential to involve more individuals and better understand how to make the Smithfield area more attractive to Dubliners.

**Price Students’ Expertise in Dublin**

The graduate students from the University of Southern California’s Sol Price School for Public Policy took a notable interest in this project because the environment from which they come uniquely reflects the historical development of Smithfield. Located in the South-Central part of Los Angeles, the area surrounding the USC campus experienced significant disinvestment during the mid-20th century as a result of suburbanization and care-oriented development. Faced with a difficult history that includes violence and a concentration of poverty, the University has been an active partner in working with the community since the 1980’s to revitalize the space and co-produce events that can attract a new sense of historical pride to the area, such as the reclamation of the Endeavour Space Shuttle in 2013. With a combination of public
policy, public administration, and urban planning students, the USC team has a vested interest in the revitalization of urban spaces by better understanding how to incorporate public participation in their regeneration. By taking their own experiences and applying what they have learned to the context of Smithfield, the students seek to assist the City Council in constructing creative ways to unite the community of Smithfield toward producing a rich and healthy public realm.

RESEARCH AND METHODOLOGY

Design and Methodology
The research conducted on digital governance and the public realm was developed using a mixed methods approach. Mixed methods research employs a combination of best practices, statistical analysis and literature reviews to bring contextual understanding, as well as a multi-level perspective, while drawing on the strengths of each method. These methods included:

- **Literature Review and Communications Model**– A review of scholarly articles and websites that explore digital governance in the context of best practices from government and private enterprise for improving digitally driven social engagement. A communications model has been set forth to reflect this research.

- **Best Practices in Social Media**- A seven-day social media demonstration project has been implemented utilizing the Dublin City Council’s Twitter account. The Twitter feeds were then tracked through a Key Influencer Engagement platform, “Zoomph”, which facilitates the maximization of social media strategies by providing details tracking and analytics about social media feeds. All Twitter feeds and Zoomph analytics can be found in the Appendix 7f and 8a-h.

- **Survey Data and Statistical Model**– The survey questions, provided both by the Price team and the Dublin City Council, were reviewed using statistical analysis. The statistical analysis was constructed to provide a basis for comparing the approaches of social media and street conversations for collecting feedback from the public on the recent interventions in Smithfield. A copy of this and the corresponding surveys data can be found in the Appendix 6a-c.

The objective of the research was to provide context on the attitudes of Dublin residents toward the area of Smithfield, and to provide insight as to the current practices going on around the world in terms of digital governance. By utilizing a mixed method approach, as seen in the Figure above, it was possible to analyze research data in multiple phases (Johnson and Onwuegbuzie, 2004). The phases focus on a statistical analysis of the collected survey data and social media project, and a comprehensive analysis of literature review, which together produce an approach that effectively
draws on the strengths and minimizes the weaknesses of stand-alone research (Johnson Ownuegbuzie, 2004)

<table>
<thead>
<tr>
<th>Method</th>
<th>Type</th>
<th>Goal</th>
<th>Strength(s)</th>
<th>Limitation(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literature Review</td>
<td>Qualitative</td>
<td>To understand what, how and why.</td>
<td>Defines general concepts and searches for patterns.</td>
<td>Difference in methodology; lack of available or reliable data; and lack of prior research.</td>
</tr>
<tr>
<td>Best Practices</td>
<td>Qualitative</td>
<td>To demonstrate and facilitate practical implementation.</td>
<td>Allows DCC to track the efficiency of social media campaigns.</td>
<td>Limited time to run campaign. Ran over bank holiday. Newness of hashtag used. Biased toward younger population.</td>
</tr>
<tr>
<td>Statistical Analysis Regression</td>
<td>Quantitative</td>
<td>To predict.</td>
<td>Isolates variables to test hypotheses. High validity.</td>
<td>Need to be sure to eliminate plausible rival explanations. If not use the log natural to create a linear correlation.</td>
</tr>
</tbody>
</table>

**Literature Review**

Literature review allows for examination of research already conducted in a specific area or topic. The review selects available information, which contains ideas, data, and evidence focused on a specific standpoint to fulfill an aim, express a view, or how a topic will be investigated (Learning Center, 2014). Filtering through the collective research and identifying relevant data requires utilizing the Narrative Overview Rating Scale (Green et al, 2006) to holistically demonstrate competence in reading research. Literature review will contribute to the analysis and findings (Hart, 1998).

This report will provide the Dublin City Council with relevant and applicable information set in various contexts to create a deeper understanding of how digital and social media can be utilized to enhance a dialogue on the public realm within Smithfield. Additionally, information gathered may prove useful for current and future developments that the city is taking on, as this information provides a number of tools, strategies and best practices from around the globe.

An engagement model has been developed for use by the Dublin City Council for initiating a public dialogue on the area of Smithfield, a site of significant public investment over the past ten to fifteen years. This integrated communication-public policy model is intended to specifically facilitate digital conversation surrounding the health and vitality of the public realm in the Smithfield area. Generally defined as any publicly owned space, notably streets and parks in the
context of Ireland’s built environment, an attractive and inviting public realm is critical to the success of spaces.

**Limitations**
Qualitative research methods provide specific organizational understanding and take meaning from literature reviews of individuals who have knowledge on or in the specific problem being researched. Qualitative research is dependent on the experiences of individuals and what influences they take from their surroundings and circumstances. While the statistical analysis provides quantitative metrics and insight into the survey data provided, the literature review presents a difference in methodology, along with a lack of available or reliable data from prior research.

**Best Practices in Social Media and Local Governance**
When constructing a practical project to enhance the Public Realm Strategy as it relates to Smithfield, a review of best practices from around the world was conducted in tandem with the literature review. Based on the idea that the contemporary issue of public engagement is not unique to Dublin City Council, but is a problem that has been faced by other organizations and local governments around the world, a review of current practices is useful in providing insights as to how others are effectively incentivizing increased digital engagement on local planning and public policy issues (Bardach, 2008). In selecting case studies for presentation and review, it was critical that the case studies and resulting data were selected from “multiple contexts, which increased the likelihood of generizability, transferability, and its overall usefulness” (Myers, Smith & Martin, 2004). After extensively reviewing case studies from around the globe, the USC team was able to find an appropriate communications model and corresponding social media strategy that fit the needs of the Dublin City Council in their efforts in and around Smithfield.

In order to test the communications model presented in this report, the USC team worked with the Dublin City Council’s communications team and Twitter account to run a seven-day Twitter campaign. The campaign began the public realm conversation around Smithfield on Twitter, using the hashtag #SmithfieldSays. The social media demonstration section presents an influencer engagement tool used to develop assess the efficiency of the social media campaign. Furthermore, the research outlines challenges, successes, and limitations of the campaign. Analysis shows that with modification, a continuing campaign around this hashtag could revolutionize Smithfield’s public realm.

**Limitations**
One limitation of best practices research is that there is often more information available than can be processed during a time-constricted research and implementation project. While a number of sources were used to mine for appropriate data and case studies, the availability on material from the internet creates a situation which forces researchers to focus more specifically on some content over others. However, a major strength of best practices research is that it eliminates the need to “re-invent the wheel”, and provides context as to the success and failures of various strategies.

Furthermore, when examining the results presented in this report, it is important to note that there are several limitations to this campaign. First, the USC team was in residence in Dublin for a limited amount of time. This meant that the campaign could only be run for seven days, and had
to occur throughout a bank holiday weekend. These are hardly representative conditions similar to the rest of the year. Additionally, carefully monitored campaigns group in popularity over time. The hashtag #SmithfieldSays is at a natural disadvantage simply because of its novelty.

**Surveys and Statistical Analysis**
The statistical analysis included in this report is based on a series of surveys that were conducted by the City Planning staff and the USC Price students. Three surveys were implemented; the first two were developed by the Dublin City Council as part of a Street Conversation project and were generally intended to assess public attitudes toward the Smithfield area and more specifically the Lighthouse Cinema. A third survey was developed by the USC Price students and was intended to assess the utility, accessibility and general attitudes toward recreation in the Smithfield neighborhood. Using this survey data, a statistical model was developed to thoroughly analyze the data collected from both the social media demonstration project and the Street Conversations surveys, so as to allow for an analytic comparison of the two approaches and their outcomes.

**Limitations**
The metrics used for the statistical analysis are bounded by four constraints:

1. **Sampling:** the Street Conversations sample is generally considered too limited in volume to be used as an inferential statistical analysis. We have used descriptive analysis to explore the data set.
2. **Artificial Score:** The artificial score (U Score) was conducted to compare Zoomph Data and Survey Data. The U-Score only measures the relationship, however, between collection events (inputs).
3. **Skewing and Scope of Data:** Survey was created with leading questions that have skewed the survey to self-select positive responses.
4. **Zoomph Data Limitations:** Zoomph only captures data by the hashtags designated by the users, and we thus we are unable to capture all the data. The standard error rate is higher then what would be constant with a normalized data set. Only descriptive statistics were used assess the data.

**LITERATURE REVIEW AND COMMUNICATIONS MODEL**

**Digital Engagement and the Public Realm**
Using social media in the context of local governance is a relatively new phenomenon. By reviewing the current practices and theories that govern communications theory and the utilization of digital media for governance, this document seeks to establish a starting point for the city of Dublin to launch a social media strategy for improving discourse on the public realm. Culminated results may allow for the opportunity to determine how Dublin’s City Planning Department issue fits into existing literature or how existing knowledge may be applied to new situations. The literature review is intended to complement the statistical analysis and to support the proposed communications model. Drawing from recent literature and experience in the area of digital engagement and local governance, the engagement model borrows from three effective communication theories and models which together, produce the digital engagement strategy for Smithfield.
Public Impact Model
The Urban Sustainability Directors Network (USDN) is a peer-based network of professionals across the United States and Canada, who are creating a pool of shared knowledge, experience and best practices from local government attempts to improve sustainability in cities from an economic, social and ecological perspective. Recently, the USDN developed a public impact model for use by local governments to depict how conversation takes places between the government and the public. The public impact model serves as a useful tool that helps local governments assess at what stage their dialogue is occurring, while suggesting strategies for effectively progressing to more impactful stages of conversation.

As demonstrated by the figure to the right, the model begins at the stage of “Inform” and progresses to the stage of “Empowerment”. Progression to the next stage of public impact is generally associated with the level of integration of public opinion into the decision-making process. The model holds that governments should intend to begin at the first stage of the model, “Informing” and “Consulting”. Informing means simply improving public knowledge of issues, which can be accomplished by engaging in activities that increase public participation. Consulting, which is often done in tandem with Informing, elicits feedback on services and different options available for a given issue or problem.

The next goal of governments should be moving toward “Involving” the public, which is defined by the USDN as “solicit[ing] non-binding, influential advice” (USDN, 23). The core difference between consulting and involving the public is that “when local governments involve the public, input is directly reflected in outcomes developed by the government” (USDN, 23). The next stage of governments should be Collaboration, which implies partnership with the public on influential choices (USDN, 24). Moving into the Collaboration stage is generally represented by increased public influence in final decision making. The final stage of the model, “Empowerment”, represents the stage of communication in which the public is in charge of the final decision-making. As noted earlier, the critical differentiation between the stages of dialogue relate to the level of public participation and ownership over decision making and its associated processes.

Social Penetration Theory
From a theoretical standpoint, the engagement model developed for use by the Dublin City Council is underpinned and supported by social penetration theory, which proves helpful in conceptualizing and articulating the layers of communication. First developed in 1978, this theory is used to describe communications relationship between two people and originally highlighted the development, maintenance, and deterioration of social
relationships in a linear fashion, from less intimacy, to greater intimacy, to disengagement (Giri, 2009). Later, the theory was revised to reflect a more cyclical process that depicted penetration as a back-and-forth process in which the tension between public and private always needed to be managed (Giri, 2009).

The cyclical interpretation provides a useful framework for conceptualizing how individuals’ or groups’ relationships with the government and each other become increasingly personal through the aforementioned public impact model. As demonstrated by Figure 3, as communication moves inward, it becomes more and more personal, touching the core of individuals’ existence. The breadth of discussion also increases as communication moves inward.

**The Laswell Formula**

![Laswell Formula Diagram]

*Photo Credit: USDN*

Harold Laswell developed a model in 1948 that he declared is “a convenient way to describe an act of communication.” In order to help the Dublin City Council better understand the literal act of communication, the Laswell formula has been integrated into each step of the public impact model in order to clarify each of the elements involved in facilitating the act of conversation and how these elements effectively interact to produce a more productive dialogue. While this classic model is linear, the Laswell formula has been informed and adapted to reflect a more contemporary understanding of communication as a cyclical rather than a linear process.

**Communication Behavior as Related to Social Media**

Social identity theory as outlined by Henri Tajfel and John Turner suggests that individuals within a group feel as if they belong and as such a sense of togetherness exists that gives those organizations an advantage, in part because they are motivated by a desire to positively differentiate themselves rather than attract negative attention to themselves. In the case of Smithfield, organizations such as Block T, the Lighthouse Cinema, and the Generator Hostel generate positive tweets to encourage patronage of their establishments. Their regular use of social media through a presence on Twitter translates to a shared goal of bringing people to Smithfield Square.

Conversely, individuals on Twitter as illustrated in the social media campaign have a much less cohesive voice and generate both negative and positive feedback. Social identity theory suggests that people seek to differentiate themselves in order to be heard, and in the context of social media individuals generally tend to express whichever viewpoint they perceive will garner the most attention, which translates into higher randomness in being positive or negative. Within the campaign individuals retweeted less often and responded with community needs not related to promoting Smithfield.
Communications Model
Using the Public Impact Model, the Laswell Formula and the Social Penetration Theory, an integrated communications model has been developed to represent the progression through cyclical levels of public empowerment and intimacy of interpersonal communication, while simultaneously guiding users in how to facilitate the conversation. Figure X gives a visual representation of this cyclical model and how each of the various theories and models from the literature interact within the context of the communication model.

Formulating the Communications Model
In order to facilitate digital engagement conversation around the Smithfield area, it is necessary to define the current public engagement status and determine the goals of public engagement according to the needs of the Client, which for the purposes of this report is the Dublin City Council. By understanding the process of communication, different levels of public engagement and different stages of communication relationship, it is possible to conceptualize the sophisticated process of public engagement. This model provides a useful framework for measuring current levels of public engagement and determining strategies to achieve desired public engagement levels and outcomes.

There are a number of justifications for employing the chosen set of models. First, the public impact model explains public involvement according to the distribution of power. Since each level has different purposes and functions, this model helps government to decide which tools they could
use to achieve certain public engagement goals. For instance, when applying a new policy, the government needs to let the public understand the issues that they are trying to address. From the model, we know there are some good practices that we can use, such as putting council videos on website. A list of associated tools for each step of public engagement is included in the Appendix 5a.

Second, the Laswell’s Formula also helps the government to communicate better by breaking down the communication process and delineating responsibility for the act of communication, which can be visualized as a two way process between public and government. For instance, in the inform level, governments are the ones who take the initiative to start the conversation while in the empower level, the public would lead the conversation and directly be involved in the decision making process.

Third, the social penetration theory explains the level of public engagement by defining the communication relationships between the government and the public. The more intimate the relationship is, the deeper the conversation they may have. If the government would like to have more public engagement, they would need to build a more intimate communication relationship to encourage the public to talk more and contribute more to public issues.

This model is followed by a practical 16-step checklist tool to begin engagement. One of the very important steps is to select digital tools. While a full list of tools are included in the Appendix 5a, in order to further demonstrate how the model can facilitate the public engagement conversation a Twitter campaign was selected from the review of best practices, designed and supported with guidance from this model.

**DUBLIN CITY COUNCIL STREET CONVERSATIONS**

**Purpose and Intent**
In order to inform the Dublin City Council’s Public Realm Strategy for 2014, USC Price students collaborated with the Dublin City Council to conduct a series of street conversations in and around the area of Smithfield. The objective of the street conversations was to facilitate an exploration of public attitudes toward recent development interventions in Smithfield, the evolving inner-city neighborhood under consideration.

The purpose of the street conversations was to engage with individuals to survey their understanding of Smithfield and obtain their opinion about whether Smithfield is known to Dubliners in general and what could improve the public space known as Smithfield Square. The street conversations were carried out over a period of three days, speaking to over 180 individuals, at three different points on the square. Individuals were engaged on the North and South sides
of Smithfield Square and at the Light House Cinema at the middle of the square. It is the intent of
the USC Price graduate student team that these conversations will help to inform the Dublin City
Council of the insights and opinions of those using the square. After further detailing of the process
of the Street Conversation, a secondary social media demonstration project will be introduced, and
the results from the two tools for eliciting public feedback will be compared.

Survey Design and Implementation
Having street conversations required canvasing of the square as most people walked faster or kept
walking as we stood in the respective areas. Those willing to participate were first asked to do so.
The responses are the words of the respondents – summarization was avoided in all possible
situations. No demographic data was collected from the respondents. Three surveys were
employed, each are listed below with the associated questions. There were three primary
geographic foci of the Smithfield area, which included the northern and southern most ends of the
square, the area directly in front of the Lighthouse Cinema, and the surrounding neighborhood.

Survey Questions Smithfield North and South:
  1. How does Smithfield make you feel?
  2. What do you think of the recent design improvements here? E.g. the plants/grass: the
     children’s play areas.
  3. Have you noticed a change in atmosphere recently?
  4. If you were lord Mayor would you make any changes to Smithfield?
  5. Is Smithfield on the Radar for Dubs? How could we get you more interested?

Survey Questions Lighthouse Cinema:
  1. Would you say the Lighthouse brings a bit of magic to seeing a movie?
  2. What do you like about the Lighthouse?
  3. What do you think about the unusual layout and circulation spaces?
  4. How do you rate comfort, technical quality – ie Sound?
  5. Does the build work well as a Cinema Complex?
  6. Are there any criticisms you would make?

Survey Questions of Area Surrounding Smithfield
  1. How do you use the Smithfield area?
  2. What do you think are the best things to do in Smithfield?
  3. How do you get to and from Dublin?
  4. What do you think of public events in Smithfield?
### Locations and Time

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday May 28, 2014</td>
<td>2:30-5:30</td>
<td>North end of Smithfield Square</td>
</tr>
<tr>
<td>Wednesday May 28, 2014</td>
<td>2:30-5:30</td>
<td>South end of Smithfield Square</td>
</tr>
<tr>
<td>Wednesday May 28, 2014</td>
<td>2:30-5:30</td>
<td>Area Surrounding Smithfield</td>
</tr>
<tr>
<td>Wednesday May 28, 2014</td>
<td>3:00-4:30</td>
<td>Lighthouse Cinema</td>
</tr>
<tr>
<td>Thursday May 29, 2014</td>
<td>3:00-4:30</td>
<td>North end of Smithfield Square</td>
</tr>
<tr>
<td>Thursday May 29, 2014</td>
<td>3:00-4:30</td>
<td>South end of Smithfield Square</td>
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<tr>
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<tr>
<td>Thursday May 29, 2014</td>
<td>3:00-4:30</td>
<td>Area Surrounding Smithfield</td>
</tr>
</tbody>
</table>

### Summary of Responses

- **Location**: North and South Ends of Square
- **Responses**: 67
- **Dates**: Wednesday & Thursday, May 28<sup>th</sup> & 29<sup>th</sup>, 2014
- **Time**: Afternoon
1. How does Smithfield make you feel?
2. What do you think of the recent design improvements here? E.g. the plants/grass: the children’s play areas.
3. Have you noticed a change in atmosphere recently?
4. If you were lord Mayor would you make any changes to Smithfield?
5. Is Smithfield on the Radar for Dubs?

nothing much to attract "thinks a lot about people
name = legacy of past like the big sky and space
come here especially when sun is shining"
old reputation as hostile" tourist attractions
but not the square" more music "hard to shake dubs
many attractions" so much negative from horse fair
more like church street" not enough pub
worth telling dubs about the place"
used to be ice rink "the cinema
"dubs don’t know more advertisement would be better
not much to bring you here but the market is gone"
lighthouse + block T have done wonders for Smithfield
"foreigners come a lot getting there not always for the right reason
not sure "cinema re-opening has helped
people don’t have anything in common with Smithfield "it used to be
trees & block T & third ace LUAS
amazing "no neighborhood
only for the North not used to culture of using spaces"
"lacing in big space improve mod of access
only for Dublin 7 people
replacing horse fair with another comparable event
use more advertisement / needs more business

Smithfield to me is....
Emerging
6. How could we get you more interested?
1. Would you say the Lighthouse brings a bit of magic to seeing a movie?
2. What do you like about the Lighthouse?
3. What do you think about the unusual layout and circulation spaces?
4. How do you rate comfort, technical quality – i.e. Sound?
5. Does the build work well as a Cinema Complex?

does not stand out enough/does not fit in

think it does

yes maybe for locals

bend in contributes to atmosphere

not imposing, but at times invisible/no relation to public realm

local fits in well overall blend in

staple of smithfield

"local yes good not visible enough

yes it does, not enough signs maybe for locals

fits nicely yes

yes, definitely central

fits really well/brings people to smithfield

yes, more on bottom area with bar

yes, I think so
6. Are there any criticisms you would make?

- improve marketing
- needs more comfy seating
- none, everything is great
- walking downstairs in dark dangerous
- queues for films sometimes
- times
- food is improving
- none
- lack of continuity in schedule
- none, great place, missed it when it was gone
- people are unaware of services offered
- no, except lower spaces
- none whatsoever
- diversity in film choices
- separation from manner street inhibits foot traffic
- Unclear if space can be used for hang out and not movie viewing
- little bit quiet quiet at beginning, shows start too early
- too empty
- more different types / long ads
- times
- don’t go there enough
- more community based/community inclusive/seems detached from area
- not easy to find signage’
- better sound
- strict
- should be able to buy book of tickets
- poor signage – too hidden
- more cuisines
- better advertising
- people unaware of services (bar, food, drinking inside)
- needs bar in observation tower
- brightness around cafe
- need more shit to attract people
Location: Area Surrounding Smithfield
Responses: 69
Dates: Wednesday & Thursday, May 28th & 29th, 2014
Time: Afternoon

1. How do you use the Smithfield area?
2. What do you think are the best things to do in Smithfield?
3. How do you get to and from Dublin?
4. What do you think of public events in Smithfield?
Matching the Responses with DCC’s Urban Themes
In order to guide the Dublin City Council in better understanding how respondents relate to the six urban themes that characterize the planning objectives of the City Planning Department, the USC team has used the survey responses to reinforce the most important comment that emerged from each theme.

**Economic:** More businesses, especially cafes, and a fresh food, and theme markets.

**Social:** Connecting grassroots arts initiatives with events on the square. Art festival, music and technology events and public art.

**Cultural:** Connecting the community to the square with family friendly events.

**Environmental:** Safer and cleaner neighborhood with a brighter paint scheme

**Movement/Circulation:** A movement of the flow from outside the square into it.

**Spatial:** Emptiness about the square.

SOCIAL MEDIA DEMONSTRATION PROJECT

Purpose of the Demonstration Project
At the beginning of this report a communications model was presented that is intended to summarize and describe the act of communication between a government and its public. The Dublin City Council currently practices Street Conversations in order to facilitate this act of communication; however, in order to complement the activities of the traditional Street Conversations with a more contemporary solution for encouraging public engagement, the USC graduate team constructed a social media demonstration project.

While traditional Street Conversations are a well-known practice in city and town planning for eliciting public input on projects, there are a number of limitations on this data. Notably, it is very difficult, and usually unlikely, that the group of individuals surveyed on the ground are truly reflective of those individuals and organizations that have the most stake or interest in an area’s development. The social media demonstration project was thus designed to acknowledge and more specifically target the four core types of users and movers of change in Smithfield area: tourists from the Generator Hostel, artists from the Lighthouse Cinema, entrepreneurs from Block T, and students from the new Grangegorman campus (located to the northwest of the Smithfield Square).
Designing and Implementing a Successful Campaign
The following section outlines demonstration project by reviewing the tools used and the mode of implementation that was utilized. In order to have a successful and effective social media campaign, a key influencer engagement tool must be selected so as to provide detailed analytics and metrics that measure the efficiency, reach, and depth of the social media campaign. By first choosing the tool, a social media platform can be selected that appropriately reflects the strategy of the organization deploying the social media campaign.

Maximizing Social Media Engagement in Smithfield
Key influencer engagement platforms are tools that help organizations improve their social media strategies and track the results of those strategies. By developing and tracking social media campaigns positive and impactful engagement can be realized. This engagement enhances the public realm strategy by engaging, capturing, trending, and analyzing results to develop and enhance the public conversation.

Zoomph is an Influencer Engagement Platform (IEP) designed to maximize social media reach, depth, and real-time engagement. It is an "all-in-one" platform that incorporates three core modules: curation, analytics, and visualizations. According to the Zoomph website, "hundreds of brands across the globe trust Zoomph to help them improve their social media strategies, while identifying, inspiring, and influencing positive engagement." (Zoomph, 2014).

A plethora of influencer engagement platforms were appraised and Zoomph was chosen for its overall capabilities and desirable price for this project. The account manager is a USC alumnus who provided support for the project. Zoomph provides several analytics packages that can be purchased at increasing prices up to $295 dollars per month to provide different levels of analytics and display options for measuring and creating visualizations of information.
Three Core Platforms for Social Media Impact

- **Analytics**: Insight on real-time and future trends through the use of engagement scores, time-over-volume graphs, word clouds, and geolocation mapping.
- **Curation**: Collect data, determine its relevance and impact to the public, and engagement with government, rank, and moderate for dissemination.
- **Visualization**: Use moderated data from the curation stage to share public conversations in social media through powerful, responsive, and customizable displays.

Zoomph mines Tweets, Facebook posts, and Instagram posts from online conversations based on specific hashtags, mentions, users, example words, and phrases that are entered as search terms for reporting. Once the type of social media to be measured and the search terms are defined users can determine the relevance of data and approve or reject tweets for further analysis and reporting. During the curation stage the analyst can review social media posts to understand the type and level of engagement of users. Each social media post includes Z points. Z points are based on a proprietary algorithm created by Zoomph that ranks key influencers based on identity, inspiration, and influence. The more relevant conversations, promotion of positive action, and followers a key influencer has, the more Z Points they are assigned. Zoomph analytics ranks top influencers by Z points and trending posts by Z points. These posts can be approved during the curation process and digital displays can scroll through these tweets at events, conferences, and other venues.

**Twitter Campaign #SmithfieldSays**

In consultation with the Dublin City Council communications team and using the Council’s Twitter account, the USC team completed a seven-day campaign beginning on May 29, 2014 and ending on June 4th, 2014. The campaign consisted of three tweets per day that offered unique insights into Smithfield and encouraged participation through responses, re-tweets, and favorites from organizations, residents, visitors, and others. These three tweets occurred at mid-day,
afternoon, and after dinner, with specific times determined by the Dublin team (adjusted to account for weekdays versus weekends and holidays).

Each tweet had a unique predetermined structure that the USC team created within a broader and carefully orchestrated schema for the week. The detailed script for the week was communicated to the Dublin team for their use as they tweeted. With the exception of the first day, which was an introduction day, tweets followed the following structure:

- Mid-day tweets introduced the topics of the day, which were aligned with the City’s determined urban themes. These tweets offered a current picture of Smithfield, a fact about the topic, and encouragement to join the conversation by using the hashtag #smithfieldsays.
- Afternoon tweets did not include a picture. These tweets presented a fact related to the topic.
- After Dinner tweets were loosely structured around showing Smithfield “before and after” with images based on the theme of the day. Evening tweets may have included the hashtag #spotthedifference and always included a call to action.

Overall, the goal of this campaign was to encourage the conversation around Smithfield while using the urban themes of the planning department to show how Smithfield has changed in a positive way.

**Outcome: Good Content is Engaging**
This campaign has proven that interesting content can generate proportionately high levels of engagement around Smithfield. People can and do respond to posts about Smithfield, and this engagement is not limited to any one type of person or organization. For example, one of the tweets put out by the DCC was retweeted fifteen times, favorited five times and had three responses. It featured a unique old map of the Smithfield area, a visual that probably spurred the increased interaction with the tweet. It is important to note here, however, that the presence of the correct hashtag is absolutely necessary for this type of successful engagement to be recorded. In this case, the hashtag on the original post was one character off and read #Smithfieldsay instead of correct #SmithfieldSays.

**Outcome: Users Generate Their Own Content**
This campaign generated instances where Twitter users posted their own original content and appended the #SmithfieldSays hashtag to their post. Rather than taking the relatively simpler actions of retweeting, favoriting or responding, these users took the initiative to connect their own content and experiences to the ongoing conversation around Smithfield. Considering the
limitations of the campaign, this is particularly striking.

**Outcome: Building a Following**
The @USCinDublin Twitter handle went live around the same time that Day 1 of the Twitter campaign began. In the time since, it has acquired more than forty (40) followers, most of who are not directly connected to the USC team. This shows that building a following through the lens of a Twitter campaign is a viable option that could be replicated so that Smithfield as an area could have a compressive online presence.
The previous two sections have reviewed two strategies for initiating a conversation about the public realm, as it applies to the area of Smithfield. In order to facilitate a comparison of the two approaches, and to assess the relative efficiency of each, a statistical model was developed by the USC Price graduate student team that quantifies and describes the results of each strategy (street conversations and social media campaign). The next section will introduce the design and implementation of the statistical model, and will be followed by a comparison of results from both strategies. Above, a figure has been included that allows for the visualization of the process.

**Input Model for Data Collection and Analysis (IM-DCA)**

Information flows from conversations, tweets, Facebook posts and social media. In order to make sense of this information, a by a step by step process is constructed to reduce the complex
information into metrics that measure performance outcomes. For the Street Conversations and Twitter campaign in the Smithfield area, a step by step process is articulated below.

**What’s in an Input?**

An input is a conversational category. It can include social media platforms such as Twitter, Facebook, Instagram, or commentary generated through traditional Street Conversations. Within the Input there emerge two types of information: (1) targeted data focused on an objective (e.g. Lighthouse specific surveys) and (2) general data collected through random conversations without a specific goal (e.g. the Dockland Surveys).

**Step Zero: Objectives, Criteria, and Survey Design**

Once inputs have been identified, it is important to formulate the elements (objectives and criteria) for constructing the survey. An objective is a statement that delineates what the survey administrator desires to learn from the questions in the survey. A criteria is a form of measurement for determining if the objective is being met.

**Determining Objectives and Criteria:** Inputs inform what type of information will be collected. Thus, the objectives are bounded by the limitations of the input method. For example, when Twitter data is broken down into three criteria: visual, written, and volume. A matrix is a valuable way to organize survey elements.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Input #1 (Twitter)</th>
<th>Input #2 (Canvas)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criteria #1 (Visual)</td>
<td>Units</td>
<td>Units</td>
</tr>
<tr>
<td>Criteria #2 (Written)</td>
<td>Units</td>
<td>Units</td>
</tr>
<tr>
<td>Criteria #3 (Volume)</td>
<td>Units</td>
<td>Units</td>
</tr>
</tbody>
</table>

**Creating a Survey:** Once the elements are identified questions and scales of measurement can be formulated. Because the Zoomph software automatically conducts measurements of the inputs, no metric development is required.

**Step One: Data Entry, Categorizes and Data Sorting**

After completing input collection though a survey, Twitter or Zoomph it is necessary to curate the data to fit within the input categories. Excel or Google Sheets are excellent tools for storing and sorting the data by designated criteria.

**Step Two: Model Selection and Determine Outputs**

The next step is to select a model based upon the objective determined in Part Zero. Most often, an artificial score is created (Z-scores in Zoomph) to rank and order the data. Once an ordinal
ranking is established, the model can be applied to structure the data. There are generally two types of models that can be constructed, quantitative and qualitative.

**Qualitative Models:** This type of model is collecting information that explains relationships between the data and the actors. These models focus on giving context to the information gathered. This type of model measures the effectiveness of the objectives.

**Quantitative Models:** This is the aggregation of information and the establishment of statistical models. These models can be used to measure the effectiveness of the designated criteria.

**Step Three: Results, Visualization, Strategy, and Decisions.**
Once a model has been selected, the data must be plugged into the model to create a visualization. By merging the Qualitative and Qualitative data a “Big Picture” view of the data can be established, which facilitates observation and conclusion. With this information, clear strategies can be formulated and decisions can be made that are supported by the results of the data.

**Optional Step: Comparative Analytics**
One of the benefits of modeling and statistical analysis is the ability to compare the results of each model, with the goal to understand how each input compares to one another and past inputs used. Establishing a past analytical history allows the survey administrators and analysts to uncover global trends and change over time. This part is concluded with a summarizing report showing the visuals and changes over the bounded time frame in which the survey is conducted.

**Step Four: Refine the summary, objectives and criteria.**
At this stage in the process the data must be reviewed in order to identify where refinements are needed to meet the objectives stated in Step One. If the data is not meeting the objectives set forth by the survey administrator/designer, then adjustments must be made to the outputs to more clearly fulfill the objectives.

**COMPARATIVE ANALYSIS**

The tables included on the next page are intended to draw a comparison between the two approaches for facilitating a conversation on the public realm, social media and Street Conversations. After thoroughly analyzing both sets of data and inputs the using the process delineated in the previous section, some key observations can be made regarding the two strategies.
Volume and Efficiency
The most important observation to emerge from this analysis relates to volume. In terms of number of conversations generated, the statistical model indicates that there is more interaction generated by Twitter than generated by Street Conversations. To match the volume of tweets produced per day, hundreds of street conversations would need to be conducted each day. This highlights the second point that emerges from the comparison, which relates to efficiency. Increasingly, local governments are under pressure to reduce their budgets and eliminate wasteful activities, or at the very least to critically assess the effectiveness of their strategies for employing labor and resources. Street conversations prove both labor and time intensive, requiring dozens of hours and ten to twelve people to be actively conducting the outreach. Conversely, Twitter campaigns can be run by a small number of people, and require very little time since Tweeting is more passive than active on the behalf of the individuals managing the conversations.

Demographic Targeting
Another major point to emerge from this comparison relates to demographic targeting. When conducting street conversations it is very difficult to identify and elicit feedback from those individuals and organizations who actually use the geographic space under observation. During a number of the Street Conversations it became clear that the interviewee is more of a passer-by, a commuter traveling through (especially because of proximity to the Luas Line), or people who generally have very little experience with the space. Moreover, it does not capture the attitudes of those individuals and organizations that have a vested interest in the space; these are commonly the individuals and groups that are pioneering change in the context of regenerating urban spaces.

Throughout the two weeks in Dublin, the USC students met with a number of individuals and organizations who were selected by the Client and identified as the core participants in driving the redevelopment of the Smithfield area. This included four major players: the Generator Hostel (owners and tourists), Block T and Third Space Cafe (entrepreneurs), the Lighthouse Cinema (artists), and young creatives and students who will be part of the new Grangegorman campus. In the context of a Street Conversation, there is no guarantee that any of these stakeholders will be consulted; this is problematic for understanding how the primary users of a space are reacting toward its development.
One of the great strengths of a social media campaign is that it directly targets those individuals who have the largest stake in the success of an area. This is because social media operates within a system of networks. Conversations generated by key influencers in the dialogue will naturally be shared with the networks of other individuals and organizations who share a similar stake in the issue, or in this case the geographic area. Alternatively, one of the weaknesses of social media is that there is a selection bias that restricts the input of other demographics, such as the elderly and less digitally connected populations. However, these do not seem to be the primary users of the space nor the primary drivers of change in the area.

**Capacity Building and Accountability**

One of the preeminent strengths of using social media platforms for community engagement is that actions taken on these platforms lend themselves particularly well to transparency and accountability. This digital accountability can take several forms. If the communications team institutionalized three principles outlined below, then social media conversations will maintained and measured. If done properly, these two elements encourage growth of conversation.

**Consistency.** This means consistency in: types of messaging and images, purpose, tone, post structure, and posting times. Consistency also comes into play in terms of measurement. Constantly measuring social media analytics through influencer engagement platforms, training and oversight is required for any social media campaign to achieve its true potential.

**Commitment.** This means that the organization as a whole commits to a social media scheme and uses it throughout all of its operations. It also means that each communications manager and/or team commits to maintaining feeds, campaigns and accounts as part of organizational culture. Monitoring should occur during and outside of business hours, and all comments and questions must be answered or acknowledged. Also, all posts (both scheduled and unscheduled) should be checked and rechecked for accuracy and appropriateness.

**Collaboration.** This means that within the organization, social media teams organize with each other to mutually support one another. They must operate together with the purpose and mission of the greater organization in mind. Collaboration also requires social media teams to support positive social media efforts by businesses and other outside groups of interest, redirecting them as necessary. It is also vital to make a concerted effort to engage those who are more difficult to reach through social media, including but not limited to those who do not have social media, those who rarely use it, or those who primarily speak languages other than English.
Twitter Campaign

19 DCC Tweets generated:

129 Retweets

83 Original Tweets Using #SmithfieldSays

68 Unique Users That Posted Original Tweets Using #SmithfieldSays

*The data above is based on 19 DCC Tweets, although the entire campaign included 21 Tweets.

Percentage of Retweeters and Original Content Poster by Z-Score
Key Opinion Leaders
Prior to the visit to Dublin, the USC team identified a list of government, commercial, and non-profit’s that had Twitter and Facebook accounts. The accounts followed are represented under Twitter and Facebook in green boxes. The feeds are limited to pull only from feeds that had been requested. Reports were then created in the key influencer engagement tool Zoomph to follow these accounts. Measuring the reach and engagement of the tweets and Facebook posts of these accounts allowed the USC team to understand the top four key opinion leaders in different segments and to gauge the social reach that these influencers have in social media. Social reach as defined by Zoomph is the total number of times the search terms could have been seen (Zoomph, 2014). Items are the number of tweets, re-tweets, and Facebook posts that were posted based on the users and hashtags that were followed for the report. Total Z points represent according to Zoomph the unit of attention that measures the influence of an author or piece of content within a conversation using an estimation of attention given to a conversation (Zoomph, 2014).

The social reach of the #smithfieldsays hashtag was 600,000 people in a 7 day span. The other feeds ranged up to 20,000,000 people in a ninety day period. It should also be noted that a key opinion leader in the civic engagement feed was another square in Dublin @MerrionSquare. Key opinion leaders have been listed at the end of this section as a starting place for additional conversations about Smithfield and how to use social media effectively.
Smithfield Basics

Social Reach 4,001,949 | Items 1,417 | Total ZPoints 18,252

https://www.facebook.com/#!/LighthouseD7
https://www.facebook.com/arttunnelsmithfield
https://www.facebook.com/christophescafe
https://www.facebook.com/jamesonwhiskey
https://www.facebook.com/pages/BlockT/152742134704248
https://www.facebook.com/SmithfieldHorseFair
https://www.facebook.com/StoneybatterSmithfieldPeoplesHistoryProject
https://www.facebook.com/thecobblestone
https://www.facebook.com/ThirdSpaceDublin
1. **Jameson Irish Whiskey**
   - Total ZPoints: 8,904
   - Average ZPoints Across 809 Items
   
   Most Engaged Post (View All)
   People who say they don’t believe in love at first sight just haven’t found the right bar yet.

2. **@LighthouseD7**
   - Total ZPoints: 2,582
   - Average ZPoints Across 21 Items
   
   Most Engaged Post (View All)
   Great news!!! We’ve been Highly Commended in the @GuardianFilm Awards for Best Cinema 2014! bit.ly/1FHYbJx http://t.co/Y6jrIU2Zgc

3. **Light House Cinema**
   - Total ZPoints: 1,001
   - Average ZPoints Across 31 Items
   
   Excited! Japanese Film Festival Ireland - coming soon

4. **@Block_T**
   - Total ZPoints: 487
   - Average ZPoints Across 12 Items
   
   Most Engaged Post (View All)
   Don’t miss @okoband’s album launch March 21st in @BLOCK_T It’s going to be a cracking night! http://t.co/j811kfggH
1. @IRISHTIMESBIZ
- Total ZPoints: 8,896
- Average ZPoints Across: 32

Most Engaged Post (View All)
Unforeseen losses force Irish Psychics Live into liquidation iti.ms/1iwqPUI

2. @CLLROJOSINQUIN
- Total ZPoints: 1,315
- Average ZPoints Across: 20

Most Engaged Post (View All)
@DubCityCouncil Owen Keegan & I try out the public bike scheme in Mexico City ... good - but prefer @dublinbikes2go http://t.co/W5h2WZ3RAF

3. @MANCERAMIGUELMX
- Total ZPoints: 1,178
- Average ZPoints Across: 1178

Most Engaged Post (View All)
En la reunión que sostuve con el Alcalde #Dublin, @CllrOisinQuinn, acordamos impulsar Sustentabilidad Educación #mm http://t.co/HUNJITKrmD

4. @JOBS_DUBLIN
- Total ZPoints: 1,078
- Average ZPoints Across: 255

Most Engaged Post (View All)
Business Intelligence Developer - Big Data: Dublin, Business Intelligence Developer - Big Data Global t... bit.ly/1qtyh7W
Dublin's Civic Engagement

Social Reach 19,591,948 | Items 5,826 | Total ZPoints 49,979

#dickglessom @lordmayordublin
@dubcitycouncil @dlroisinquinn
@faite_irland @merrionstreet
"dickglessom" from:@lordmayordublin
from:@dubcitycouncil
from:@dlroisinquinn
from:@faite_irland
from:@merrionstreet

https://www.facebook.com/DublinCityCouncil
https://www.facebook.com/DublinCityPublicLibraries
https://www.facebook.com/events/355568414552752/
https://www.facebook.com/Events355568414552752
https://www.facebook.com/IrishPlanInst
https://www.facebook.com/IrishPlanInst
https://www.facebook.com/pages/Dublin-City-Council-The-Arts-Office/208897445803714
https://www.facebook.com/pages/Grafton-Street-Quarter/562074833833515
https://www.facebook.com/savemoorestreetdublin
https://www.facebook.com/studiodcc
https://www.facebook.com/thomasstreetdublin
<table>
<thead>
<tr>
<th>Rank</th>
<th>Username</th>
<th>ZPoints</th>
<th>Total ZPoints</th>
<th>Average ZPoints Across</th>
<th>Most Engaged Post (View All)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>@FALITE_IRELAND</td>
<td>8,442</td>
<td>37</td>
<td>230 Items</td>
<td>A beautiful montage of pics on the #wildatlanticway by @4allthingsnice #ireland @miriamdonohoe 1.bp.blogspot.com/-6re8AHRnQw/U... <a href="http://t.co/EFLh8XceYU">http://t.co/EFLh8XceYU</a></td>
</tr>
<tr>
<td>2</td>
<td>@DUBCITYCOUNCIL</td>
<td>5,063</td>
<td>58</td>
<td>88 Items</td>
<td>We're excited to launch LovetheLanes in Temple Bar. Submit #LoveDubLanes ideas here dublincity.ie/YourCouncil/Lo... <a href="http://t.co/0svyZaYck">http://t.co/0svyZaYck</a></td>
</tr>
<tr>
<td>3</td>
<td>@CLLROISINQUINN</td>
<td>2,457</td>
<td>19</td>
<td>128 Items</td>
<td>Royal Albert Hall gets ready to rock to a Ceiliúradh @TourismIreland1 #LondonGoesIrish <a href="http://t.co/GJaraNfV48">http://t.co/GJaraNfV48</a></td>
</tr>
<tr>
<td>4</td>
<td>@MERRIONSTREET</td>
<td>1,803</td>
<td>42</td>
<td>43 Items</td>
<td>Taoiseach &amp; Tánaiste at Intel announcing progress on largest private investment in the history of the Irish State: <a href="http://t.co/GstELdUUtn">http://t.co/GstELdUUtn</a></td>
</tr>
</tbody>
</table>
Dublin's Private Sector Engagement

Social Reach 8,133,403 | Items 3,432 | Total ZPoints 24,429

CONNECT TWITTER

@gen_dublin × @maldronhotels ×
@cobblestonedub × @stpatrickscath ×
from:@gen_dublin ×
from:@cobblestonedub ×
from:@stpatrickscath ×

TOP INFLUENCERS
Ranked by ZPoints

1. @BANKOFIRELAND
7,618
Total ZPoints: 61
Average ZPoints Across 124 Items
Most Engaged Post (View All)
RT to vote Tadhg Furlong @tadhgfurlong your # B01rugby Leinster player of the month for Feb / March http://t.co/ktEXv5T207

2. @GEN_DUBLIN
1,852
Total ZPoints: 8
Average ZPoints Across 232 Items
Most Engaged Post (View All)
Fancy winning a FREE 10 BED DORM w/ jacuzzi + complimentary beers&pizza for you and your mates? simply retweet this message to enter #GELOVE

3. @COBBLESTONEDUB
1,639
Total ZPoints: 7
Average ZPoints Across 237 Items
Most Engaged Post (View All)
Smithfield 1980s @SmithfieldSqu @OldDublinTown Dublin #LoweDublin http://t.co/MD0tHi4GEt

4. @ULSTERRUGBY
662
Total ZPoints: 95
Average ZPoints Across 7 Items
Most Engaged Post (View All)
Great adverts from our sponsor @bankofireland a round the Province #showURsupport http://t.co/G6nekwkzwVl
Initiatives for a Stronger Ireland

Social Reach 13,460,265 | Items 4,467 | Total ZPoints 31,912

@idaireland
@UCDINNOVATION
@BLOCK_T
from:@dublinked from:@jobs_dublin
from:@digidublin from:@idaireland
from:@tedxucd
from:@cotidublin
from:@connectireland from:@ideaconnection
from:@public_realm_strategy from:@gathering
from:@block_t from:@d7history
from:@exchange_dublin from:@innovation_dub
from:@entrl from:@dublinked from:@jobs_dublin
from:@digidublin from:@idaireland
from:@tedxucd from:@cotidublin
from:@connectireland from:@ideaconnection
from:@public_realm_strategy from:@gathering
from:@block_t from:@d7history
from:@exchange_dublin from:@innovation_dub
from:@entrl from:@ireland

TOP INFLUENCERS
Ranked by ZPoints

1. @IDAIreland
   Total ZPoints: 5,956
   Average ZPoints Across 55 Items
   Most Engaged Post (View All)
   Today is the day, Dublin and San Francisco get linked up by @Aer Lingus, and it's great for businesses - US West Coast now biggest source of FDI

2. @ENTRL
   Total ZPoints: 1,534
   Average ZPoints Across 33 Items
   Most Engaged Post (View All)
   ow.ly/vhmyG Funding & Support for early stage founders New Frontiers Programme @Entrl @EL_Innovation

3. @UCDINNOVATION
   Total ZPoints: 1,481
   Average ZPoints Across 10 Items
   Most Engaged Post (View All)
   #EasyAsPI "@CoderDojo has done amazing stuff" via @EbenUpton @Raspberry_Pi @laonet @whelton

4. @BLOCK_T
   Total ZPoints: 684
   Average ZPoints Across 13 Items
   Most Engaged Post (View All)
   We're delighted that our lovely @BlockTcoffee has been named as one of the top ten coffee hotspots in Ireland! irishtimes.com/life-and-style...
Dublin's Film Culture

Social Reach 13,302,775 | Items 3,702 | Total ZPoints 28,293

CONNECT TWITTER

@ifi_dub × @dublinfoirge ×
@lighthouseD7 × @grindhouseDuba ×
@elementpictures × @charlenelydon ×
@dublinfoilmfest × "light house cinema" ×
"element pictures dublin" ×
@dubtheatrefest ×

TOP INFLUENCERS
Ranked by ZPoints

1 ⭕ @IFI_DUB
4,755
Total ZPoints: 27
Average ZPoints Across 175 Items

Most Engaged Post (View All)
Threatre fans! Watch KING LEAR broadcast onto a big screen bit.ly/1gCS5pb in assoc. @ntlive @DubTheatreFest http://t.co/nSA2GGo4e

View

2 ⭕ @LIGHTHOUSED7
3,110
Total ZPoints: 21
Average ZPoints Across 148 Items

Most Engaged Post (View All)
UPDATE: Screening of @howtobehappyie @IFI_Dub on the 6th of April. Tickets available here: ifi.ie/film/ireland-o... #happybackindublin

View

3 ⭕ @HOWTOBEHAPPYIE
510
Total ZPoints: 6
Average ZPoints Across 85 Items

Most Engaged Post (View All)
VIEW

4 ⭕ @SCANNAIN_COM
489
Total ZPoints: 4
Average ZPoints Across 117 Items

Most Engaged Post (View All)
@LightHouseD7 Yesterday you were normal and today you're like the Chinese guy from the Karate Kid.

View
Local Events in Smithfield and Stoneybatter

Social Reach 1,282,583 | Items 3,904 | Total ZPoints 141,312

https://www.facebook.com/#/LighthouseD7
https://www.facebook.com/arttunnelsmithfield
https://www.facebook.com/christophescake
https://www.facebook.com/jamesonwhiskey
https://www.facebook.com/pages/Block-Y/152742134740248
https://www.facebook.com/SmithfieldHorseFair
https://www.facebook.com/StoneybatterSmithfieldPeoplesHistoryProject
https://www.facebook.com/thecobblestone
https://www.facebook.com/ThirdSpaceDublin
TOP INFLUENCERS
Ranked by ZPoints

1. JAMESON IRISH WHISKEY
   Total ZPoints: 116,005
   Average ZPoints Across 102 Items
   Most Engaged Post (View All)
   The best way to welcome the warm weather.

3. STONEYBATTER & SMITHFIELD
   PEOPLE'S HISTORY PROJECT
   Total ZPoints: 5,637
   Average ZPoints Across 49 Items
   Most Engaged Post (View All)
   The sun is doing its best to break out today. A good time for a stroll in the Phoenix Park. Here's a great photo of the People's Garden taken over 100 years ago. We are just 11 'likes' shy of 2,500, so please share this with your friends! Thanks for all your support.

2. LIGHT HOUSE CINEMA
   Total ZPoints: 9,813
   Average ZPoints Across 166 Items
   Most Engaged Post (View All)
   30 Years ago today, The Breakfast Club happened... #DontYouForgetAboutMe

4. THE COBBLESTONE
   Total ZPoints: 2,706
   Average ZPoints Across 93 Items
   Most Engaged Post (View All)
   Musicians 1 - 0 Airlines Mile High Busking Club?
Smithfield Says

Social Reach 597,083 | Items 246 | Total ZPoints 1,817

CONNECT TWITTER

@DOCTORORA

108
Total ZPoints: 5
Average ZPoints Across 22 Items

Most Engaged Post (View All)
Hi Mom! Look where we are... @USEmbassyDublin @USPrice @USCinDublin @DubCityCouncil #Smithfieldsays http://t.co/bT3mB7e8jH

@DUBCITYCOUNCIL

1,999
Total ZPoints: 50
Average ZPoints Across 20 Items

Most Engaged Post (View All)
Socializing is the key to a happy life. Eat, play, stay, EXPERIENCE #Smithfield. Join the convo on #Smithfieldsays. http://t.co/0Z8wqTlwfe

@USCINDUBLIN

162
Total ZPoints: 3
Average ZPoints Across 59 Items

Most Engaged Post (View All)
We are running the #SmithfieldSays campaign w/ @DubCityCouncil. Please follow & RT over the next 7 days! #Dublin #smithfield

@SMITHFIELDSQ

50
Total ZPoints: 2
Average ZPoints Across 26 Items

Most Engaged Post (View All)
What are your favorite things about Smithfield? Use #SmithfieldSays in your replies @DubCityCouncil @usc
Below is a list of the top key opinion leaders based on the feeds generated in Zoomph during the past ninety days. These key opinion leaders generate the most conversations about Ireland, Smithfield, or both. Leaders mentioned more than once have been included because they have been listed in the top four influencers based on their social media conversations within the eight feeds pictured above.

<table>
<thead>
<tr>
<th>INFLUENCER</th>
<th>Medium</th>
<th>Twitter</th>
<th>Facebook</th>
<th>Followers/Likes</th>
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<tr>
<td>Jameson Irish Whiskey</td>
<td>Facebook</td>
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<td>Jameson Irish Whiskey</td>
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<td>Lighthouse Cinema</td>
<td>Twitter</td>
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<td>Lighthouse Cinema</td>
<td>Facebook</td>
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<td>Light House Cinema</td>
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<td>Twitter</td>
<td>@block_t</td>
<td></td>
<td>7,571</td>
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<td>Irish Times Business</td>
<td>Twitter</td>
<td>@irishtimesbiz</td>
<td></td>
<td>35,241</td>
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<tr>
<td>Lord Mayor Oisin Quinn</td>
<td>Twitter</td>
<td>DeActivated</td>
<td></td>
<td>N/A</td>
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<td>Miguel Manuel Mancera Governor of the Federal District</td>
<td>Twitter</td>
<td>@manceramiguelmx</td>
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<td>Jobs Dublin</td>
<td>Twitter</td>
<td>@Jobs_Dublin</td>
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<td>Failte Ireland</td>
<td>Twitter</td>
<td>@failte_ireland</td>
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<tr>
<td>Dublin City Council</td>
<td>Twitter</td>
<td>@dubcitycouncil</td>
<td></td>
<td>21,046</td>
</tr>
<tr>
<td>Lord Mayor Oisin Quinn</td>
<td>Twitter</td>
<td>@cllroisinquinn</td>
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<td>Merrion Street</td>
<td>Twitter</td>
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<td>Bank of Ireland</td>
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<td>@gen_dublin</td>
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<td>Ulster Rugby</td>
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<td></td>
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<td>Enril</td>
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<td>UCD Innovation</td>
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<td>@ucdinnovation</td>
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<td>3,231</td>
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<td>Block T</td>
<td>Twitter</td>
<td>@block_t</td>
<td></td>
<td>7,571</td>
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<tr>
<td>Lighthouse Cinema</td>
<td>Facebook</td>
<td></td>
<td>Light House Cinema</td>
<td>27,132</td>
</tr>
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<td>StoneyBatter &amp; SmithField Peoples History Project</td>
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<td>Facebook</td>
<td>The Cobblestone</td>
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<td>Dublin City Council</td>
<td>Twitter</td>
<td>@dubcitycouncil</td>
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<td>1,186</td>
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<td>Twitter</td>
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<td>Scannain.com</td>
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<td>How To Be Happy Ireland</td>
<td>Twitter</td>
<td>@howtobehappyireland</td>
<td>664</td>
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</tr>
</tbody>
</table>
Generator Dublin
@Gen_Dublin
Much much more than a hostel. Céad Mile Fáilte. #GenLove
📍 Smithfield, Dublin, Ireland
🔗 generatorhostels.com

Tweets

Retweeted by Generator Dublin
Kate McCulley @adventurouskate - Jun 1
Just booked 3 nights at Generator Dublin for a whopping €9.50 per night (6-bed dorm). Amazing price for a top tier hostel in a pricey city.

The Generator Hostel
4.4 ★★★★★ (711 ratings)
1,784 likes • 118 talking about this • 15,189 were here

Hostel
📍 Smithfield Square, Dublin, Ireland Dublin 7
📞 (01) 901 0222

Like
Follow
Message

Photos
Reviews
Likes
To Mark our 1st year birthday be in with
Please note our Christmas class timetable and opening hours below. We look forward to seeing you & a Happy Christmas.

<table>
<thead>
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<th>Time</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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<td>16:00-16:45</td>
<td>16:00-16:45</td>
<td>16:00-16:45</td>
</tr>
</tbody>
</table>

*Please note that the gym will be closed on December 25th and 26th.*
Christophe’s Cafe
4.1 ★★★★★ (18 ratings)
2.79 likes • 1 talking about this • 239 were here

Cafe • Breakfast & Brunch Restaurant • Vegetarian & Vegan
📍 Duke Lane, Smithfield, Dublin, Ireland 7
📞 (01) 867 4417
⏰ Closed until tomorrow 7:30am - 6:00pm

Maldron Hotel Smithfield
4.3 ★★★★★ (4 ratings)
1,678 likes • 12 talking about this • 107 were here

Travel Agency
Want outstanding service, a home away from home, competitive rates and a great city centre location?

About • Suggest an Edit
GOING FORWARD: KEEPING THE CONVERSATION ALIVE

Opportunities for Developing the Conversation
This section intends to identify a next steps, areas of opportunity for development, digital governance tools for improving public discourse, as well as cautionary lessons learned during the field work about implementing a social media campaign.

Ground Campaign
In an immensely technologically active city and a rapidly changing communications technology ecosystem, the opportunities for engagement with Dubliners in the social media space are significant. Social media is not only the fastest-growing communications tool for public engagement by private and public sector organizations worldwide, it is also the preferred communications tool for a Dublin population.

It is important to utilize more than one social media platform to have an effective public engagement campaign. Utilization of Facebook to maximize reach to audiences who do not use Twitter is imperative. Many successful organizations use both or more than one social media platform in order to reach individuals who do not use one or the other. Unlike Twitter, Facebook posts are easy to find after weeks that the initial post was put out and can be highlighted to promote special information.

Businesses and residents can be engaged in similar ways. They can be reached online or offline and visual aids are often helpful. However, the Smithfield area is surrounded by social housing and low income residents. Their needs are more likely in the space of acquisition of basic resources and inexpensive goods.

Engage Local Businesses
One very productive way to generate conversation and dialogue about Smithfield is to encourage businesses to help promote the area with their own original posts and by liking, commenting and reposting. This can also include:
- Encouraging visible signage in stores for visitors to join pages online
- Encouraging partnerships between organizations to support each other for mutual benefit

Another way to engage local business is to assist in the development of business partnership organizations. Practical recommendations include:
- Provide support and guidance (how to run a meeting, taking minutes, etc.)
- Not all business owners are savvy in social media but would do it if they knew how
- Participate in their events and show interest
Engage Local Residents
It is also useful to engage local residents on a more intensely. It became clear during the Street Conversations from residents that one of the primary barriers to usage of Smithfield is poor signage. Indeed, a number of non-resident interviewees complained that they were unaware of the services in the area due to a lack of signage.

Another way to engage local residents is to tap into leaders in the community who want to be involved in the regeneration of Smithfield. This is a process that includes:
- Identifying influences
- Identifying potential influencers

On suggestion for engaging nearby residents is to encourage participation in events in the area through a set of incentives, such as creating a market that has a certain amount of time for free parking if the owner of the vehicle proves attendance or purchase at the market. Other strategies include:
- Recruiting community members from city sponsored events
- Encouraging volunteerism and community pride to inspire civic ownership over urban space
- Office internships or work experience for youth in city events
- Skill building activities that show people how to take ownership over their urban spaces
- Provide support on ideas for development

Social Media Actions to Encourage
- Check-ins
- Usage of hashtags, locations and pictures
- Creation of groups and/or joining groups
- Creation of special pages (Smithfield History)
- Creation of event pages and invitations

Reasons People Want to Engage
People will want to participate when there is something in it for them. Find out what they want and use it as an incentive. Business owners want increased traffic to their establishments that will increase their profits and residents want resources and activities that are beneficial to them. Use both online and offline tactics to engage the community. Assign an ambassador to carry out some of this effort.

Options for online engagement using multiple social media outlets:
- Blogs
- Photos
- Videos
- Causes
- Games
- Internal contests
- Events
Not everyone uses social media extensively; however, it is clear that if they are given a reason to engage social media they will. Many people are simply unaware that they can engage outside of a purely physical context; therefore, informing and providing locals with a creative space for interaction is important, as is drawing their awareness to the different methods of communication and interaction available to them.

There are also a number of strategies that will facilitate engagement offline. Given the high level of cultural emphasis from the Irish placed on face to face interaction, this kind of on the ground campaign is critically important to facilitating trust between the public and the government as partners in the conversation surrounding the public realm. Some other on the ground strategies include:

- Personal visits to business owners and staff
- Talk to visitors of the space
- Canvass surrounding community & residents

**Case Studies Using the Communications Model**

The following case studies are organized according to the levels of communication delineated in the communications model of this report. The case studies have been selected because they represent the implementation of effective tools and strategies for advancing a conversation through the progressive stages of communication to enhance outcomes in public participation and input.

**Inform: Articulate the Issue, Inform the Public**

Public Engagement activities are used to “inform” the public, providing them with information and assist them in understanding the issues, alternative options to address the issues, and how decisions are made (cite). Common uses and tips to inform include:

- Websites
- Social Media Outlets
- e-Newsletters
- Mapping
- Media-Sharing Sites
- Webcasts & Discussion

In British Columbia, Canada, the City of Nanaimo used open source software to put council videos on their website. Agendas from these meetings were linked, and included bookmarked times so that people could skip ahead to sections in the videos that were relevant to their interest. The website also offered social sharing buttons for important documents and information. Much of the City’s data and information can be easily accessible via the website. In March 2012, OpenPlans launched Meeting Matters, which was a community-edited directory of public meetings, in an effort to be transparent and increase awareness of public meetings.
Consult: Solicit Feedback, Explore Options
Engagement activities that consult the public ask for feedback on analysis, alternatives, and decisions. The difference between “inform” and “consult” pertains to the method that consult provides to residents to give their input to the public sector about public sector issues. Best practices for using digital engagement tools to consult residents about issues include:

- **Websites**
  - Provide easy access to contact information for city officials.
  - Include links to social media sites and pages for individuals.
  - Provide biographies and/or photos of city officials.
  - Incorporate a feedback form or email contact

- **Social Media**
  - Use outlets as a source of feedback collecting
  - Examples including Tweets, Facebook pages
  - Facilitate pages to communicate with residents

- **Media-Sharing sites**
  - Sites like You-tube, Flicker
  - Monitor comments on feedbacks

An excellent case example of “consult” would be the City of Seattle, which indexed all relevant social media accounts, while also displaying the links to elected officials’ and department-specific accounts on the City’s website

**Involve: Establish Commitments, Solidify Public Influence**
Engagement tools used to “involve” residents allow them to express concern about options or alternatives. They key difference in “consult” versus “involve” is that “involve” allows the input
from residents to directly reflect the outcomes developed by government. Best practice tools for using digital tactics involve:

- Crowd-Sourcing
- Structure Online Deliberation
- Survey

In 2011, Los Angeles and Philadelphia used Next 10 Budget Challenge software as a tool to use the public to generate ideas for solving budget challenges. While asking for public input, it was important to explain and clarify how public input will influence the budget process, and why online tools contain budget parameters. In Portland Oregon, TriMet pertained to the metropolitan transit authority, and asked the public for input on its budget. While the software has been criticized for appearing biased and providing limited options and questions, the tool allowed participants to explore the pros and cons of the situation, and gauge the level of support for or against the issue.

Collaborate: Partner with the Public as Decision Makers
Engagement tools used to “collaborate” with the public and ask residents to partner with the government in each aspect of the decision-making. This allows for public input into the final decision. The key difference in “involve” and “collaborate” is that collaborate encourages the public results to have significant public influence in the final decision. The “collaborate” in writing involves easily accessible documents that allow for collaboration, such as Google Docs, Microsoft SharePoint, or Writeboard. The City of Albany created a branded website separate from the city website for their comprehensive planning process. Throughout the process, the City used consistent and attractive branding.

Empower: Stakeholders Co-produce Solutions
Engagement activities that “empower” puts the final power sharing into the hands of the public. Some of the best practices for using digital tools and tactics for engaging residents about specific initiative or policy.

- Online-Offline Community Creation
• Uses in-person events and online forms to allow people to convene and act on particular issues.

• Discussion Forum, Online Message board
  - Helps project managers manage an initiative
  - Examples include Private Facebook groups/pages, Google Groups.

Atlanta BeltLine, Inc. created a community engagement framework to allow Atlanta residents to actively engage in the BeltLine’s creation of a comprehensive redevelopment and mobility project. The project provides a network of public parks, multi-use trails, and transit. Online engagement activities included Facebook Page, Twitter, and e-newsletter for general updates about the BeltLine and to keep residents aware of meetings, events, and new developments. They also included a Social Media Guide to help volunteers become advocates for the BeltLine.

**Contextualizing Motivation for Participation**

Regardless of which digital media strategies are used, it is important to understand the intrinsic human motivations that drive engagement in all social media platforms. People need to create and want to feel that they are contributing. The opportunities for a shared virtual project that allows creativity will be most successful.

**LESSONS FROM IMPLEMENTATION IN SOCIAL MEDIA**

**Hashtags**

One of the issues with tracking posts on Twitter is that most software programs do this by tracking, indexing and analyzing individual hashtags. This is problematic for two reasons in the context of this campaign. Firstly, one small error can cause a valuable tweet to go untracked. Thus human error can become a huge issue. Secondly, Twitter users who respond to original tweets (which use #SmithfieldSays) must include the same hashtag within the text of their reply in order for such replies to be tracked. In this campaign, both types of missing hashtags have been issues.

Issue on Adjacent: Incorrect Hashtag and Lack of Hashtags in the Responses
Tweet Progression. Conscientious campaigns are designed in a way that tweets build on one another or are organized around themes and ideas. As such, this campaign had a distinct plan; after an introduction day, it consisted of six days of tweets focused around the predetermined urban themes identified by the City Planner. The sequencing was deliberate. When a tweet is missing altogether or appears out of order, that can change the momentum of the campaign. Missing critical action steps through human or computer error can be damaging.

Single Platform Campaigns. After discussion with the DCC, it was determined that the social media demonstration campaign run by the USC team would include only one social media platform, Twitter. At that time, the DCC staff expressed their belief that Facebook is declining in use. However, a good number of people on the street have asked if the campaign has an accompanying Facebook page. One person even commented on Twitter that including Facebook would have been beneficial because the people of the Smithfield area are more involved on Facebook than any other social media platform. The USC team is not certain if that statement is factual, but recommends considering Facebook and other social media platforms, as illustrated on the next page\(^1\), seriously in the future.

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Monitoring. Social media is constantly in use. There is a distinct opportunity cost to not monitoring campaigns like this, in addition to not monitoring ongoing accounts. As a platform, Twitter provides near instantaneous interaction between people. Its strength is in real time communication. In the best cases, lack of monitoring and engagement with users who have positively engaged results in opportunity loss. The campaign loses the opportunity to make those users true champions of the cause. In the worst cases, lack of monitoring can result in the languishing of negative or neutral posts. Languishing does not always turn in to a firestorm, but that is certainly a distinct possibility. Usually, however, simply acknowledging, and in essence “closing,” a negative response is enough; other times, redirection from the campaign or from other positively engaged participants is necessary.

Issue on Above Image: Potentially Damaging Tweets Went Unmonitored and Were Not Responded To
CONCLUSION

After months of contextual research and strategic planning, graduate students from a range of disciplines came together in Dublin, Ireland, to work with the Dublin City Council in facilitating a dialogue on the public realm. Employing a mix of new and traditional methods for soliciting public feedback about recent interventions in the area of Smithfield, USC students were able to produce this report outlining the strategies and results from their research and two weeks of field work. Through a rigorous analytic comparison of both the social media project and the Street Conversations project, a number of observations and conclusions were drawn. Notably, the analytic comparison demonstrates that social media campaigns are useful in four main areas: volume and efficiency, targeting key demographics, encouraging accountability and consistency, and identifying key opinion leaders and influencers in the conversation.

As a tool, social media campaigns have often been scrutinized, and even dismissed, by current practitioners in the fields of public policy, planning and administration. While there are certainly limitations to such a strategy, this is one of the first times that a group of people have made a data and statistically anchored comparison of new and old strategies for increasing participation of the public in the decision making process over the built environment. Going forward, this document can be of use to local governments across the world who are seeking to better understand the new tools provided by digital media for enhancing local governance outcomes. By leveraging technologies and tools like Twitter, Facebook, and Zoomph, this project has demonstrated that any traditional outreach campaign can be informed by, complemented by, and in many ways outperformed by, a social media strategy.

Around the world inner cities are being reinhabited and revitalized by young generations, who are increasingly forced to see themselves as entrepreneurs of the world they live in and the economy they create for themselves. By implementing digital media strategies, local governments can effectively reach larger numbers of people and organizations, while simultaneously targeting the most important users and drivers of change in urban spaces, who are often the city’s youth. In addition to documenting the experience of Price students in this report, this report can be used as a resource and guide for other governments and organizations that are seeking to balance, or transition out of, traditional methods of public engagement into more contemporary framework for understanding how to transform the public into partners for urban regeneration.
BIBLIOGRAPHY


Appendix - Table of Contents

1. Correspondence
   a. Glee Music Communication
   b. Glee Music Communication
   c. Glee- Price School Schedule

2. Initial Research Group Memos
   a. Group 1 - Public Sector Leadership, organizations and leading stakeholders
   b. Group 2 – Social Media in the Public Realm in Ireland, Best Practices Worldwide, and Methodology for Measuring Success
   c. Stakeholders – Public Sector Leadership
   d. Stakeholders – Community Stakeholders

3. Communication Campaign Group Memos
   a. Group 1
   b. Group 5
   c. Group 6

4. Social Media Analytics Campaign Group Memos
   a. Group 2
   b. Group 3

5. Digital Engagement
   a. Digital Engagement by Governments
   b. Work Plan Draft

6. Street Conversation Surveys (Interview Questions)
   a. Lighthouse Cinema Questions by Dublin City Council
   b. Smithfield Public Space Questions by Dublin City Council
   c. Interview Smithfield Questions by USC Group

7. Social Media Demonstration Project
   a. Email to City Staff re: Twitter Campaign
   b. Memo to Council with Tweet Layout
   c. Tweet Layout
   d. Tweet Layout Pictures
   e. Dublin City Council Revised Tweet Layout
   f. Actual Tweets as Posted

8. Analytics
   a. Zoomph Pre-Dublin Raw Data
   b. Zoomph Data for Smithfield Twitter Campaign
   c. Smithfield Survey Raw Data
   d. Smithfield Survey Analytics
   e. Lighthouse Survey Analytics
   f. Multi-Attribute Scaling Constant (U-Scoring)
   g. Raw Data Day 1 & 2
   h. Fixed and Variable Costs Comparisons
   i. Lighthouse Survey Raw Data
The visit of Price College to Dublin is providing an opportunity to focus on Smithfield and reflect on its cultural, social and economic role, both at the local scale and also in the context of an evolving Inner-city. Smithfield was laid out in early Georgian times and its large paved public ‘square’ has served as a focus for market activity for over two hundred years. Like much of the inner-city, the area suffered decline in the 19th and much of the 20th century. Urban regeneration under the HARP plan and subsequent HARP Integrated Area Plan [IAP] witnessed new mixed residential and commercial development through the 1990’s and the noughties. Smithfield however was perceived to be a bit too far off the centre of gravity, and despite considerable investment in the location, failed to attract sufficient footfall to sustain a critical mass of business, especially retail. In recent years things have turned around. The Local Authority has invested in the public space, the location is now firmly on the tourist network radar and has a terrific whiskey museum. An award winning contemporary cinema complex has become a destination and has been complemented by some interesting new cafes and bars. An energetic young community of entrepreneurs across the technology and arts and culture spectrum has begun to colonize vacant and under-used space. Also the north-western flank of Smithfield at Grangegorman is now home to the Dublin Institute of Technology [DIT] with a campus of 30,000 students [First 1000 students by Sept 2014].

Dublin City Council has agreed to support Price College [University of Southern California] in selecting Dublin as the foreign city of focus for lab work for Masters students across a spectrum of disciplines including ….The 14 students and class leaders will be in Dublin from Monday 26th May to Friday 6th June. Price College has a particular expertise in the area of public policy and communication and will focus on the social media dimension while in Dublin.

In discussions with Dr Dora Kingsley of Price, it was agreed that the theme of the public realm would provide a rich topic for exploration. Public realm in its wider sense is taken to include not only the physical public space and its design, but also the general level of public discourse and those who shape it and participate in it. In any city the public realm is seen as essential to fostering a rich public life. In order to anchor the Price project, it was agreed that Smithfield would provide an interesting and diverse subject area which would facilitate the visitors in exploring an inner-city context which is still evolving after two decades of urban regeneration.

Taking the pulse of Smithfield.

Gaining an understanding of a complex city context like Smithfield is challenging. One approach would be to focus on three strands, [a] Urban history and decline [b] Urban regeneration 1990-2010. [c] Urban Life; emerging livelihood and liveability.

In the City Plan we can also call on the holistic framework provided by the 6 Urban Themes; Social, Cultural, Economic, Environmental, Movement, and Urban-Form/Spatial. These themes represent a commitment to an urbanist
philosophy which promotes inter-disciplinary thinking and processes, and recognizes the value of diversity and complexity. In any urban context, different weights will apply to each theme, however the absence of one or more themes is usually seen as problematic.

Collaboration is becoming increasingly important in the challenge of making a better city. Who are the stakeholders and what stories have they to tell? One can think of many categories of stakeholders, however it might be helpful to consider three primary strands; [a] City institutions/agencies [b] Citizens [c] Commerce/economy.

Choosing focus areas
In order to provide traction for the Price College students, we decided a programme would help. We propose therefore a two week programme to include at least one talk/lecture/event each working day.[Draft programme being drawn up] These get-togethers will take place in various ‘creative spaces’ round Smithfield. They will hopefully provide a platform and traction for emerging social media initiatives. The events may occur at various times of the day. This programme will be bookended by an orientation day on Monday 26\textsuperscript{th} May when we will go on a long walking-loop tour of Dublin’s inner-city[Temple Bar, Trinity, Docklands, O Connell St, Markets, Smithfield] and by a closing presentation of work by Price students in Wood Quay on the final Friday June 6\textsuperscript{th}.

Week 1
In two weeks it will not be possible to cover all topic areas. We are proposing therefore that the first week will focus on public space and the role of public agencies. This could include a reflection on the role of public space, value systems underpinning the design approach, and management issues. It could also include the relationship of public space to the surrounding architecture and urban design, and the importance of supporting land-uses and connections to the wider strategic pedestrian route network.

Week 2
It is proposed that the second week will focus on the ‘emerging economy’ of Smithfield. Dublin is now home to strong sectors in the knowledge economy. These exist in various spatial clusters in the inner-city, and range across three legible scales; the major players like Google, Facebook, and Twitter, the mid-range companies, and the small scale start-ups and seedling companies. These different scales of economic enterprise cluster sectorally in different geographic hubs and constitute local economic ecologies. A new generation of creative spaces has emerged in recent years in the Smithfield area, many of them driven by a philosophy of social entrepreneurship. The small companies and start-ups are attracted by opportunities for inter-disciplinary collaboration, low-cost flexible accommodation, and the social networks of a like-minded community. While there is respect for the profit motive, making a contribution to the community is a critical motivator. These creative spaces co-exist with and support a strengthening tourism and educational economy. In the second week we will hear stories from interesting companies and co-operatives who are building bridges between contemporary economy and culture, and in the process redefining the relationship between the workplace and the community.
Public response to public realm improvements at Smithfield.
The Planning Dept is also planning to carry out some research on both the public space improvements at Smithfield and on user response to the Lighthouse Cinema Complex. While the Planning Dept deals with a large number of planning applications each year, we seldom go back to find out what people think about the completed developments. The Lighthouse is a very innovative building architecturally, which has encouraged civic and cultural uses beyond that normally associated with cinemas. We are preparing a set of questions for both the Lighthouse and the public space. These street conversations/fieldwork surveys will take place over several days when Price College are in town. This fieldwork is the final leg of a three part initiative which kicked off with the 'Planners Workbook[2012/13] and was followed by the Dec 5th Wood Quay conference on the future of the Planning profession. We will be seeking some volunteers to help with the survey work.
Hi Dora,

Good to talk last Friday and confirm the main details for the visit of Price College students to Dublin. Your students will be here in the last week of May and the first week of June. Their key area of interest is in social media and communications, and we have agreed that the subject/topic of the Public Realm provides sufficient scope to explore these areas. The very broad topic of the Public Realm will be anchored in the public space of Smithfield with an additional focus on the cultural venue of the Lighthouse Cinema.

Public Realm Strategy
Dublin’s first Public Realm Strategy was launched within the last two years. It provides reflective insights on the importance of the public realm and it’s role in facilitating a rich public life. It acknowledged major issues of fragmentation, unevenness, lack of maintenance and stressed the need for a design led approach. Following a thorough analysis, the strategy outlined a strategic framework of key urban spaces and routes [Smithfield was identified as one of the City’s major urban spaces]. Other significant components of the strategy included a two year programme of public realm projects, and an internal multi-disciplinary/inter-departmental project team within Dublin City Council.

Why Smithfield
Smithfield is the City’s largest paved public space. The Smithfield area was at the heart of a thriving markets use in the 18th and 19th centuries but suffered decline through much of the 20th century when the Central Business District shrank towards the core of the inner city. This economic malaise impacted on the north inner-city in a very severe manner. Urban regeneration over recent decades has pushed investments eastwards towards Docklands and westwards towards Heuston [Heuston Station is regarded as the western gateway to the inner-city.]. Smithfield lies in the north-west quadrant of the inner-city and has benefitted from considerable levels of investment but is still very much a work in progress. It has suffered somewhat from being a little too far west of the existing economic centres of gravity at the city core. When you visit the area, you will observe that the footfall is a bit weak.

There are some good reasons to be optimistic however. Construction has already started on a new 70 acre campus for Dublin Institute of Technology [DIT] on the north-west flank of the square. This will bring 30,000 students within 5/10 minutes walk. The beautiful Victorian wholesale Fruit and
Vegetable Markets building just five minutes walk to the east will soon take on a retail character with over 100 stalls. The Jameson whiskey museum is right on Smithfield and attracts over a quarter of a million visitors a year. Dublin’s high quality light rail, the LUAS, [Red Line] has a station stop at Smithfield. The Lighthouse Cinema has a smart contemporary character and was delivered through planning gain as part of a million sq feet development on Smithfield’s west side. There is also an embryonic arts community emerging.

The original design for the modernization of Smithfield resulted from a design competition in the 1990’s. The design included monumental gas braziers and reflective discs. The large central section of the plan was implemented. The design was reviewed in recent years by an internal team within DCC. The brief was to consider how the overall design could be softened and how the north and south ends of the square could be integrated. Work has now been completed on this second phase of the design.

Drawing in various projects and actors
On the phone I mentioned the possibility of drawing in various players who might help add to the focus that Price College will bring to Smithfield;

● In putting together the Planner’s Work Book, we thought there was a possible mini-conference coming off the themes. This took place on the 5th of December, and looked at aspects of collaboration and the future of the Planning Profession. Speakers included heavy hitters, young turks, graduate students and the heads of the Planning Schools. At the conference we outlined our intention to have a ‘3rd leg’ in the spring. This would take the form of some field work, perhaps a look at how the public feels about some public space improvement, or how a development worked out following planning permission. We have now decided to focus on Smithfield, and to combine our efforts with Price. We would hope to develop/employ some methodology for assessing public/citizen response.

● The Public Realm Strategy has been referred to above. Again there is an opportunity to reflect on the role and changing profile of the public domain in the city and to initiate research on public attitudes, in particular the response to Smithfield.

● We are currently working with University College Dublin[UCD] on a European FP7 project, called TURas....Transition towards Urban Resilience and Sustainability. One of the underlying themes is the difficult interface between top-down and bottom-up planning. UCD are very keen to participate with Price, and are interested in mapping information which could enable/prompt public engagement. They are hoping to focus on Smithfield/LUAS line and could develop some on-line initiative to align with the visit of Price.

● A ‘World Café’ event was held in Smithfield in August 2013, and was facilitated by ‘greenhat’ consultants on behalf of Dublin City Council. Recommendations covered three key areas; Business, Community, and Arts/Culture

● DCC are currently working with Dublin Institute of Technology[DIT], Alex Gibson, on an Augmented Reality Project.
The Science Gallery [Trinity College Dublin] whose brief is to communicate the university science frontier to the citizen, are doing this through highly innovative exhibitions, and have a great approach to social media.

The Dublin Price Project @ Smithfield

Its early days yet but I have been thinking about some kind of programming for the two weeks. We don’t want to make this too dense and almost everybody on the Dublin side will be helping out on a part-time basis, we have loads of other stuff on our desks. That said, it might be possible to organize some hour-long event in Smithfield every day over the two weeks. This could take place at say mid-day or lunchtime. There could be an invitation to the public. Speakers could include the designers of the original public space, the designers of the recent improvement scheme, the architect for the Light-house. There could also be a presentation on some angle of the Public Realm Strategy. I think it would be possible to find an interesting topic for each day and to combine it with perhaps a panel discussion. If we could harden up a programme over the next couple of weeks it would give Price a platform and something to get their social media teeth into. As a definite, I have booked our Wood Quay venue for the final Friday, so the students can present their project. I will also try and organize a meeting with the Lord Mayor over the two week period.

In order to get this organized I will have to do some networking, and ask people for a bit of help. I am therefore copying this email to some people you have already met and some you haven’t. I said in our phone-call that we are a little conservative in our social media use in Dublin City Council. We are certainly committed to a generous communication with our citizens, but we are feeling a bit tender from the bad press we sometimes receive, often unfairly, when issues go pear-shaped and the media wants to lash out. I am not in a position to say therefore how the Price visit will pan out. I think it is an interesting opportunity, I think it will be iterative instead of planned, and it may be the case that Price will develop a spontaneous parallel space, which draws in the citizen on one hand and draws in Dublin City Council on the other.

OK Dora, hope the above is not too rambling, and that this email makes your deadline before your students break-up. Please get back with any response or additional suggestions.

Best for now,

Dick
## Daily Programme - Mon 26th May

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Activity</th>
<th>Contents/Contributors</th>
<th>Location/Remarks</th>
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</thead>
</table>
| Mon 26th May | 9.00 am | Welcome & Introductions (tea/coffee)            |                                            | City Manager’s Conference Room
Dublin City Council
|            | 9.15 am | City Manager’s Address to Students from USC      | Mr. Owen Keegan City Manager DCC          | [http://www.dublincity.ie/YourCouncil/City_manager/Pages/DublinCityManager.aspx](http://www.dublincity.ie/YourCouncil/City_manager/Pages/DublinCityManager.aspx) |
|            | 9.30 am | Presentation by Dick Gleeson                     | Dick Gleeson City Planner, DCC            |                                                                                  |
|            | 11.00 am | Walking Tour of City Centre (lunch en route)     | Various                                  | Route:
Dublin Castle-Temple Bar-Trinity College Dublin (Science Gallery)-Grand Canal Dock
North Lotts-Irish Financial Services Centre 1 & 2- Markets Area- Smithfield         |
|            | 5.30 pm | Introduction to Smithfield                       | Sean Mullen, Third Space Café            | Third Space Café, Smithfield [http://www.thirdspace.ie/](http://www.thirdspace.ie/) |

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The Dublin Price Project @ Smithfield - 26th May - 6th June 2014
## Daily Programme - Tues 27\textsuperscript{th} May

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<tr>
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<th>Activity</th>
<th>Contents/Contributors</th>
<th>Location/Remarks</th>
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<tbody>
<tr>
<td>11.00 am</td>
<td>Presentation by Professor Michael McGarry</td>
<td>Professor Michael McGarry Designer of original winning scheme of Smithfield public space.</td>
<td>Meet at Light House Cinema, Smithfield</td>
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<td><a href="http://www.lighthousecinema.ie/">http://www.lighthousecinema.ie/</a></td>
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<td><a href="http://www.mcgnie.ie/">http://www.mcgnie.ie/</a></td>
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<tr>
<td>12.00 noon</td>
<td>Presentation by Brian Swan</td>
<td>Brian Swan Deputy City Architect, DCC</td>
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<td><a href="http://www.dublincity.ie/YourCouncil/LocalAreaServices/CentralArea/RegenerationProjects/Pages/SmithfieldEnhancementScheme.aspx">http://www.dublincity.ie/YourCouncil/LocalAreaServices/CentralArea/RegenerationProjects/Pages/SmithfieldEnhancementScheme.aspx</a></td>
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<td><a href="http://www.willsbros.com/Leisure_and_Public_Amenity/131/project-page.html">http://www.willsbros.com/Leisure_and_Public_Amenity/131/project-page.html</a></td>
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## Daily Programme - Wed 28th May

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<th>Contents/Contributors</th>
<th>Location/Remarks</th>
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<tbody>
<tr>
<td>Wed 28th</td>
<td>11.00 am</td>
<td>Smithfield Management</td>
<td>Charlie Lowe&lt;br&gt;Central Area Executive Manager, DCC&lt;br&gt;Coilin O'Reilly&lt;br&gt;Culture, Recreation and Amenity, DCC</td>
<td>Meet at Block T, Smithfield&lt;br&gt;<a href="http://blockt.ie/BLOCK_T/HOME.html">http://blockt.ie/BLOCK_T/HOME.html</a></td>
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<td>May</td>
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<td>12.00 noon</td>
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<td>What is an urban</td>
<td>Sven Anderson&lt;br&gt;<a href="http://www.svenanderson.net/">http://www.svenanderson.net/</a>&lt;br&gt;<a href="http://www.urbanknights.org/meet-the-knights/sven-anderson/">http://www.urbanknights.org/meet-the-knights/sven-anderson/</a></td>
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<td>acoustic planner, or an</td>
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<td></td>
<td></td>
<td>urban sound designer?</td>
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<tr>
<td>2.30-5.30 pm</td>
<td>Street Conversations</td>
<td>Jason Frehill, Pauline, Johanna, Shane Dineen Michael Rossiter, DCC plus others</td>
<td>Smithfield</td>
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## Daily Programme - Thur 29th May

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<th>Contents/Contributors</th>
<th>Location/Remarks</th>
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<tbody>
<tr>
<td>Thur 29th</td>
<td>11.00 am</td>
<td>Presentation on Grangegorman Campus Project</td>
<td>Ms. Terry Prendergast Senior Planner GDA</td>
<td>Meet at the Generator Hostel, Smithfield</td>
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<td><a href="http://ggda.ie/grangegorman">http://ggda.ie/grangegorman</a></td>
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## Daily Programme - Fri 30th May

<table>
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<tr>
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<th>Activity</th>
<th>Contents/Contributors</th>
<th>Location/Remarks</th>
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</thead>
</table>
| Fri 30th May | 11.00 am | Introduction to the Light House Cinema | Derek Tynan  
Derek Tynan Architects  
http://www.dta.ie/ | Light House Cinema  
http://www.lighthousecinema.ie/ |
|           | 12.00 noon | Markets Vision                     | Clare Hogan  
Conservation Architect, DCC  
http://www.dublincity.ie/Planning/OtherDevelopmentPlans/AreaActionPlans/Pages/CityMarkets.aspx |                                                         |
## Daily Programme – Tue 3rd June

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<tbody>
<tr>
<td>Tue 3rd June</td>
<td>11.00 am</td>
<td>Presentation by ‘Block T’</td>
<td>Johanna Archbold, Information Systems, Grace Mc Evoy, Visual Arts Director</td>
<td>Block T Artists Studios, Smithfield, <a href="http://blockt.ie/BLOCK_T/HOME.html">http://blockt.ie/BLOCK_T/HOME.html</a></td>
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<tr>
<td></td>
<td>2.30-5.30 pm</td>
<td>Street Conversations</td>
<td>Jason Frehill, Pauline, Johanna, Shane Dineen Michael Rossiter, DCC plus others</td>
<td>Smithfield</td>
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The Dublin Price Project @ Smithfield - 26th May - 6th June 2014
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<th>Contents/Contributors</th>
<th>Location/Remarks</th>
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</thead>
<tbody>
<tr>
<td>Wed 4th</td>
<td>11 am</td>
<td>Creative Knowledge Industries, Insights from Dublin</td>
<td>Dr. Eoin O’Neill&lt;br&gt;UCD School of Geography, Planning and Environmental Policy</td>
<td>UCD Campus&lt;br&gt;School of Geography, Planning and Environmental Policy&lt;br&gt;Richview&lt;br&gt;Belfield&lt;br&gt;Dublin 4</td>
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<td>June</td>
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<td></td>
<td>3.00 pm</td>
<td>Lessons from Turas for Smithfield</td>
<td>Johanna Varghese&lt;br&gt;Senior Researcher</td>
<td>Block T Artists Studios, Smithfield&lt;br&gt;&lt;a href=&quot;http://blockt.ie/BLOCK_T/HOME.html&quot;&gt;<a href="http://blockt.ie/BLOCK_T/HOME.html">http://blockt.ie/BLOCK_T/HOME.html</a>&lt;/a&gt;</td>
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<td>European Projects and Local Regeneration</td>
<td>Deirdre O’Reilly&lt;br&gt;Senior Planner, DCC&lt;br&gt;Myles Farrell&lt;br&gt;Senior Executive Planner, DCC</td>
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<td>Reflections on Smithfield &amp; Planning Challenges</td>
<td>Paraic Fallon&lt;br&gt;Senior Planner, DCC</td>
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## Daily Programme - Thurs 5th June

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<th>Time</th>
<th>Activity</th>
<th>Contents/Contributors</th>
<th>Location/Remarks</th>
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</thead>
</table>
| Thurs 5th  | 11.00 am| Presentation on ‘The Complex’      | Vanessa Fielding Artistic Director          | The Complex  
72 Benburb St., Dublin 7  
Directions from the Luas:  
The Complex office is located in the old Martin and Joyce butcher’s shop premises on the corner of Benburb Street and Blackhall Place, between the Smithfield and Museum Luas stops  
http://thecomplex.ie/ |
| June       |         |                                   |                                             |                                                                                                                                                                                                                  |
| 5th        | 12.00 am| Augmented Reality: The 8th Mass Medium | Alex Gibson  
School of Hospitality Management and Tourism  
Dublin Institute of Technology | http://www.dit.ie/hospitalitymanagementandtourism/staff/gibsonalex/  
http://www.siliconrepublic.com/new-media/item/36520-augmented-reality-blossoms |
| 5th        | 2.30-5.30 pm| Street Conversations | Jason Frehill, Pauline, Johanna, Shane Dineen Michael Rossiter, DCC plus others | Smithfield                                                                                                                                                    |
## Daily Programme - Fri 6th June

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<tr>
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<th>Contents/Contributors</th>
<th>Location/Remarks</th>
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<tbody>
<tr>
<td>Fri 6th June</td>
<td>2 pm</td>
<td>Price College Presentation</td>
<td>USC</td>
<td>Wood Quay Venue, Civic Offices, Dublin City Council</td>
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<td><a href="http://www.woodquayvenue.ie/">http://www.woodquayvenue.ie/</a></td>
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<td>4.30-8pm</td>
<td>Reception at the Market Bar</td>
<td>All participants welcome!</td>
<td>Market Bar, 14a Fade St, Dublin 2</td>
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MEMORANDUM

TO: The Dublin Consultancy

FROM: Andres Anton Diaz, Evette Santana and Stephanie Shimada

DATE: February 9, 2014

SUBJECT: Briefing on Public Sector leadership, organizations, and leading stakeholders in Dublin’s public realm.

EXECUTIVE SUMMARY:

The public realm in Dublin is a multi-layered onion which encompasses the city’s residents, the nonprofit organizations that service them, the businesses and business organizations that organize their efforts, and the complex network of local, national, and international government organizations that operate within it.

The city’s local government is comprised of a 52 member city council elected by popular majority, the leader of which holds the honorary title of Lord Mayor and is the face of the local government. The city council directly manages the office of the city manager (the main agent for policy implementation) and twelve other major departments within the city, ranging from emergency services, to departments specifically tasked with technological and social innovation in all facets of the local government. The city’s public services cover health care, affordable housing, public education (including higher and further education), environmental, and cultural initiatives.

Ireland’s young and growing nonprofit sector is unofficially headquartered in Dublin, with approximately 25% of all Irish charities located within the city’s boundaries. Nonprofits receiving funding from both private and public funding provide vital civic services including homeless outreach, affordable housing, health services, elderly care, family counseling, mental health services, and environmental research and policy advocacy.

The private sector has undergone constant transformations over the past fifty years, as the city’s former thriving industries like food processing, manufacturing, and textile have taken a backseat to the largest global enterprises establishing European headquarters, including Pfizer, Dropbox, Ebay, Google, and PayPal. Dublin’s financial services industry is also continuously growing (Ireland Financial Services Centre, 2012), hosting approximately 25 of the world’s top banks and 20 of the world’s top insurance companies.

With a wide array of stakeholders and an interconnected network of private, public, and civic organizations, Dublin’s public realm continues to thrive for innovation, and economic and
infrastructure growth to set a strong foundation for the 21st century. This consultancy should use the information provided within this memo and its accompanying attachments to determine the best way to engage current stakeholders. Having a broad understanding of the political climate, culture, existing groups and resources already provided in Dublin will allow the consultancy to propose effective solutions to the client.

CONTEXT:

1. PUBLIC SECTOR LEADERSHIP & ORGANIZATIONS

In “Domestic Governance Arrangements and Europeanization”, Mark Callanan’s 2012 study of governing body relations in England, Ireland, and Denmark (from the European Union down to local governments), Callahan chronicled the strengths and weaknesses of a hyper-decentralized approach to local government in Europe – where national or international initiatives are often implemented and managed with weak input from the policy designers, and national governance arrangements are over-reliant on “established domestic routines” rather than implementing successful approaches from elsewhere in Europe. As in many other cultural approaches to governance, these approaches have strengths as well as weaknesses, and are often reinforced by the overall governance structure of the land.

We find that the structure of Ireland’s local government bodies clearly reflects these trends – with a rich and deep structure encouraging and managing participation from the populace, representatives, and their leaders. The role of the city council is hands-on and as much a part of the daily governance as that of Lord Mayor and city manager. With a composition of fourteen local authorities comprised of thirty four councils (which represent both counties and cities), the Dublin city council’s 52 elected members (elected through proportional representation) oversee all policy formulation as well as the allocation of financial resources. The head of the majority party is considered the head of the council, with the honorific title of Lord Mayor – Dublin’s ceremonial head of government. Oisin Quinn was elected Lord Mayor by the city council in 2013. There is also a local council which oversees the services of the South County in Dublin. Led by Mayor Dermot Looney, he and twenty-five area councilors from five electoral areas oversee the administration of the public good within the county boundaries.

Policy implementation falls under the city administration, which is headed by the City Manager Owen Keegan. Keegan stepped into the City Manager role in late September 2013, after serving as County Manager in Dun Laghaire-Rathdown County. Keegan’s staff of 6,200 is responsible for ongoing management of council operations. The city council operates 12 major departments with specialized responsibilities. These include:

- **Corporate Services Department** – design and delineation of business plans, administration and management of service indicators, corporate communications, website and web services.
- **Culture, Recreation, & Amenity Department** – environmental, cultural, recreational services, including public libraries, parks, museums, galleries, licensing events, public spaces.
- **Customer Services Department** – Citizen feedback and service request operations, including call center and One Stop Shop.
- **Dublin Fire Brigade** – Oversees operations of all types of emergency response, including road accidents, chemical incidents, fire, ambulance, water rescue, etc.
- **Environment & Engineering Department** – Wide array of structural, civil, and mechanical engineering services.
- **Finance Department** – Financing of city council operations.
- **Housing & Residential Services Department** – Administration of Dublin’s housing initiatives, including affordable and public housing. Initiative outreach ranges from accommodation projects to purchasing, housing loans, disability grants, and services for the homeless.
- **Information Systems Department** – project management and development of new technology initiatives, as well as technical support for hardware and software applications within the council.
- **Law Department** – Legal services and advisory for the city council.
- **Office of Economy and International Relations Department** – Promulgating and enhancing the international position of Dublin for increased positive relations worldwide and economic opportunities.
- **Planning & Economic Development Department** – planning and designing policy for the responsible and orderly development of Dublin.
- **Roads & Traffic Department** – developing new road networks, as well as maintaining and overseeing operations for current roads.

Some of the current initiative proposals in review by Dublin’s city council were introduced by the former city manager, John Tierney, in 2012. They include a sustained and increased focus on capital projects, which the city has invested heavily in over the past ten years (a progress that slowed down after the 2009 crisis but continues to represent a major investment for the city - to the tune of 668.7 million Euros per year). Proposals for 2013-2015 include a housing program, a water supply and sewage improvement initiative, and a roads and traffic reinvestment program.

The housing initiative is paired with a housing policy overhaul to increase the number of suitable accommodation units available for several segments of the population who are struggling to afford housing units of their own. It was estimated that 6,222 households have such need (a calculated 8% increase in demand since 2011). The proposed policy includes the acquisition of new and second-hand units, urban regeneration projects, and precinct improvement programs in addition to the direct construction of new units.

Additional investments of over 369M Euros are proposed in the city’s water, drainage, and road networks over the next three years – created as means to address the assessed demand increase from both business and residential sectors of the city. Funding for capital schemes of this sort is designated and provided by the city council and implemented by DoECLG or the Office of Public Works, who design and implement flood risk reduction measures. The Strategic Planning and Projects Management Divisions oversee the compliance with regulatory bodies, strategic planning for water and wastewater infrastructure, and the implementation of emergency management procedures. The scope of these programs is the improvement of drinking water delivery systems as well as flood prevention infrastructure development – from new wastewater treatment facilities to new management policies for strategic drainage. All programs must comply with all environmental and other related initiatives set forth by the European Union.
All improvement projects for road management are financed by the Dublin City Council’s capital account, which may or may not include aid from national bodies such as the Department of Transport and the National Roads Authority. Main proposals involve traffic management measures including accident prevention works and real time passenger information systems, apart from major construction proposals like the recently completed Marlborough St. Transport Priority Bridge (among others).

An additional department within the City Council known as the Studio brings together different departments in the production of innovative city initiatives from the perspectives of the stakeholders, and designs a structure and process to bring together multi-disciplinary solutions. Some of the initiatives recently created by this department include:

- **Staff Ideas Scheme**: An initiative to encourage Dublin City Council staff to submit their own proposals and innovations for improving all types of services and initiatives provided by the council.

- **Dublinked**: A one-of-a-kind initiative to combine, compress, and share data from all Dublin local authorities to allow data scientists from around the country (or world) to analyze and apply big data solutions to the city’s problems. The data sharing network combines raw data from all local government institutions as well as select universities, companies, and entrepreneurs. Over 250 datasets are available for download.

- **Startup City**: A series of events bringing together stakeholders connected to the Startup community in identifying key policy initiatives that can foster, develop, and support the growth of entrepreneurship in Dublin.

Outside of the wide array of government organizations and initiatives, a thriving group of nonprofit organizations that provide public services exist around Dublin, the largest and most important of which are extremely well connected with and receive funding from the Dublin City Council and other Irish government agencies. The Charities Act of 2009 (which had been widely discussed in Ireland since 2005) sparked a national spotlight on this infant sector in Ireland, which was profiled in detail by Freda Donoghue (et. Al) from the Centre for Nonprofit Management at Trinity College’s School of Business in 2006. According to the report, this regulation bill sparked a national conversation in Ireland about the “birth” of a nonprofit sector similar to the one in the United States. The report detailed that, as of 2006, one quarter of all nonprofit organizations in Ireland were based in Dublin, and a majority of them were established after 1985.

The Charities Act of 2009 established a new legal status for nonprofit organizations for the first time, which legitimized the existing tax benefits registered charities in the country already enjoyed, and created a Charities Regulatory Authority to secure compliance by all nonprofit organizations to ensure they fulfilled their legal responsibilities. At the time of Donoghue’s report, it was estimated that public charities in Ireland employed almost 40,003 people and had a combined income approximating 2.5B Euros.

Examples of public charities providing social services (and receiving public funds) to Dubliners are:
Focus Ireland: With funding from national and local grants, including Dublin’s Youth Services Board and the Dublin City Council, rental income from the properties they manage, and donations from individuals and corporations, Focus Ireland provides homeless outreach, counseling, and housing services to over 1,500 households, owning approximately 650 properties across Ireland.

Simon Dublin: Like Focus, Simon is a well-funded nonprofit organization that oversees numerous homeless outreach services to over 3,000 people across Ireland.

Age Action: A nonprofit organization involved in several different aspects of policy making, advocacy, and public services for older citizens in Ireland with a strong presence in Dublin. In addition to a strong policy advocacy presence, the social services they provide range from education, information, research, healthcare and innovation related to all aging matters.

Aware: An organization that provides mental health services related to depression (in patients of all ages), as well as awareness initiatives, education programs (teaching Dubliners how to manage depression), helplines, and counseling services.

Early Childhood Ireland: An organization that provides early childhood care services including training for providers, research, public policy development and innovation in child care strategies and approaches.

2. LEADING STAKEHOLDERS (See Attachment)

Community Groups

The rich culture of Dublin is enhanced by the residents which make up its constituency. Community groups which come together to socialize, learn and make the community a better a place are abundant. From the Dublin Community Growers group which encourages and fosters community gardening, to the social clubs for people of all ages which make up the Garristown Community Council, the groups are engaged in community activities and creating bonds that make the Dublin Community thrive. Diversity is also seen throughout the community with groups that focus on LGBT support issues, minority issues and there is even a social club strictly geared at engaging and empowering the American women of Dublin.

Industry and Business

The private sector has undergone constant transformations over the past fifty years, as the city’s former thriving industries like food processing, manufacturing, and textile have taken a backseat to the largest global enterprises establishing European headquarters, including Pfizer, Dropbox, Ebay, Google, and PayPal. Dublin’s financial services industry is also continuously growing (Ireland Financial Services Centre, 2012), hosting approximately 25 of the world’s top banks and 20 of the world’s top insurance companies. Industry and business associations, such as the local chamber of commerce are important to the community because they foster relationships between organizations
and offer a wide variety of support tools to business members. Key stakeholders in the community, such as the Dublin Enterprise Business Board, which is an organization that supports enterprise in the city of Dublin, are vital to the growth of industry in the area. This organization helps individuals to start their own businesses in the city and provides guidance, training, mentoring and networking. It also provide grants and other financial assistance. This Board was established by the government in response to the need for assistance to start-up and small business owners who employ ten or less individuals. There are several other independent organizations and associations in Dublin with similar missions.

**Environmental Groups**

The main regulatory body, the Environmental Protection Agency (established in 1992), has a broad and multi-faceted set of responsibilities in regards to environmental conservation in Ireland, ranging from law enforcement, to planning, education, research development, and even waste management. In addition to the EPA, there are several government bodies involved with daily environmental concerns, including the Department of Agriculture, Food, and the Marine, the Department of the Environment, Community, and Local Government, the Food Safety Authority of Ireland, and the Geological Survey of Ireland. In addition, there are over 300 environmental non-governmental organizations across the Republic of Ireland. The role of these organizations in the environmental spectrum ranges from very specialized program management to policy advocacy and specific research initiatives. These include the Geographical Society of Ireland, the Greenhouse Ireland Action Network, and the Zero Waste Alliance Ireland. There are also environmentally-focused political parties like the Green Party of Ireland. All of these organizations have large followings in Dublin, and some, like the Green Party, are actively involved in pushing for local reforms on flooding and sewage infrastructure. This party continues to serve as a major force for inserting environmental issues into the local and national political discussion.

**Education Groups**

Under the leadership of the current Minister of Education, Ruairi Quinn, the Department of Education and Skills is the main body driving all policy formulation, managing funding investments, and providing general direction for Ireland’s public education system, which covers all EU residents from primary to further education (including higher education). Other notable organizations include the National Qualifications Authority, the Higher Education Authority, and the Education and Training Boards, which were created in 2013 to replace the previously existing Vocational Education Committees. This reform consolidated all institutes of Further Education to streamline leadership, management, and payroll, saving local governments up to 2.1M euros per year. The City of Dublin Education and Training Board has 22 schools offering Second Level, Further Education, and Adult Education.

Dublin is also home to dozens of universities, including Trinity College of Dublin, one of the top 50 ranked universities in the world. The annual undergraduate attendance in the city is about 10,000.
MEMORANDUM

To: Dr. Dora Kingsley Vertenten and PPD 613a Colleagues
From: Laura Martinez
   Jennifer Page Francis
   Jessica Barker
   Jiaxin Zhao
Date: February 8, 2014
Subject: Social Media in the Public Realm in Ireland, Best Practices Worldwide, and Methodology for Measuring Success

EXECUTIVE SUMMARY
The main goal of the Dublin project is to identify ways that Civil Society, Private Society, and the Government can engage in a public realm conversation through social media. Bardach suggests that it is only sensible to see what kinds of solutions have been tried in other jurisdictions, agencies, or locales. To achieve this, the authors first review successes and failures in social media in Dublin and in Ireland. Next, we review best and worst practices worldwide and analyze how those lessons learned may or may not be applicable to the current effort to embolden Dublin’s public realm conversation.

SUCCESSES AND FAILURES OF SOCIAL MEDIA IN IRELAND

Successes
The use of social media to build capacity in the public realm in Dublin is fairly novel, as is the use of social media in Ireland itself. In fact, the percentage of the adult Irish population that uses social media lags behind that of the Netherlands, the United Kingdom and seven other European nations.

As such, defining successful cases of social media use in Dublin’s public realm is fairly difficult. Efforts are new, ongoing, and amorphous. In the government, both the Dublin City Council and the Lord Mayor have active Twitter and Facebook accounts, with the following reach:

- City Council
  - 2,409 Facebook Likes
  - 84 Facebook mentions
  - 18,200 Twitter Followers
- Lord Mayor:
  - 887 Facebook Likes,
  - 33 Facebook mentions,
  - 1,723 Twitter Followers

While having a presence, however limited, on these platforms is a good start and proves their viability in Ireland, it is essential to next focus on building a truly two-way conversation.

At the national level, the Irish government is taking steps toward greater social media success, releasing a national policy in 2010 requiring “all public bodies to develop a social media usage policy and will prepare a short plan regarding how they will maximize the potential of social
media.” This indicates that it knows the importance of social media and puts Ireland ahead of even the United States in policy making.

Additionally, Ireland recognizes successes in social media through several awards and competitions that incentivize social media innovation. Recent finalists and winners of the Samsung Digital Media Awards and the Bord Gáis Energy Social Media Award include RTÉ Republic of Telly and Spunout.ie, respectively. Both campaigns were recognized for their ability to facilitate conversation.

Spunout.ie is particularly interesting because it is a multi-platform campaign by young people for young people about health and well-being issues facing that demographic. It seeks to self-sustain a conversation to “avail of opportunities and build a bright future” for Irish youth ages 16 to 25. Admittedly, the subject matter of the conversation in the greater public realm will be different. But Spunout’s success is significant in terms of being able to reach a target demographic and building a sustained, moderated public conversation towards a certain goal. This is encouraging because that is what Dublin is attempting to do on a broader scale.

Failures
Widespread access to the Internet allows most Irish the opportunity to use social media, but just 45 percent said they mainly used the Internet for social networking. Despite this comparably low participation, Dublin has experienced some issues with social media even as it stands poised to experience burgeoning use.

Social networks can be likened to the physical spaces described as the public realm, akin to alleys in Dublin City, connecting main roads, opening new possibilities that generate experiences and movement, albeit virtually. Kitchen, Linehan, Callaghan, and Lawton suggest that new social media produces new forms of public geography and digital praxis in which the relationship between reader and writer is radically altered. This enables geographers to engage in timely conversation and debate with the public on unfolding issues, and provides new avenues to connect with older forms of broadcast media. Very little has been written about the perceived or actual failure of social media in Ireland. However, some inferences can be made with the breadcrumbs offered.

Perception of Social Media Use within Ireland
In an Irish Times poll taken in 2013 respondents guessed that 50 percent of the population logs onto Twitter daily, when the true figure is 10 per cent. Respondents also guessed that 63 percent of the population logs onto Facebook daily, when the true figure is 37 per cent. Perceptions of social media use within Ireland far surpass actual use. This indicates that the social media realm in Ireland is underutilized.

Detriments to Cultural Assimilation
Social media has benefited society through the allowance of instant interaction with many different people globally from diverse socioeconomic backgrounds. Loss of the benefits of face-to-face interactions, and the emotional bonds that physical interaction provide, can be seen as negative consequences of social media, as the following example indicates.
Social media in a study by Lomito and Bates suggests that migrants to Ireland from Poland are not assimilating to Irish society but rather “live in ‘virtual’ ghettos or enclaves, as they use new technologies to create separate lives within the wider society in which they work and live”. Assimilation and adaptation to Irish ways is negatively affected by the virtual connections Polish migrants in the study had via social networks to friends and relations in Poland or to those of Polish identity within Ireland. While social media provides instant connections, it can also limit the perceived or actual need to become active in the immediate physical community.

**Detrimental Influences of Social Media Content**

In a recent and gloomy social media trend in Ireland, an online drinking game called “NekNomination” has taken hold. According to The Mirror, Neknomination involves posting a video of someone downing drinks in an extreme manner and then nominating others to do the same within 24 hours. Authorities have linked several deaths in Ireland with this game. As part of Dublin’s public realm the influences of social media that spill into the streets should be considered a safety concern. With this in mind the City Council must consider the implications that social media have on the safety of the public.

Failures in the social realm directly affect the people of Ireland. Perception verses reality when it comes to social media usage is hindering growth in the social realm. Migrants are using social media to limit their assimilation into their new country, limiting their exposure and social investment in Ireland. Lastly, the influence of social media as demonstrated in the “NekNomination” case can spill over into the physical realm creating public safety concerns.

**EXEMPLARY POLICY OR PROGRAMMATIC OPTIONS**

**Global Social Media Demonstrations**

Social network users in Western Europe have peaked above 174.2 million, with the most popular social networks being Facebook, Twitter, LinkedIn, and Google+, and many domestic sites focusing on networking locally. Public spaces play a vital role in how the city of Dublin functions, is attractive to society, and how planning, designing, and management is important in maintaining a positive image. Dublin continues to seek out innovative and effective ways to survey the opinion of the public, while maintaining up-to-date approaches for obtaining and presenting their achievements and goals.

**Germany**

Many cities that are similar to that of Dublin in terms of economics, population density, and demographics originate in Germany (i.e., München, Dusseldorf, Koln, and Essen). Through these measures, it is fitting that certain successful social media sites that are popularly used in Germany would be relevant to Dublin’s geographic and demographic needs. The purpose of utilizing social media to exploit the efforts and effectiveness of Dublin’s Public Realm focuses on several principles to help the information become shared and spoken about among the people. Social media is a “social currency,” that allows topics to become trendy and popular, and in turn, “viral.” Triggers and playing on the emotional attachment will also help the public realm understand its usefulness and strength in the public’s lives. In turn, making the public realm socially “popular” via social media will help recognize its strengths and weaknesses.
StudiVZ – Student Connection
StudiVZ is a student social networking platform that is similar to that of Facebook. It is popular among most German-speaking countries in Europe, and is used as a directory for students at universities. What makes StudiVZ successful is the amount of users and socialization that occurs on the website. Moreover, StudiVZ site would work well in Dublin because of the University and the population of students within the city. For the public realm, a site like StudiVZ would help consolidate the students into one media outlet to engage in conversation and build a cyber-personal relationship. In turn, the public realm can better address the needs of the students when they are in environment of their peers and are able to comfortably communicate their thoughts and opinions. A platform like StudiVZ helps unite a group of people in Dublin, while also serving as an outlet to facilitate conversation between the public realm and the residents.

XING – Business Networking
XING is a social media site that creates a virtual world for small-business professionals. While the social media sites boasts usage in over 200 countries worldwide, its origin stems from Hamburg. XING hosts an ambassador program for each city or region around the world to hold events that promote the use of social networking as a business tool. This enables members to communicate business ideas and associate with one another on a more personal level. The networking that is created among the public sector, businesses, and residents can help strengthen relationships and culture within the city. Because Dublin is responsible for most of the economic framework for Ireland, XING provides the opportunity to serve as a job outlet, and can display the success of the availability of job options. Moreover, it can link public realm constituents to its people through economic and employment.

The media is central to the process in which the public sphere operates, distributing information necessary for citizens, and in turn, facilitating a formation of public opinion for evaluating the Public Realm’s strong points and shortcomings. By increasing access for the public to the lives and experience of the City’s Public Sector and Realm, Dublin can evaluate their effectiveness in a way that is beneficial to maintaining the city’s vision for the Dublin City Public Realm Strategy, while also providing for the public’s needs. Therefore, by adopting social media sites that have worked effectively in other locations, Dublin can better create a virtual world that creates cohesion between the public sector and the population.

NONEXEMPLARY POLICY OR PROGRAMMATIC OPTIONS

Just as there are exemplary options for using social media elsewhere in the world, there are examples of failed or bad policies and programmatic options as well.

Unreliable “Retweets” - Tohoku Earthquake in Japan
Twitter is a social networking and microblogging site that allows its users to send and receive text-based messages, called “tweets,” that can be no more than 140 characters in length. xxvi A study conducted by Kobe City University in Japan tracked the updates on social media sites from people who were located in the area that was struck by the Tohoku earthquake and tsunami. Most of the tweets in disaster-hit areas were warnings, help requests and reports about the environment. There were also numerous unreliable "retweets" (RTs) on Twitter, where users sent
inaccurate information repeatedly. xxvii

According to Congressional research service, “information that is false, inaccurate, or outdated could complicate situational awareness of an incident, and consequently hinder or slow response efforts. Inaccurate information could also jeopardize the safety of first responders and the community.” xxviii The inability to control the message demonstrates a drawback of Twitter. xxix Furthermore, misuse of hash tags can also lead to difficulties in finding important messages in the areas that are in need. xxx

Scholars that studied on the use of social media especially for emergency use have concluded some lessons learnt from past experience. First, target audience should be specified so that it is easier to edit information according to their interests. Second, messages should be disseminated in appropriate types and in the ways public is interested in. Third, strategies should be planned to against the negative consequences arising from the application, for example, how to deal with potential spread of faulty information. xxviii

However, even with the shortcomings listed above with regards to Twitter, Dublin should continue using it. The internet is changing the very nature of publicity in social media. xxxi Twitter users enable the creation of multiple publics within the site, because publics and counter publics exist by virtue of being addressed, along with the reciprocal nature of "following". xxxii A public is a space of discourse organized by nothing other than discourse itself. xxxiii Twitter can be used as a management tool, especially in case of emergency. xxxiv In times of crisis Twitter can quickly and effectively disseminate relevant news. xxxv In 2013, Twitter doubled the size of its European headquarters in Dublin, demonstrating investment and growth in the country and specifically Dublin with its twitter handle @TwitterDublin. xxxvi

PROPOSED METHODOLOGY FOR SOCIAL MEDIA ANALYSIS

In order to analyze solutions used elsewhere and their applicability to Dublin, as well as what has already been used in Dublin, it is necessary to establish a model and framework. Since social media is at the most basic level a dialogue, this can be developed in part using the fundamental communications model developed by American Political Scientist Harold D. Lasswell. Lasswell’s 1948 model includes three main functions for communication: 1. surveillance of the environment, 2. correlation of components of society, and, 3. cultural transmission between generations. xxvii He examines communication in five parts, namely answering who, says what, in which channel, to whom, with what effect. These five considerations may be particularly useful as a communicative model for examining social media in the public realm.

Within that model, it is important to consider certain criteria pertaining to social media use. Specifically, as the purpose of social media tools is to create conversations and community among internet users, success may be judged on the below factors, as part of the framework of the above-mentioned model (failures can be judged by lack of the following criteria).

- Number of users
- Number of new users over a specific period of time
- Active engagement of users
Point-to-point and/or user-to-user interaction
- Virtual “foot traffic”, e.g., “likes”, visit clicks, or “favoriting” posts
- Ability for the intended message to reach a widespread audience of users and non-users
  - Immediacy or speed of messages received
- Engagement of actual targeted or intended audience
- Effects of Communication
  - Were the feelings received by the audience as negative or positive
  - Are the clients are willing to take action after being influenced by “the conversation”
- Noticeability and popular recognition of “the brand”
- Transformation of attitudes toward “the brand”
- Actions take because of “the conversation”

These indicators can be assessed through use of measurement tools such as surveys, user tracking mechanisms and analytics, human observation and other statistical or software utilities.

CONCLUSION

By analyzing social media in the public realm of Ireland, best practices worldwide, and setting a methodology for measuring social media “success,” it is important to note that:
- Successful domestic social media illustrates the attempt for broadening the policy-making aspect in Ireland.
- Failures in social media in Ireland emphasizes the potential negative impacts on the lives of the public.
- Assessing global demonstrations of social media provides new and intuitive methods that could be effective, or ineffective, for Dublin and the Public Realm.
Appendix 2c. - Public Sector Leadership Stakeholders

Attachment 1

Public Sector leadership (partial list)

- Dublin City Council
  - Oisin Quinn, Lord Mayor
  - 52 City Councillors that represent 5 administrative areas

- Owen Keegan, City Manager
- Brendan Kenny, Assistant City Manager
- Bernie Doherty, Senior Executive Officer of Community & Social Development & Culture Recreation and Amenity Services
- Maire Igoe, Senior Executive Office of Community & Social Development & Culture Recreation and Amenity Services

- Commission for Public Service Appointments (ex-officio members)
  - Mr Sean Barrett TD, Ceann Comhairle
  - Mr. Peter Tyndall, Ombudsman
  - Mr Robert Watt, Secretary General, Dept of Public Expenditure and Reform
  - Mr Martin Fraser, Secretary General to the Government

- South Dublin County Council
  - Dermot Looney, Mayor
  - 25 County Councillors

- Daniel McLoughlin, County Manager

- Dublin Regional Authority (www.dra.ie)
  - Dublin City Council Members
  - South Dublin County Council Members
  - Dun Laoghaire/Rathdown County Council Members
  - Fingal County Council Members

- Department of Children and Youth Affairs
  - Ms. Norah Gibbons – Chairperson
  - Mr. PJ Fitzpatrick
  - Ms. Gary Joyce
  - Mr. Noel Kelly
  - Ms. Sylda Langford
  - Ms. Ita Mangan
- Mr. Rory O’Ferrall
- Dr. Noelle Spring

- Confidential Committee of the Commission
  - The Honourable Mr. Justice Sean Ryan is a Judge of the High Court.
  - Ms. Norah Gibbons is a Child Care Director.
  - Mr. Fred Lowe is a Principal Clinical Psychologist.
  - Marian Shanley is a Commissioner at the Law Reform Commission.
  - Professor Edward Tempany is a retired consultant pediatrician.
  - Ms. Anne McLoughlin is a Social Worker.
  - Ms. Mary Fennessy is a Head Social Worker.
# Appendix 2d. - Community Stakeholders

## Attachment 2

### Community Stakeholders (partial list)

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<tr>
<th>Organizations</th>
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<td>Small Business Support Services</td>
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Appendix 3a. -Communications Campaign Memo Group 1

PPD 613a – Briefing Memo 2

Memorandum

To: Mr. Dick Gleeson, Dublin City Planner  
From: Jiaxin Zhao & Yuanyuan Zu, USC Consultants  
Date: 2014/3/15  
Subject: Proposing a campaign plan for development projects to assess the public’s opinion of the Light House Cinema

Executive Summary

In this memo, we will discuss approaches to increase public engagement and assess public opinions regarding to development projects of the Light House Cinema. Our proposed campaign will be conducted in those two aspects separately but they will benefit each other at the same time. Basically, the social media platforms we adopt are Facebook, Twitter and Instagram.

Goals and Objectives

This campaign plan refers to two goals in general, including public engagement and the assessment of public’s opinion regarding to the Light House Cinema located in Smithfield of Dublin, Ireland.

1. To involve more individuals:
   - In the development projects of the Light House Cinema.
   - In the planning process of Smithfield area.

2. To establish a framework for assessing the public’s opinions in terms of:
   - The strategies to collect opinions.
   - The steps to analyze people’s perception of the Light House Cinema and Smithfield.

Public Engagement
Background

Dublin's Light House Cinema is emblematic of the confidence building across the territory's film sector. (Screen International, 2013) And the director of Element Pictures Andrew Lowe who runs this cinema said that their strategy was to run the cinema as an art-house cinema. (Film Ireland, 2012) We can conclude that the Light House Cinema has its own features such as Irish movie. Besides only advertising the name of the cinema, we should hold some events to get public involved in this area.

Campaign plan----Events-based publication

The initiative events of the Light House Cinema

The Light House cinema has some events and interests groups, such as Jameson Dublin International Festival and midnight movie club. We could use the famous events they already have to expand the influence of the Light House Cinema in Dublin. Before any events, we will analyze the impacts of the events and the groups of people who may be interested in such events. And put the information of the event on social media. Furthermore, with the help of the staffs and its budget, they can do some outdoor advertising about their events, such as billboard advertising.

The creative branded campaign

In order to engage the general public and assess public opinions at the same time, we can either create new events based on the needs of the Light House Cinema or add some steps into the events they already have. For example, we can suggest the cinema to hold an Irish movie week per month. And they can have some promotion during the Irish movie week. In order to get 10 percent discount, the costumers must fill in a questionnaire we designed asking about their opinions on Irish movie and on the Light House Cinema. (Marketo, 2014)

Technology and Tactics:

We will create hashtags or event page on Facebook, Twitter and Instagram using Zoomph. We can also find some influencers of this areas or industry to endorse for the events.

Pre-event and post-event activities

We will send some emails to the groups of people that may be interested in our group events. And submit new report to local media outlets and let the press know about our events so they may have the potential to report our events. And follow the influencers or people who are interested in or have participated in our events. Post summary of events at the event page. (Andy Crestodina, 2013).
Timelines will be based on the events.

Opinion Assessment
Background

Twitter and Facebook are two most popular platforms that planners can first work on in order to get to the social media networks. They can reach to a large audience with different backgrounds and innovative ideas. Quality content and regular updates can help to engage more people; while "Likes" and re-tweeting can be conducive to catch friends' attention.

Campaign plan

Twitter:

  - **Meaningful interaction:** We will tweet about the Light House Cinema, as well as tweet or re-tweet others' content, such as partners and industry influencers.

  - **A diverse mix of tweet types:** We intend to post photos, short videos, useful links, helpful tips, and so forth can helpful to keep the account interesting and fresh and encourage more people to express their ideas and suggestions.

Facebook:

  - **A clear profile page:** officials of the Light House Cinema should build up a profile page to describe who they are and what they are doing.

  - **Regular invitations to provide opinions:** sending regular invitations to followers to provide opinions is a useful way to interact with the general public, and collect opinions on topics that they are interested in.

  - **Consistent maintenance:** posting and maintaining the account with quality content and interesting sharing is helpful to keep the platform attractive and inspiring to encourage more ideas.

Measurement:

  - **Social media metrics:** Platforms like Facebook has its own metrics. Page administrators have the access to Page Insight data. The data tells the administrators how many people are interacting with the posts, which can be used to better design future posts and figure out a most effective way to interact with followers (Shandrow, 2013).

  - **Representativeness:** It is impossible that platform administrators can deal with such a large amount of information on public's opinions. Therefore, whether a certain opinion is worth considering or weighting is one of the important criteria for assessment. (Rowe & Frewer, 2000)

  - **Transparency:** The general public hope to engage into the planning process and see what they actually contribute to the projects. The transparency of the process should also be involved to ensure that the ideas of the participants are listened and
carefully considered. (Rowe & Frewer, 2000)

**Recommandations**

Social media has proven useful in planning. To better involve the general public into the development projects and to better assess the public’s opinion of the Light House Cinema, the following recommendation may be conducive to develop an effective strategy:

1) It is important to create quality content in social media networks to engage more audiences and gather interests to the development projects. Quality content should be informative, sharable, actionable, and relevant to the target audience (Smith, 2014).

2) For some social media platforms like Facebook, it is advisable to think visually to have people attracted by the images and impressed by the content.

3) Just responding is not enough. When it comes to public perception, people demand to feel like they are communicating with a real human and would like to have prompt feedbacks on social media.

4) In the future plan, the strategy can be extended to other social media networks like YouTube, Instagram, and so forth.

5) We should take advantage of the resources of the Light House Cinema. Instead of paying the media, we should held interesting events to attract the attention of mass media and social media.
References


GROUP 5 BRIEFING MEMORANDUM

TO: Dublin City Council; Dublin Project Client
FROM: Jessica Barker & Evette Santana
DATE: March 16, 2014
SUBJECT: Communications Campaign Proposal for Facilitating Conversation and Assessing Public Opinion of Social Media Outlets

Executive Summary

The goal of this memo is to propose a communications campaign that can be used to facilitate the conversation and provide a means and methodology for assessing the public opinion of The Light House Cinema. With this communications campaign, the authors hope to gather and analyze data necessary to build significant knowledge that the Dublin City Council can use to bring conversations that are more meaningful to the public realm and to develop Smithfield area in the future.

Basis of Communications Campaign

Over three quarters of adults (77%) in Ireland use internet for personal reasons, with an almost universal use of internet within the home (Passport to Trade, 2013). Majority of the Irish population have broadband connection (96%), while DSL is the main type of internet connection used by those who subscribe to the internet privately. Nearly 3 in 10 people use a mobile internet connection, and 1 in 10 use cable or other wireless connection (Passport to Trade, 2013). With the overwhelming numbers of internet consumption and Wifi capabilities in Ireland, the purpose of the communications campaign will be to maximize the utility of social media users, and try to engage these users more fervently in the Light House Cinema social media outlets. Key elements to be included in the campaign are to provide suggestions of framework for social media marketing techniques, presenting the idea of generating a slogan, analyzing strategies for enhancing existing social media channels, and implementing surveys and social media evaluation tools for capturing public discussions and opinion.

Demographics of the Intended Audience

According to data from the 2011 census, the area of North Dublin is home to over 114,000 people, with approximately 49% male and 51% female. The Dublin area as a whole ranges between about 65.3%-69.8% with regard to working age adults between the ages of 15-64 (Census, 2011). There is no information regarding the demographics of the actual Smithfield area, which surrounds the Light House Cinema. However, it can be assumed the male to female ratio and working age adults is similar.

In attempting to decide what demographics should be engaged in this social media and communications campaign, it is important to consider who is actually participating in the utilization of social media for information about events and activities in their surroundings areas. Having a broad or unlimited target could result in a hit and miss situation and a loss of time, money and resources.

Best Practices from Communications Literature
Lubie (2014) suggests there are five main components to the social media marketing framework model, which should guide an organization to successful utilization of social media for marketing and communication with targeted audiences:

**SOCIAL MEDIA MARKETING FRAMEWORK (Lubie, 2014)**

- **Objectives**
  - Must be well defined and provide measuring stick for progress
  - Ensure all team members understand what success looks like
  - Ensure the focus remains on what is most important
  - Can be divided into 3 buckets
    - Revenue & Cost based objectives
    - Brand recognition & awareness based
    - Brand perception & loyalty based

- **Measures**
  - Are based on stated objectives
  - Used to track objective achievement
  - Success must be attributed to social media activity

- **Methods**
  - Tactical building blocks of social media broken into 3 groups
    - Activities:
      - Monitoring of on-going conversations
      - Contributing to existing conversations & start new ones
      - Measuring results
        - Content: different types of online media platforms
        - Conversation Channels: sites and services where content is contributed and consumed
  - Content:
  - Conversation Channels: sites and services where content is contributed and consumed

- **Initiatives**
  - Where social media marketing planning and theory meet reality
  - Two types to be effective
    - Steady State:
      - On-going activities needed to be current and relevant in on-going conversations
      - Monitoring and contribution activities
      - Scheduled measurement of existing initiatives
    - Campaigns
      - Specific, periodic initiatives that have start and end dates
      - Social media marketing specific or integrated with other marketing activities

- **Operations**
  - General program components
    - Infrastructure items in place to support social marketing initiatives
    - Put people in the right positions
    - Processes are defined
    - Budgets allocated
    - Technology implemented and governance understood
  - Execution Paths
- Management tasks that need to be addressed
- Strategize to identify target audience and objectives of program
- Determine measures to gauge success

**Generating Slogans**

We must be careful in using slogans for the Light House Cinema. According to Rose (2010), a slogan only expresses an attitude and does not propose anything. A slogan should be short and memorable and generally tells about what the subject is rather than attempting to persuade the audience (Rose, 2010). In deciding which slogan to use for the Cinema, it must reflect a relatively long-term commitment to the meaning of that slogan. At some point, changes and decisions to take the Cinema in different directions may be made, and the slogan that the audience has embraced should be one that is flexible enough to apply to a new direction.

**Techniques for Enhancing Existing Social Media Outlets**

Edgerank is a formula Facebook uses to decide what posts will show up in a user’s feed (Pring 2013). There are ways to optimize a social media page and manipulate the “formula” to benefit usage of the page. By utilizing these techniques to initially enhance the interactions and conversations on the Light House Cinema pages, we can further analyze a change in interactions (either positive or negative), and assess the public opinion of either page over a period of change in time: (Pring, 2013).

- Do not post too often (for Facebook) - no need to constantly feed the channel of information. Edgerank suggests no more than once a day.
- Post engaging content - the more interaction will be received, and in turn, more people will see the post (either via re-post, liking, etc.).
- Use images and videos - these are key elements that grab people’s attention.
- Determine best days/times to post - people ages 18-24 year old engage mostly from 9-10pm on the internet.
- Ask the community/audience to change the setting to get notifications.
- Pay to promote a post.
- Request feedback
Caption Contests/ Fill in the Blank, which gets people to post on the status.


Implementing Surveys for Obtaining Data

Facebook quizzes can be created by anyone with an account. They are easy to generate and the creator decides the type of questions to include, the answers that would describe a type, a rank order for each answer chosen by the quiz taker and the description of the results. It serves as an engagement tool as it requires the users of Facebook to answer questions and at the same time depending on the question, could serve to market the Cinema. Additionally, this is a form of two-way communication, which would also allow for the analysis of the results. Unlike typical surveys, quizzes are more of an outlet and serve to quench the user’s curiosity of what the results will be. Surveys do not normally give results at the end and are commonly utilized for the purpose of extracting information for analysis. Below is a link to an example survey that was produced for this project:


Types of questions to ask

The types of questions that should be asked are those that capture information about possible solutions to problems. Rose (2010) indicates that “campaigners generally should avoid acting like academics”, and should not attempt to show how many people have the wrong behaviors (Rose, 2010). The following are a list of suggested questions to engage our intended audience to gather opinions:

- What is your favorite type of genre shown at the Light House Cinema?
- What is your least favorite type of genre shown at the Light House Cinema?
- What type of movie-goer would you consider yourself?
- Describe Smithfield/Dublin/Light House Cinema in three words.
- What is your favorite hangout spot in Smithfield?
- What is your favorite thing to do on a night out in Smithfield?
- Would you recommend Light House Cinema to a friend?
Twitter Interactions

Twitter as a producer of information is useful as an outreach tool because the information that is posted by users of the public space in Smithfield, and specifically of the Light House Cinema, can be captured by social media influencer platforms like Zoomph. The information captured can be used to engage users on Twitter who are already talking about the Cinema. In order to help create a continued buzz around the Cinema, there needs to be a draw and it should be based on what the engaged users are interested in talking about, reading about and learning.

Likes & Retweets of the Cinema.

Likes and retweets of Cinema activity should be monitored in order to see who is talking about it and who is promoting the brand to others who utilize social media. The Cinema must be strategic about its posts to Facebook and Twitter. An individual or fan page can post pictures or updates throughout the day but it could be a waste of time if it is not done strategically and if the content that is being shared is not well thought out. There are certain times of the day that are better than others to post information; times when people are paying attention and actively engaged by actually clicking “Like” or by retweeting the information. According to Licko (2013), the best time to tweet is between 3 p.m. and 9 p.m. Pacific time. “Facebook posts around the noon hour offer the broadest opportunity for engagement. And overall, midweek and Saturday’s are the best days to post” (Licko, 2013). This information must be evaluated for Irish time zones, but is very likely to be similar.

What audience are we trying to target with these methods?

We must avoid using the “general public” as a targeting category and instead should be very specific in our attempts to reach those we intend to engage. It is impossible to engage everyone the same way. Starting with those who are determined to have a high probability of doing something (what we want that meets our objective) and making sure they are engaged, then seeking out those who are also likely but perhaps at lower levels who show characteristics of engagement should follow. Audiences are not merely consumers, as they communicate, both directly with individuals on social media platforms and with groups of people about specific topics (Tennyson & Ray, 2005). They begin conversations and engage in existing conversations. By determining who those people are we are able to engage them based on what they are interested in. In our case, we need to target those who are interested in the Cinema, who enjoy the arts and movies. Top contributors are those highly engaged users of the social media pages, tweeters of hashtags, re-tweeters, followers of twitter handles, frequent posters of Facebook who utilize locations, Pinterest users who have boards dedicated to the Cinema or something similar.

Future Contacts

The following is a list of future contacts that may be helpful for gathering information and assistance in promoting the Cinema and are seen on the Light House Cinema Twitter page.

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<td>Travel &amp; Food Writer for Ireland</td>
<td>@poloconghaile</td>
<td>7,127</td>
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<tr>
<td>Creative Review</td>
<td>Visual culture, film, digital illustration company</td>
<td>@CreativeReview</td>
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**Conclusion**

The goal of the Dublin Project is to develop means for conversation, which facilitates, promotes, seeks out, captures, evaluates and analyzes the public realm dialogue about The Light House Cinema. By utilizing the proposed communications campaign methods, the client will be able to build a framework that can:

- Apply Lubie’s 5 main components of best practice for social media marketing.
- Suggest new slogans for social media engagement.
- Implement new techniques to boost conversation on social media outlets.
- Construct surveys to gather and analyze public opinions.
- Use and evaluate Twitter tweets & Facebook likes as a means for collecting data.
- Target the intended audience for the social media outlets.
- Set future contacts and stakeholders for assistance and information.

**References**

1. Census Statistic Office: This is Ireland Part 1 http://www.cso.ie/px/pxeirestat/Statire/SelectVarVal/define.asp?MainTable=CDD02&ProductID=DB_PD&PLanguage=0&Tabstrip=ASEEK&PXSId=0&SessID=594663&FF=1&currentvar=
Social Media Communications Plan
Brandon De Bruhl & Jennifer Page Francis
University of Southern California

Author Note

Los Angeles, California – debruhl@usc.edu and jennifpfi@usc.edu
BRIEFING MEMO II 2

FOR CONSIDERATION

To: Professor Dora Kingsley Vertenten and PPD613A Colleagues
From: Brandon De Brui (MPP Candidate ’15), Jennifer Page Francis (MPA Candidate ’14)
Dated: March 14, 2014
Subject: Communications Campaign for the Public Realm in Dublin, Ireland

Executive Summary

A social media communications plan for the Public Realm in Dublin Ireland is proposed below. The plan considers the need for a two-way conversation between the target audience and the Dublin City Council. Techniques are introduced that can be developed for the Smithfield area and then replicated in other communities in Dublin. The new techniques suggested build on the street conversations that took place in Docklands and on the capabilities afforded by social media applications such as Twitter and Twitter’s Vine. Zoomph is indirectly considered a tool of the communications plan because it allows for the identification of key influencers and can provide important analytic information to keep the conversation vibrant.

Keywords: public realm dialogue, social media communications, facilitatig social media analytics

A Sense of Community is Needed in the Digital Realm

The civic sector of Dublin, Ireland does not have a comprehensive social media communications strategy to engage the public in an ongoing conversation in the digital realm. Developing a social media communications plan for facilitating this conversation may generate “buzz” that will revitalize the area of Smithfield and if successful could be replicated in other Dublin neighborhoods. In street conversations Dubliners have expressed their strong belief in the community spirit and family connection (Conroy, McGrath, and Rowsome, 2012). This sense of community does not yet exist in the digital realm.

Table 1: Considerations of the Smithfield Area

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Community, Government Support, And Historical Environment.</td>
<td>Lower Income, Gentrification, not known for entertainment.</td>
</tr>
<tr>
<td>Developing collaborations with local art schools, improved security, better locations for development (economics and technology)</td>
<td>Other areas that have better entertainment options, which are safer and cleaner.</td>
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</table>

To bring value to the civic, private, and public sectors in the digital age, social pressure and incentives must align. To begin below is a SWOT analysis of the Lighthouse Cinema, a focal point of the Smithfield area, which outlines how community engagement has been conducted up until this point. Understanding the “state of nature” will help to generate new and better ideas for future conversations. We have done Strength, Weaknesses, Opportunities and Threats matrix to better understand the nature of the problem in the Lighthouse Cinema and the Smithfield Area. Next steps moving forward with the
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</tr>
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<tbody>
<tr>
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<td>To bring value to the civic, private, and public sectors in the digital age, social pressure and incentives must align. To begin below is a SWOT analysis of the Lighthouse Cinema, a focal point of the Smithfield area, which outlines how community engagement has been conducted up until this point. Understanding the “state of nature” will help to generate new and better ideas for future conversations. We have done Strength, Weaknesses, Opportunities and Threats matrix to better understand the nature of the problem in the Lighthouse Cinema and the Smithfield Area. Next steps moving forward with the Lower Income, Gentrification, not known for entertainment. Developing collaborations with local art schools, improved security, better locations for development (economics and technology) Other areas that have better entertainment options, which are safer and cleaner.</td>
</tr>
</tbody>
</table>
Opportunities   Threats
BRIEFING MEMO II3

Smithfield area are to build strong goals and objectives and create a two-way conversation with the target audience.

Determining the Target Audience

In order to understand the influence and reach of stakeholders and develop the right messaging for each stakeholder group, stakeholders must be identified and the list updated as the project evolves. The target audience for this project is two fold. First for the USC Dublin Team to develop a communications plan for helping the government to engage with the public and second for the USC Dublin team to communicate the developed plan to the Dublin City Planner, Dick Gleeson and other members of the Irish Government. The list of stakeholders below includes individuals, businesses, and government entities that may have a stake engaging the public in an ongoing conversation. Some stakeholders may be listed twice as they are part of a larger group and then listed as an individual as well. The target audience is made up of commuters, residents of the neighborhood, tourists, community developers and advocates, city officials, nonprofit organizations, clubs, and churches. The stakeholder engagement matrix below will help the USC in Dublin team to rank and understand the audience through a list of criteria including: (1) what is their expertise, (2) what legitimacy do they hold, (3) what is their willingness to engage, (4) what is their influence, and (5) what is the necessity of their involvement.

Table 2: Draft Stakeholder Engagement Matrix

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Twitter Followers</th>
<th>Facebook</th>
<th>Expertise</th>
<th>Willingness to Engage</th>
<th>Influence</th>
<th>Necessity of Involvement</th>
<th>Type of Organization</th>
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<tr>
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<td>To Be Determined</td>
<td>To Be Determined</td>
<td>To Be Determined</td>
<td>Civic</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Contribution</th>
<th>Legitimacy</th>
<th>Willingness to Engage</th>
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Appendix 3c. - Communications Campaign Group 6

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Private
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Nonprofit
Charlene Lydon (Film Programmer at Lighthouse)
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Individual
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Appendix 3c. - Communications Campaign Group 6

High High High High High Civic/Private
Account
Cobblestone Pub To Be
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<td>To Be Determined</td>
<td>Nonprofit</td>
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Appendix 3c. - Communications Campaign Group 6

Dice Bar To Be Determined
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To Be Determined

To Be Determined

Private
DIGI Dublin (Dublin City Council is behind this)
Civic
Dublin Administrative Services
To Be
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To Be Determined

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To Be Determined

Civic
Determined
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Civic Determined
Appendix 3c. - Communications Campaign Group 6

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Dublin Airport To Be

Dublin City Council To Be
Determined
To Be
To Be
To Be
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To Be

Private Determined

To Be Determined

Determined
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High High High High Civic
Dublin Film Fest To Be
Determined
To Be Determined
Private
Dublin Regional Authority
To Be
To Be
To Be
To Be
To Be

To Be Determined

Determined
Determined
Determined
Determined
Determined
Civic

DubLinked (Open Source Site)

To Be

To Be

To Be

To Be

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Public Determined

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Determined

Determined

Determined

Determined

Determined

Element Pictures To Be

Private Determined

Generator Hostel To Be

Determined

To Be

To Be

To Be

To Be

To Be
Appendix 3c. - Communications Campaign Group 6

To Be Determined

To Be Determined

To Be Determined

To Be Determined

To Be Determined
Appendix 3c. - Communications Campaign Group 6

To Be
To Be
To Be

Civic Determined
Determined
Determined
Determined
Determined
Determined
Determined
Irish Times To Be

Private Determined
Jameson Museum in Smithfield Area
To Be
To Be
To Be
To Be
To Be

To Be Determined
Determined
Determined
Determined
Determined
Determined
Private
Jameson Whiskey Distillery
To Be
To Be
To Be
To Be
To Be

To Be Determined
Determined
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Determined
Appendix 3c. - Communications Campaign Group 6

Determined
Private
Jobs Dublin (Jobs Board)
To Be
To Be
To Be
To Be
To Be
To Be
To Be

To Be Determined

Determined
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Public Determined

Determined
Determined
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Determined
Determined
LightHouse Cinema To Be

High High High High High Private Determined

Luas To Be
Determined
To Be Determined
Private
Maldron Hotel To Be
Determined
Appendix 3c. - Communications Campaign Group 6

Peppe Italian To Be

Private Determined

South Dublin County Council
To Be
To Be
To Be
To Be
To Be
To Be

To Be Determined

Determined
Determined
Determined
Determined
Civic

St. Michan's Church in Smithfield
To Be
To Be
To Be
To Be
To Be

To Be Determined

Determined
Determined
Determined
Determined
Determined
NonProfit

St. Patrick's Cathedral
To Be
To Be
To Be
To Be
To Be

To Be Determined
BRIEFING MEMO II 5

The Art Tunnel (closed but they are hoping to relocate in Dublin)

<table>
<thead>
<tr>
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<td>To Be Determined</td>
<td>To Be Determined</td>
<td>To Be Determined</td>
<td>Private</td>
</tr>
<tr>
<td>The Smithfield Horse Market</td>
<td>To Be Determined</td>
<td>To Be Determined</td>
<td>To Be Determined</td>
<td>To Be Determined</td>
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<td>To Be Determined</td>
<td>Private</td>
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<tr>
<td>Twitter Ireland</td>
<td>To Be Determined</td>
<td>To Be Determined</td>
<td>To Be Determined</td>
<td>To Be Determined</td>
<td>To Be Determined</td>
<td>To Be Determined</td>
<td>Private</td>
</tr>
</tbody>
</table>

Data Adapted from Group C: Public Leadership, Organizations, and Leading Stakeholders and from the Week 6 Discussion Boards

High: Knowledge of Facilitating a Conversation is of value and is a net broadcaster of information

Medium: Group engages in the conversation is a net consumer of information

Low: Little Known Group that either does not engage or engages very little in the social realm

Establishing Messages

Part of the communication solution is in connecting with non-state actors to revise how to connect to the Smithfield Community. Once we have identified the critical actors “nodes” we are able to then build a bridge between these community influencers and government organizations. This can lead us to have better buy-in from a community communications standpoint. This also builds authenticity in the relationship between the government and the community.

In the Dublin Street Conversations the reasons for engaging the public included:

- Engaging a large number of people
- Making people curious
- Puts a face on Dublin City Council
- The Public and Businesses appreciate this type of engagement
- There is no box ticking
- It is informal and low cost
- It encourages people to have a voice (Conroy, McGrath, and Rowsome, 2012).

These same reasons for establishing messages exist in the online environment as well and are conducted using social media as the conduit. The message begins a two-way conversation that leads to influences as others like, re-tweet, physically attend events, and/or share videos across the digital realm.

Figure: 1 Key Engagement Terms Trending March 5th – March 14, 2014.

Prioritizing & Creating an Action Plan

BRIEFING MEMO II 5

The Art Tunnel (closed but they are hoping to relocate in Dublin)
Appendix 3c. - Communications Campaign Group 6

Private
The Coffee Dispensary
To Be Determined

Private
The Guinness Storehouse
To Be
To Be
To Be
To Be
To Be
To Be

To Be Determined

Determined
Determined
Determined
Determined
Determined
Determined

Private
The Smithfield Horse Market
To Be
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To Be Determined
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BRIEFING MEMO II 6

The public realm as defined by the Dublin City Council (2012) is “all areas to which the public has access” (p. 8). The digital realm links to the physical in and around Dublin as an extension of the alleyways, main roads, and public squares, creating a space to reach many more people at one time across the globe. According to the Central Statistics Office (2011), 78% of private households in permanent housing in Dublin had access to the Internet in 2011; therefore they had access to the digital realm as well. Rosica (2009) writes “Manage the conversation by being proactive and reaching out to people in ways made possible by today’s communications options” (p. 6). A comprehensive communication plan will include multiple methods of reaching communication objectives (Tennyson and Ray, 2005). How well that digital realm is used to connect stakeholders determines the success of social media engagement. Several technology platforms are already popular in Ireland including Facebook, You Tube, and Twitter. To further engage stakeholders additional communications strategies must be included. These may include promoting on the Luas, generating short videos using Vine, developing a Twitter hash tag that is specific and relevant to Dublin, and using social media engagement tools to identify and reach key influencers. The proposed solutions below taking into account two important points about competitive identify the first are that actions speak louder than words and the second is that you should not talk unless you have something to say (Anholt, 2007). The development of curated content feed to television screens, using visual instead of verbal and written cues, being specific in content generation using a hashtag, and understanding the key influencers by region and time of day will encourage an ongoing conversation.

The Luas Red Line connects Smithfield to the rest of Dublin. Luas is a light rail system operated by Transdev and regulated by the state Railway Procurement Agency (RPA) and has a red and a green line with 54 stops within and around Dublin (Luas, 2014). An average of 80,000 passengers ride 54 stops on the two Luas tramlines in Dublin each day (Luas, 2014). Partnering with Transdev to replace empty advertising space on the light rail system on the Luas system is one engagement feature. There is an opportunity to touch each community with specific messaging from local officials, representatives, and businesses in that area as well as engaging the citizenry for events in other locals that are within walking distance.

In addition to the Luas, other opportunities within the community of Smithfield exist to engage the public via social media feeds. The Lighthouse Cinema, the Maldron Hotel, the Generator Hostel, the Old Jameson Distillery, and other businesses may be willing to allow feeds to generate content on television screens during certain periods of the day.

Conversations on the ground can be translated to the digital environment through social media tools like Vine. Vine is a mobile application that allows users to create and post short video clips of six seconds or less. Using Vine the conversation can be taken from one of the written word to visually stimulating images of life in motion. On Vine the Docklands Street Conversations can become Dublin Social Media Conversations where stakeholders can engage and re-engage through the use of responding vines, liking, or revising. Instead of a picture as was the case with the street conversations videos are the engagement connection.
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Connecting with influencers to engage the public requires knowing who is influencing the conversation. Zoomph provides the curation, analytics, and visualization necessary to identify individuals shaping the conversation. Below are the top five influencers from March 5th 2014 to March 13, 2014. These influencers come from a handpicked list of twitter handles surveyed. Z points indicate the quality and quantity of Likes and Re-Tweets received for that individual or business. Those with the highest Z-Points have contributed to the conversation and others have then responded therefore creating further conversation.

Table 3: Key Influencers in Social Media in Dublin, Ireland

<table>
<thead>
<tr>
<th>Top Influencers</th>
<th>Total Z Points</th>
<th>Type of Stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td>@IRISHTIMESBIZ</td>
<td>8,896</td>
<td>News</td>
</tr>
<tr>
<td>@CLLOISINQUINN</td>
<td>1,315</td>
<td>Irish Government</td>
</tr>
<tr>
<td>@MANCERAMIGUELIX</td>
<td>1,178</td>
<td>Mexican Government</td>
</tr>
<tr>
<td>@JOBS_DUBLIN</td>
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1 A key influencer during this time period due to visiting Ireland. This result would change over time

Zoomph also provides analytics that help to make sense geographically and by date of the conversations going on. For the data collected Ireland is of course the top location, with the United Kingdom tweeting the most outside of Ireland regarding terms in the search and Mexico third. The most content generation appears to occur on Wednesday’s and Thursday’s as seen on the graph tweets occur on average every 23 minutes.
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BRIEFING MEMO II 8

Figure 2: Tweets by Location and Language

Figure 3: Tweets by Number, Day, & Time

Table 4: Strategies for Stakeholder Engagement

<table>
<thead>
<tr>
<th>PUBLIC &amp; PRIVATE Enterprises Video Displays - Direct</th>
<th>VINE - Direct</th>
<th>TWITTER - Direct</th>
<th>ZOOMPH - Indirect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop relationships with public and private businesses to put up scrolling feeds of twitter in advertisement for several seconds multiple times per day. Feeds would come from the Zoomph software</td>
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ZOOMPH - Indirect
- Provides a platform to pull data to understand stakeholders, levels of current engagement, and to determine where areas of future growth can be realized
BRIEFING MEMO II 9

Evaluating

Success is measured by the extent to which the plan helped the organization achieve its goals (Tennyson and Ray, 2005). Zoomph is a low cost way to measure success through pre and posttests. For instance, how often is a developed hashtag used and whether Facebook and Twitter content in Dublin and Smithfield increase compared to before the campaign began. Other evaluation techniques that could be employed would look at revenues of local businesses pre and post the public engagement campaign. Specifically in Dublin this could be measured by the tickets sold at the Lighthouse Cinema and any increases in the number of riders on the Luas getting off at the Smithfield station.

When evaluating the data provided by sources such as the Luas ticket sales and Lighthouse Cinema tickets the intensity of outcomes can be calculated. One of the best applications of this is in the use of network theory node analysis. The frequency of a re-tweet can be calculated and the impact of that calculation found. This can lead to a node calculation that provides the most important actors in the grouping. This can be done by scraping the data from the Z-scores and purging them into the value based matrix that would result in strengths between stakeholders in the social network. The result would be the matrix below.

Figure 4: Value Based Matrix of Stakeholders in the Social Network
Appendix 3c. - Communications Campaign Group 6

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Figure 4: Value Based Matrix of Stakeholders in the Social Network
BRIEFING MEMO II 10

This way we can visually see that the @Dublincitycouncil is one of the most connected nodes in the network but a person that has one of the more moderate Z-scores. When we are looking at actors in the system and are targeting groups, we need to determine the best institution to partner with. The combination of network theory and Zoomph can help to translate the swirling hashtags of the social network into ascertainable information sets capable of informing the leadership of the Dublin City Council.

The Dublin City Planner may consider a performance partnership with key community influencers. Performance partnerships are according to Wholey, Hatry, and Newcomer (2010) “two or more organizations agreeing to take joint accountability for achieving specific outcomes” (p. 664). Evaluation does not complete the communication plan, but rather signals areas where successes can be documented and areas for improvement can be developed into new or revised communications plans of the future.
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Digital Sustainability Conversations
How Local Governments can Engage Residents Online
Appendix 5a
Digital Engagement by Governments Research

Authors of the Guidebook are:
Daniella Fergusson & Vince Verlaan, HB Lanarc Golder Susanna Haas Lyons

The Spectrum of Public Participation and IAP2 name and logo are used with permission from the International Association for Public Participation.

March 2012

This guidebook is a collaborative product made possible through the leadership and contributions of:

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» Sarah Reginelli, Principal Planner

City of Richmond, VA
» Andreas D. Addison, Civic Innovation Team Manager

Case Study participants
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Executive Summary

As local governments face impacts from climate change, public health concerns, and public demand for increased accountability and transparency, it is becoming increasingly important to engage with the public on important sustainability topics. With over 75% of Americans now online, and 82% of them interacting with government online, local governments have the opportunity to engage residents on Facebook, Twitter, and a myriad of other “digital engagement” tools. In fact, local governments that do not participate in digital engagement risk remaining unaware of online mobilization, until it manifests at public meetings and other face-to-face events.

This guidebook provides case studies and a step-by-step guide to support local government digital engagement efforts.
Case studies included in this guidebook are very diverse, covering: small and large initiatives; projects intended to inform and empower; and, digital engagement that has been implemented for the many functions of local government, like governance, service provision, and specific initiatives and policies.

Our step-by-step guide takes both the digital novice and adept through a 1 step process. The process includes: goal setting, defining audiences, selecting digital engagement tools, gaining internal commitment, creating digital teams, clarifying roles and responsibilities, listening online, combining digital engagement with face-to-face events, mitigating risk, evaluating and measuring impact, and incorporating organizational learning.

We hope that you will find this guide useful for strengthening government responsiveness and augmenting your in-person engagement tactics with new, online tools. Good luck with your digital engagement initiatives!
Appendix 5a
Digital Engagement by Governments Research

Only got a few minutes?
DO YOU WANT TO...

Understand the business case for digital engagement?
Learn about the risks of digital engagement?
Explore how other local governments have used digital engagement?
Browse tools that you could use in your department?

Quick Start
Get going! I want to know how to do digital engagement.

Start by reading Section I to find tips on obtaining senior staff or Council approval to pursue a digital engagement strategy. Learn about the risks of digital engagement, consult Appendix I.

Chapter II contains a list of digital engagement tools. Quick Start with Section III to find out specific how to instructions and tips on developing, implementing, and evaluating a Digital Engagement Strategy. Look to Appendix II for worksheets referenced in this section.
Appendix IV contains details on “how to” instructions and best practices for using common digital engagement tools including: Facebook, Twitter, Google, Flickr, YouTube, and LinkedIn.

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CHAPTER 1: UNDERSTANDING LOCAL GOVERNMENTS & SUSTAINABILITY

Sustainability
Environment
Economy
Society

Figure 1: Traditional definition of sustainability: This graphic is often used to depict sustainability as a balance between environmental, economic, and social systems. A challenge with this graphic is that it suggests the environment, the economy, and society are three separate systems that only partially interact. The diagram also does not recognize ecological limits to economic growth.

Ecological Systems
Human Systems
Economic Systems

Figure 2: Nested model of sustainability: Sustainability requires that human impacts remain within limits that can be managed by ecological systems. This representation of sustainability shows that the economy is one aspect of society, and reminds us that humans are just one of many living creatures on our planet.

WHAT’S IN THIS SECTION:

This section of the Guidebook will help you:

Chapter 1: Create a business case for using digital engagement as part of a sustainability effort

Chapter 2: Understand what digital engagement means for local government, and where it fits in with your existing communications and engagement efforts
Chapter 3: Create a business case for using digital tools as part of an engagement strategy

Chapter 4: Understand and overcome risks associated with digital engagement

A. What is sustainability?

Sustainability is a catch all word representing a systems thinking approach to ecological and human systems. Human systems include ways we mediate our relationships with each other, like economic transactions. Often understood as seeking a better balance between the environment, society, and the economy, sustainability is a process of collective improvement requiring human activities to reflect and respect ecological limits.

The two diagrams to the right represent the most common understandings of sustainability.

While hundreds of definitions for sustainability exist, common themes include:

Inter-generational Equity: Actions taken today impact the quality of life experienced by our children, our grandchildren, and their children. So, we should take care to use resources wisely to ensure that future generations experience a good quality of life.

Intra-generational Equity: North America and Europe have enjoyed over a century of unlimited industrialization and economic growth, but have made the largest impact on the planet in terms of consumption of resources and generation of waste, like carbon emissions.

Precautionary Principle: Our actions today may cause harm to the public and to the environment. Although there may not be scientific consensus that our actions are harmful, the burden of proof falls on us to prove that our actions are safe.

Ecological Integrity: Ecological systems and services (including potable water, clean air, pollination, and arable land) have limits, past which they cease to function properly. Ecological systems can reach “tipping points,” where they rapidly and irreversibly change.

Section II to understand more about appropriate times and techniques for using digital engagement tools.

Section III to find out how to develop, implement, and evaluate a Digital Engagement Strategy.
Sustainable development is development that meets the needs of the present without compromising the needs of future generations to meet their own needs. 1

Sustainable development is concerned with the development of a society where the costs of development are not transferred to future generations, or at least an attempt is made to compensate for such costs. 2

B. Why are local governments addressing sustainability?

Even with modest UN projections for population growth, consumption and climate change, by 2030 humanity will need the capacity of two Earths to absorb CO2 waste and keep up with natural resource consumption. 3

Bicycling and walking projects create 11,142 jobs per $1 million spent, compared to just 7 jobs created per $1 million spent on highway projects. Cost-benefit analyses show that up to $10.8 billion in benefits can be gained for every $1 invested in bicycling and walking. While biking and walking fall 16% between 1990 and 2005, obesity levels increased 130%. 4

Operating costs and new ways to nance capital projects. Reducing government building-energy consumption, replacing energy ine cient street lighting, metering water services, and increasing composting and recycling can reduce government expenditures. Large capital costs, like upgrading the stormwater system, siting and constructing a new land ll, and negotiating water agreements can be avoided by using existing resources more ef ciently.
Growing cities: Green field, suburban development can burden local governments by requiring more miles of road paving and utility servicing than an equivalent compact development. Urban in ill and compact, walkable development are also more amenable to transit provision, while protecting farm and industrial lands from encroachment.

Shrinking cities: As some communities get smaller, local governments are challenged to service the smaller and less dense population. As urban parcels become available, local governments have the opportunity to create greener and more creative cities with urban farming, arts districts, and building rehabilitation.

Experiencing climate change impacts: Already suffering from the urban heat island effect, US cities are experiencing more extreme heat in the summer. Other climate change-related impacts include severe weather events (like hurricanes, tornadoes, droughts, and oods), rising sea levels, invasive species, and changing climate road networks and servicing impacts future generations, because it determines community walkability and how soon infrastructure will reach capacity or will need to be replaced.

Carrying Capacity: The rate at which we use natural resources should equal or be less than the rate at which waste and keep up with natural resource consumption. 6

Resident Demand: Residents are asking for more local government services and regulations that foster sustainable living. 9 Examples include: recycling of paper, plastics, glass, metals, and electronics; composting the environment produces those resources. When our residential and commercial organics; rainwater harvesting; population or consumption levels grow faster than the food gardens and urban agriculture; safe, separated bike environment can provide resources and absorb waste, we lanes; pleasant sidewalks with trees and benches; and are living past an ecological system’s carrying capacity.

energy efficiency incentives.

Renewable and Non-Renewable Resources: Some Economic Development: Financial crisis, offshore resources, such as ancient aquifers, petroleum, manufacturing, and other macroeconomic trends are and petroleum derivatives (plastics, fertilizers, causing local governments to investigate local economic pharmaceuticals), are formed over millennia. As a result, development and jobs creation. SustainabilityLs buy these “fossil” resources are non-renewable. When a
local” focus encourages new industry and business non renewable resource peaks (like Peak oil), the
development. resource is experiencing declining production rates from year to year. Renewable sources of energy, such as the solar thermal, solar electric, wind power, tidal power, hydroelectric, biomass, and geothermal energy recharge over a much shorter period of time. Bicycling and walking projects Climate Change Mitigation and Adaptation: Faced with a create 11-14 jobs per $1 million world with higher global average temperatures, increased likelihood of severe weather events, and unpredictable impacts on food systems, local governments are preparing to adapt. zones for native plants. Climate change impacts vary by location. Growing scientific consensus on climate change: In response to the lack of international leadership on sustainability, local governments across North America are taking action to reduce emissions in both their corporate and community-wide activities. Public Health Concerns: Air quality-related respiratory illnesses and obesity are major problems in the US. According to the Centers for Disease Control and Prevention (CDC), the US has experienced a dramatic increase in the rate of obesity in past two decades. In 2010, over one third of US adults were obese. Creating more compact, walkable communities with green buildings can help address (indoor and outdoor) air quality and obesity concerns. Equity and Diversity: Offering a variety of housing and transportation choices helps create a more diverse and economically-viable community, attracting new talent, spent, compared to just 7 jobs created per $1 million spent on highway projects. Cost benefit and reducing congestion. analysis show that up to $11.80 in Infrastructure Decay: land use patterns created by roads benefits can be gained for every $1 and infrastructure have lifespans of 50 or more years. In 2009, the American Society of Civil Engineers issued a invested in bicycling and walking. report card on America’s infrastructure, highlighting its current state of disrepair. Four sectors received CLs and the remaining 11 earned DLs. Long-range planning for While bicycling and walking fell 66% between 1960 and 2009, 5 obesity levels increased 156%. 10
People C. How can local governments address sustainability?

need to engage in meaningful

Through beacon projects, regulation, public education, service provision, and working with state and regional partners, local governments can directly and positively impact many aspects of their community’s sustainability. Local governments can:

discussions about sustainability to uncover their own priorities and understand each other’s values before making decisions. Increase awareness & shift consumption: Provide information about environmental risks and sustainability opportunities in the community via face-to-face, traditional, and online media.

Improve air quality: Reduce the need to drive by providing a complete and diverse community with compact design, mixed-uses, and a high-quality walking or biking experience.

Reduce carbon emissions: Reduce building and transportation fossil fuel use through energy efficient building codes, promotion of renewable energy generation, and demand-side management.

Reduce corporate resource use and emissions: Although a local government’s corporate emissions comprise a small fraction of community-wide carbon emissions, local governments can reduce operating costs and be a role model for local businesses. Choosing sustainable alternatives to capital projects can also stretch local budgets.

Reduce obesity rates: The provision of local food, farmers’ markets that accept food stamps, recreation services, and neighborhoods that are enjoyable to walk can help promote a healthy and active lifestyle.

Provide housing and transportation choices: Such choices mean that people have access to affordable housing that is well connected to jobs and services by transit, bike paths, or sidewalks.

Encourage sustainable behavior choices: Easy to use recycling systems, composting classes, metered water, and smart power meters can help residents make more sustainable choices.

Foster local economic development: Local foods, clothes, soaps, furniture, arts, building supplies, and other consumables are great products that keep dollars within the local economy.
Local currencies, business incubators, technical assistance, and tax breaks can also promote local businesses.

Plan for resilient infrastructure: Design for a world 30 to 50 years from now where transportation and energy costs are much more expensive. Even if fossil fuels and water remain abundant, your residents will still be able to live in a well-designed, vibrant, and walkable community.

Influence energy supply and prices: Protect and encourage renewable energy generation through regulations and incentives (solar shading bylaws, smart meter implementation, energy efficient building codes, energy efficiency building permit fast tracking or fee based incentives, Energy Star incentives, property assessed clean energy financing, etc.) Advocate to state agencies for net metering laws and renewable energy portfolio standards.

Influence water supply and prices: Anticipating floods and droughts, local governments can design streets and parks that can absorb excess stormwater and survive droughts. Zoning regulations can discourage impermeable surfaces to decrease the risk of flooding. Tree cutting ordinances can protect lands from erosion, which chokes local water sources. Local governments may also permit rain barrels and greywater recycling systems, while recovering potable water from water treatment facilities.

D. Behavior Change, Sustainability, and Local information Governments

and opportunities for dialog are better-suited for influencing individual behaviors and supporting collective choices (e.g. policy). To foster this kind of public participation, Many actions required to achieve a more sustainable community require individuals to make choices different from governments use tools like interactive public meetings, online discussions, and planning charrettes. their usual habits. Governments thus often find themselves working to elicit behavior change in citizens.

Incorporating participatory approaches into government-led sustainability programs requires a strategic approach. A It is often thought that if people just knew more about climate change and other sustainability issues, they would number of key principles can help local governments foster change in their communities: 1 act more sustainably. This information deficit model of civic engagement is an expert-driven approach and assumes that education will change people’s values, attitudes, and behaviors. Governments often use open houses, public presentations, and advertising campaigns to raise public awareness.

1. Establish a Sense of Urgency by identifying and discussing crises, potential crises, or major opportunities and how they relate to the public’s values and priorities

2. Create a Guiding Coalition (a group with enough awareness about issues and solutions. power to lead the change effort) representative of the

We now realize that people need more than information to shift behaviors. The public understands sustainability through
community and your government, which has committed to work as a team multiple and conflicting values, moral positions, and belief 3. Engage the Community in developing a change vision to systems. They also have ingrained behaviors and habits that help direct the change effort and develop strategies for are hard to change. achieving that vision As a result, people need to engage in meaningful discussions 4. Communicate and Ask for Feedback about the vision to about sustainability to uncover their own priorities and deepen buy-in through every vehicle possible. Also teach understand each other’s values before making decisions and new behaviors by the example of the guiding coalition changing behaviors. This occurs through an active processes of reflection, negotiation, and reevaluation. 5. Empower Broad-based Action by removing obstacles to change, particularly systems or structures that seriously A more interactive approach to behavior change requires undermine the vision. Support community leadership 7 providing community specific information and opportunities by fostering networking, risk-taking, and non-traditional for mutual understanding and personal reflection. Local ideas, activities, and actions
CHAPTER 2: UNDERSTANDING LOCAL GOVERNMENTS & CIVIC ENGAGEMENT

This chapter describes and defines “responsive local governments” and the role of engagement in creating and ensuring responsiveness.

The “nested hierarchy” image at right illustrates that digital engagement activities are just one part of your organization’s engagement activities. Efforts to share information with, consult with, and involve residents and stakeholders in the decision-making and business processes of government are part of an overall governance function.

This image is used as an organizing principle for this chapter, and we will return to it as we move from the general to the specific: from governance to digital engagement. 2. Pearce, D. 1993. Measuring Sustainable Development. London: Earthscan.


the vision. Identify, support, and encourage

4. A US heat wave in July 2011 caused more than 1,400 record high temperatures, community members who can advance the vision. Reinvigorate the process with new projects, themes, and

5. In 2007, 00 Mayors in all 50 states across the US signed the U.S. Conference of Mayors’ Climate Protection Agreement, an agreement where supporting mayors pledge to reduce carbon dioxide emissions by 7 percent below 1990 levels by and community by articulating the connections between the new behaviors and success. Also develop the means to ensure leadership development and succession

2012. As of January 2012, over 1,000 Mayors have signed this pledge. http://www.usmayors.org/climateprotection/revised/

8. In 2010, at least 20 of the population in each state was obese, with a 25 prevalence of obesity in 3 states. In Alabama, Arkansas, Kentucky, Louisiana,

9. Evaluate Your Efforts and Keep Lines of Feedback open


11. For examples of regulations and incentives being offered by local, regional, state and Federal government, check out the Database of State Incentives for Renewables & Efficiency (DSIRE) http://www.dsireusa.org/

Governance

Civic Engagement

Digital Engagement

Figure 3: Digital engagement complements and enhances your face-to-face engagement methods and, therefore, your governance philosophy

A. Governance: Responsive Local Government

It may seem obvious, but residents pay taxes and elect local officials in order to have a good quality of life in their local community. People care deeply about their communities — where they live, play, shop, socialize, raise families, and perhaps work and educate themselves. Residents are more than taxpayers or service consumers; they expect to see their tax dollars at work providing good roads, public safety, parks and programs, garbage pick-up, etc. They also expect government to make ADDITIONAL RESOURCES

wise decisions around potentially competing priorities, needs, or opportunities.

See Chapter 10 for more information on

A local government is responsive when it demonstrably seeks out and listens to input from residents and stakeholders about what services and programs are most needed, how to address changing needs, and what policy issues should be addressed. communicating sustainability. The chapter

Since local government exists to meet the needs of its residents and taxpayers, and is physically very close to these people, it includes ten principles for sustainability

is critical that it remain open and responsive. 8 communications and tips for avoiding common missteps.

Digital tools are helping local governments remain open and responsive. The text box on page 12 describes the principles of open government, or Gov 2.0.
C. The Spectrum of Public Participation

As an organizational concept in this Guidebook, we use the International Association of Public Participation (IAP2) Spectrum of Public Participation (Figure 4). The Spectrum helps us decide who to engage, why to engage them, how to engage them, and on what issues and decisions to engage them. It is also a useful way of selecting appropriate digital tools.

Figure 4: IAP2 Spectrum of Public Participation. © International Association for Public Participation

HOW DO LOCAL GOVERNMENTS ENGAGE THEIR RESIDENTS?

Engagement, or public participation, is a process that involves residents in problem-solving or decision-making, using input to influence the decisions. Governments involve residents to make decisions in three areas:

Governance: Providing good information on city decision-making and governance,

Services: Improve government service provision by responding to service complaints and requests, and

Initiatives: Hearing from the public and stakeholders on specific larger project or policy initiatives.

Important! Tools and case studies in Section II are organized using the Spectrum of Participation.

Each level of participation, from inform to empower, is legitimate. The level selected for a particular engagement program depends on the goals, time frame, resources, and public impact of the decision to be made.
B. Civic Engagement: What is it?

Civic engagement, or public participation, focuses on ensuring citizen and stakeholder awareness of and involvement in civic priority-setting, decision-making, program development, and service delivery. This is a growing movement, with many local governments experimenting with in-person and online engagement.

The ultimate goal of efforts to enhance and expand civic engagement are to: a) improve government decision making by increasing the quality of decisions reached and the effectiveness of programs and services and, b) to help government better address the range of issues that communities now face.

This movement also seeks to meet rising citizen expectations of openness and responsiveness, to make information for residents easier to access, and to offer more and more varied opportunities for residents to have input into matters that affect them.

Civic engagement primarily helps participants finding common ground and improves the perception that decisions are fair. Additional civic engagement benefits for policy makers and residents include:

Civic engagement enables policy makers and staff to hear new perspectives, learn new things, and gain more representative input that improves decision-making and the policies, programs, and services that follow.

From the perspective of residents, increased opportunities for engagement and collaboration with government deepen residents’ impact on, understanding of, and ownership of the decisions reached.

Important! Tools and case studies in Section II are organized into these three ways that governments engage residents.

Inform Consult Involve Collaborate Empower

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.

We will keep you informed.

To obtain public feedback on analysis, alternatives, and/or decisions.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
Appendix 5a
Digital Engagement by Governments Research

To place nal decision-making power in the hands of the public.
We will implement what you decide.
Fact sheets Websites Open houses
Public comment Focus groups Surveys Public meetings
Workshops
  Citizen advisory Deliberative committees polling
Consensus- building Participatory decision-making
Citizen juries Ballots 10
Delegated decision
Draft Work Plan

I. We have designed a new integrated communication model specifically for the use of the Dublin government. It is called the Integrated Digital Engagement Policy Model (see attached PDF).
   a. This integrated model incorporates the following communications models and theories, and makes appropriate adaptations to each:
      i. The digital Public Impact model from the Urban Sustainability Directors Network.
      ii. Social Penetration Theory.
      iii. The Lasswell Formula.
   b. The purpose of the integrated model is to:
      i. Present the Dublin government with a model for digital engagement against which they can measure themselves and model future steps. The model illustrates:
         1. Cyclical levels of public empowerment and intimacy of interpersonal communication.
         2. Who says what, in which channel, to whom, and to what effect at each stage of communication.
   c. Note: No one stage of the model is superior to the others; the level of public empowerment at each stage serves a different purpose and should be considered accordingly; i.e., there may be instances where less public engagement is actually desired.
   d. The integrated model also provides a checklist with practical steps and examples to follow moving forward.

II. Our responsibilities and relationships with other team members
   a. According to the last in-class meeting, there are mainly four parts in our project, namely objectives, outside, input, and output. Our model serves as the foundation and framework for each part by providing supportive theory and guidance for public engagement.
      i. Our model provides means to achieve our project’s objectives.
         1. By establishing our model, we prepare the outside work for our project.
      ii. We can facilitate the input part because we provide our team with ideas about which kind of data we need and what we want to achieve using the data they collect.
Draft Work Plan

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i. Our model provides means to achieve our project’s objectives.

1. By establishing our model, we prepare the outside work for our project.

ii. We can facilitate the input part because we provide our team with ideas about which kind of data we need and what we want to achieve using the data they collect.
1. With methods such as surveys and Vining, we could not only help our clients assess their levels of digital engagement but also provide them with alternatives if they would like to shift to other levels.

iii. We could also help the output part in analyzing their findings. We can provide samples of what other municipalities have done in each level in order to give our clients a clear idea of what they could do in the future and why our recommendations are feasible.

<table>
<thead>
<tr>
<th>Relationships</th>
<th>Collaboration Objectives</th>
<th>Our Responsibilities (What we can offer them)</th>
<th>Our Desires (What we want them to provide)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zoomph Monitors (Jennifer, Jessica, Evette)</td>
<td>Facilitate the whole project</td>
<td>Identify valid data for this project</td>
<td>Provide data that can prove and deduct our model (Samples)</td>
</tr>
<tr>
<td>Operation Managers and his team members (Andres, Sandra and Adams)</td>
<td>Facilitate input part; Design methods and campaigns to facilitate public engagement and assess public opinion</td>
<td>Develop content of surveys and social media campaigns</td>
<td>Feedback on the results of surveys and campaigns</td>
</tr>
<tr>
<td>Analytic Architect and Information Manager (Brandon, Jennifer)</td>
<td>Facilitate output part; Analyze output with our model and provide recommendations in a logic and consistent manner</td>
<td>Provide standards of measurement (examine levels of communication and public engagement) and recommendation (which level they may achieve)</td>
<td>Provide data and results of analysis</td>
</tr>
<tr>
<td>Network Administrator and Manager (Adrienne and Jessica)</td>
<td>Facilitate conversation with clients</td>
<td>Theory supports and content of conversation; Explanation of our model</td>
<td>Clients information; Promote our communication with clients</td>
</tr>
<tr>
<td>Dr. Dora</td>
<td>Facilitate the whole project</td>
<td>Our model and efforts related to it</td>
<td>What other team members are doing</td>
</tr>
</tbody>
</table>

### III. Next Steps Before Dublin

a. We will be sending out a survey to Dublin government officials and others before arriving in Dublin. The survey will ask respondents to:

i. Consider examples of what other municipalities have done at the different stages of the model.
1. With methods such as surveys and Vining, we could not only help our clients assess their levels of digital engagement but also provide them with alternatives if they would like to shift to other levels. iii. We could also help the output part in analyzing their findings. We can provide samples of what other municipalities have done in each level in order to give our clients a clear idea of what they could do in the future and why our recommendations are feasible.

**Relationships**

**Job Title (Person in Charge)**

**Our Desires (What we want them to provide)**

Zoomph Monitors (Jennifer, Jessica, Evette)

**Collaboration Objectives**

**Our Responsibilities (What we can offer them)**

Facilitate the whole project

Identify valid data for this project

Provide data that can prove and deduct our model (Samples) Operation Managers and his team members (Andres, Sandra and Adams)

Facilitate input part; Design methods and campaigns to facilitate public engagement and assess public opinion

Develop content of surveys and social media campaigns

Feedback on the results of surveys and campaigns

Analytic Architect and Information Manager (Brandon, Jennifer)

Facilitate output part; Analyze output with our model and provide recommendations in a logic and consistent manner

Provide standards of measurement (examine levels of communication and public engagement) and recommendation (which level they may achieve)

Provide data and results of analysis

Network Administrator and Manager (Adrienne and Jessica)

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Theory supports and content of conversation; Explanation of our model

Clients information; Promote our communication with clients Dr. Dora Facilitate the whole project

Our model and efforts related to it

What other team members are doing

**III. Next Steps Before Dublin**

a. We will be sending out a survey to Dublin government officials and others before arriving in Dublin. The survey will ask respondents to:
i. Consider examples of what other municipalities have done at the different stages of the model.
ii. Determine where they believe Dublin, and specifically the Smithfield conversation, currently is on the spectrum of digital engagement.

iii. Determine where they believe Dublin, and specifically the Smithfield conversation, should fall on the spectrum of digital engagement.

IV. Next Steps in Dublin

a. We believe that it will be beneficial to meet with government officials, including Dick Gleason or his staff, to:
   i. Explain the model.
   ii. Share the results of the survey. (Talk about the differences in where we see Dublin, versus where the respondents see it, if applicable.)
   iii. Share the steps moving forward, with examples.
   iv. Reiterate that one of the overarching goals of our consulting group is to facilitate the conversation (demonstrating Zoomph) successfully in order to take at least one player from the “Inform” stage to at least the “Consult” or “Collaborate” stage. This will prove Zoomph’s capabilities, as well as the viability and usability of the integrated model.

b. Present the model and survey results to the larger audience at the presentation on June 6th. We believe that our model can set the stage and provide context for “the big picture,” before our colleagues go into the specifics about facilitating the conversation using Zoomph.

c. Beyond steps a and b, above, we will spend our time in Dublin doing the following:
   i. Monitoring the work of our colleagues to document the stages of communication that are being achieved.
   ii. Offer suggestions for the type of actions or communication that need to occur to move from one stage to another (we hope to provide an overall visual representation of some sort for reference).
   iii. Help our colleagues in any other way we are able.
ii. Determine where they believe Dublin, and specifically the Smithfield conversation, currently is on the spectrum of digital engagement. iii. Determine where they believe Dublin, and specifically the Smithfield conversation, should fall on the spectrum of digital engagement.

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Integrated Digital Engagement Policy Model

This distinct model was created especially for use by Dublin government entities in facilitating digital engagement conversation in the public realm around the Smithfield area. No one stage of the model is superior to the others; they serve different purposes and can be used accordingly.

It combines of three different communications models, showing progression through cyclical levels of public empowerment and intimacy of interpersonal communication. It also helps guide the user in asking who says what in which channel, to whom, and to what effect at each stage of communication.

This is followed by a practical 16-step checklist tool to begin engagement.
Accordingly.

It combines of three different communications models, showing progression through cyclical levels of public empowerment and intimacy of interpersonal communication. It also helps guide the user in asking who says what in which channel, to whom, and to what effect at each stage of communication.

This is followed by a practical 16-step checklist tool to begin engagement.
Appendix 5b. - Work Plan Draft

With What Effect

To Whom
Who
With What Effect
Says What
To Whom
In Which Channel
With What Effect
Who
Says What
In Which Channel
To Whom
Appendix 5b. - Work Plan Draft

Who
Says What
In Which Channel
With What Effect

To Whom
Personal
Core

Who
Says What
In Which Channel
Superficial
In7mate

Who With What Effect

Says What
To Whom
In Which Channel
Superficial Core
Appendix 5b. - Work Plan Draft

Personal
Inmate

In which channel
Who
Inform
Inform
To whom
Says what
With what effect

In which channel
Who
Involve
With what effect
To whom
Who
Consult
Says what
In which channel
Model A: Public Impact

A Model from the Urban Sustainability Directors Network

Conversation first moves towards two-way engagement between the government and the public. Then, the public’s input becomes increasingly taken into account until actual decision-making is led by the public and only implementation is left to the government. This marks full empowerment.

Model A: Public Impact

A Model from the Urban
Appendix 5b. - Work Plan Draft

Sustainability Directors
Network
Appendix 5b. - Work Plan Draft

Model B: Social Penetration Theory

This theory is used to describe communications relationship between two people. First developed in 1978, it originally highlighted the development, maintenance, and deterioration of social relationships in a linear fashion, from less intimacy to greater intimacy, to disengagement (Giri 2009).

Later, the theory was revised to reflect a more cyclical process that depicted penetration as a back-and-forth process in which the tension between public and private always needed to be managed (Giri 2009).

The cyclical interpretation provides a useful framework for conceptualizing how individuals’ or groups’ relationships with the government and each other become increasingly personal through the aforementioned public impact model.

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The cyclical interpretation provides a useful framework for conceptualizing how individuals’ or groups’ relationships with the government and each other become increasingly personal through the aforementioned public impact model.
Social Penetration Theory

As communication moves inward, it becomes more and more personal, touching the core of individuals’ existence. The breadth of discussion also increases as communication moves inward.

Social Penetration Theory

As communication moves inward, it becomes more and more personal, touching the core of individuals’ existence. The breadth of discussion also increases as communication moves inward.
Model C:
The Lasswell Formula

Developed in 1948, Harold Lasswell himself called this model “a convenient way to describe an act of communication.” We combine this model in each stage of the Public Impact model in order to help clarify the elements involved in each step and how they interact differently in each. While this classic model is linear, we make adaptations because while the existing framework is indispensable to modeling players, actions, and effects, it must go further for our purposes and show some nonlinear interaction.
interac7on.

Model C: The Lasswell Formula
Questions for the Lighthouse Cinema

Would you say the Lighthouse brings a bit of magic to seeing a movie?

What do you like about the lighthouse?

What do you think about the unusual layout and circulation spaces?
Appendix 6a. - Lighthouse Cinema Questions by Dublin City Council

How do you rate comfort, technical quality-ie sound?

Does the building work well as a Cinema Complex?

Are there any criticisms you would make?
### Smithfield—Public Space—Street Conversations  
**By DCC**

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>How does Smithfield make you feel?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>What do you think of the recent design improvements here? e.g. the plants/grass: the children’s play areas</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Have you noticed a change in the atmosphere recently?</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 6b. – Smithfield Public Space Survey Questions

If you were Lord Mayor would you make any changes to Smithfield?

Is Smithfield on the Radar for Dubs? How could we get your more interested?
Interview Smithfield

Dublin Lab

Interview Smithfield!

To better understand the uses of Smithfield we need to have conversations with the community. Our goal is twofold: (1) identify how Dubliners use Smithfield and, (2) capture how the six themes have influenced the understanding of Smithfield.

Each Question has 2 parts, (a) Qualitative and (b) Quantitative. From this data we can construct a projection. Two teams, a Business Team (2-3 people) and a Street Team (5-7 people) will hold street conversations around Smithfield.

(\textit{Part a) Qualitative Information:} One team member records the narrative to each question in a 6-10 second video. Key Words will also be recorded on the score card. There is only one score card per team. If they are uncomfortable with video try and capture their opinion in writing.

(\textit{Part b) Quantitative Information:} The person being interviewed should provide some type of score from a value of 1-10 (1 being low value and 10 being high value). If there is no score then please estimate the level of interest. (Place a * next to the value)

We want to know how people see, understand and use Smithfield. We also want to know how people see Smithfield in relation to the six urban themes (Economic, Social, Cultural, Environmental, movement and Spatial).

\textbf{Question 1:} (a) How do you use the Smithfield area? (Try and get use words like... playground, for the kids, just walking to work). (b) On a scale from 1-10 (10 being really useful) how useful is this space to you?

\textbf{Question 2:} (a) What do you think is the best things to do in Smithfield? (Looking for what people living in the area see as Smithfield’s attractions). (b) On a scale from 1-10 (10 being good reputation) what do you think of the Smithfield areas reputation?

\textbf{Question 3:} (a) How do you get to and from Dublin? (Information on transportation, movement and perceived economic value) (b) One a Scale from 1-10 (10 being good) how accessible to the public is Smithfield?

\textbf{Question 4:} (a) what do you think of public events in Smithfield? (We want information about awareness of activity). (b) On a Scale from 1-10 (10 being strongly) how engaging with the events going on around the Smithfield?
Appendix 7a. - Meeting Email to City Staff re: Twitter Campaign

From: Laura Martinez <laurama@usc.edu>

To: sarahnn <sarahnn@usc.edu>; paul.heffeman@usc.edu; webmaster@usc.edu; kat.mitchell@usc.edu; doc.gasson@usc.edu
Cc: Dr. Dora King <dora@usc.edu>; Evelyn Santos <evelyn.santos@usc.edu>; uocinidublin2014@gmail.com; jenniferx.page@gmail.com; francis <frances.page@gmail.com>

Subject: Meeting tomorrow at 11:30 AM re: Smithfield Social Media Campaign

Date: Wed, May 28, 2014 5:28 pm

Dublin Team,

Thank you for the opportunity to work on this campaign. We are excited to kick it off in about 12 hours! The team and I appreciate that you are willing to roll this campaign out very soon as opposed to next week. We believe we will be able to offer you a superior end product if we begin this now instead of waiting.

We have determined the dates and times for tweets, as well as the content for each tweet (pictures and text). That said, it is very important to monitor campaigns all day, everyday as they develop. If not to encourage momentum (ideal method), then at least to be able to control issues should they develop. Social media is truly a 365-day per year occurrence among the public.

Our team thinks a face to face meeting is imperative for this campaign to reach its potential. While most of our team is in Smithfield, I hope to meet with you in person tomorrow at 11:30 AM, at which time I will also deliver the content for the tweets. We are in a meeting with the U.S. Embassy tomorrow morning before that time. Once we are done there, I will call you at 16:32 AM if I have not received your confirmation of the 11:30 AM meeting time via email.

Thank you very much.

Best Regards,
Laura

Laura Martinez
Master of Public Administration Candidate, 2014
DHS Research Fellow at CREATE Homeland Security Center
USC | School of Policy, Planning, and Development
910-390-0448 | larama@usc.edu
Find me on LinkedIn
Smithfield Twitter Campaign

To: Karl Mitchell, Senior Executive Officer, Corporate Communications
   Department

From: USC Sol Price Consultant Team

Dated: May 27, 2014

Subject: Communications Campaign for Twitter

Thank you for your time today. We appreciate the opportunity to contribute to the knowledge base of the Dublin City staff as we seek to create a brighter future for Smithfield. To follow up on our conversation and your offer to assist us with a Twitter campaign, we request your facilitation of the following proposed Twitter communications strategy. We recognize your expertise regarding Dublin and Smithfield and acknowledge that certain aspects of our proposal could be adjusted as deemed necessary.

We suggest a seven-day campaign beginning on May 29, 2014 and ending on June 4th, 2014. It is recommended that the campaign consist of three tweets per day that offer unique insights into Smithfield and encourage participation through responses, re-tweets, and favorites from organizations, resident’s, visitors, and others. It is recommended that these three tweets will occur at mid-day, afternoon, and after dinner. Each tweet should have a unique structure. We propose the following structure with the exception of the first day, which will be an introduction day. A sample of the first two days is attached in Appendix A.

---

Mid-day tweets should introduce the topic of the day according to the city planners urban themes. These tweets will offer a current picture of Smithfield, a fact about the topic, and encouragement to join the conversation by using the hashtag #smithfieldsays.

Afternoon tweets may or may not include a picture. These tweets will offer a fact in the form of a “Did you know...” question and the hashtag #smithfieldsays.

Evening tweets will offer a before and after picture based on the theme of the day and a question that asks respondents to answer while and/or retweet while including #smithfieldsays and/or #spottedadifference.

---

In closing, the goal of this campaign is to encourage the conversation around Smithfield while using the urban themes of the planning department to show how Smithfield has changed in a positive way. The appendix offered is just an example and can be adjusted as needed to fit social media guidelines. For any questions please contact us via email at uscindublin@gmail.com or by phone at 353-83-180-2922.

---

Smithfield Twitter Campaign
To: Karl Mitchell, Senior Executive Officer, Corporate Communications
Department
From: USC Sol Price Consultant Team
Dated: May 27, 2014
Subject: Communications Campaign for Twitter

Thank you for your time today. We appreciate the opportunity to contribute to the knowledge base of the Dublin City staff as we seek to create a brighter future for Smithfield. To follow up on our conversation and your offer to assist us with a Twitter campaign, we request your facilitation of the following proposed Twitter communications strategy. We recognize your expertise regarding Dublin and Smithfield and acknowledge that certain aspects of our proposal could be adjusted as deemed necessary.

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Appendix A:

Day 1

Mid-Day
Picture: Smithfield current day
Topic: Opening introduction
Example tweet: Welcome to #Smithfieldsays. Use #Smithfieldsays to join the conversation.
Hashtag: #Smithfieldsays

Tea-Time
Picture: None
Topic: Introduction/Random Fact
Example tweet: Did you know that Smithfield has….
Hashtag: #Smithfieldsays

After Dinner
Picture: Before and After Photo of Smithfield
Topic: Introduction
Example tweet: Smithfield is changing, spot the difference and RT
Hashtag: #Smithfieldsays, #spotthedifference

Day 2

Mid-Day
Picture: Smithfield current day [storefronts]
Topic: Economics
Example tweet: Smithfield businesses serve the community. Use #Smithfieldsays to join the conversation.
Hashtag: #Smithfieldsays

Tea-Time
Picture: None
Topic: Interesting fact about Smithfield [economics]
Example tweet: Did you know that [#] new businesses have opened since [20__] in Smithfield?
Hashtag: #Smithfieldsays

After Dinner
Picture: Smithfield Businesses
Topic: Favorite Spot
Example tweet: What is your favorite spot in Smithfield? Answer and RT.
Hashtag: #Smithfieldsays
Day 1

Mid-Day Picture: Smithfield current day Topic: Opening introduction Example tweet: Welcome to #Smithfieldsays. Use #Smithfieldsays to join the conversation. Hashtag: #Smithfieldsays

Tea-Time Picture: None Topic: Introduction/Random Fact Example tweet: Did you know that Smithfield has.... Hashtag: #Smithfieldsays

After Dinner Picture: Before and After Photo of Smithfield Topic: Introduction Example tweet: Smithfield is changing, spot the difference and RT Hashtag: #Smithfieldsays, #spotthedifference

Day 2

Mid-Day Picture: Smithfield current day [storefronts] Topic: Economics Example tweet: Smithfield businesses serve the community. Use #Smithfieldsays to join the conversation. Hashtag: #Smithfieldsays

Tea-Time Picture: None Topic: Interesting fact about Smithfield [economics] Example tweet: Did you know that [#] new businesses have opened since [20___] in Smithfield? Hashtag: #Smithfieldsays

After Dinner Picture: Smithfield Businesses Topic: Favorite Spot Example tweet: What is your favorite spot in Smithfield? Answer and RT. Hashtag: #Smithfieldsays
Day 1 - Introduction

**Mid-Day**
Topic: Opening introduction
Picture: Day 1 Midday
Tweet text: Welcome to #Smithfieldsays, a convo about the new #Smithfield. Use #Smithfieldsays to join the conversation.

**Afternoon**
Topic: Introduction
Picture: None.
Tweet text: Did you know that #Smithfield is home to new businesses, organizations, & events, with more on the way? #Smithfieldsays

**After Dinner**
Topic: Introduction
Picture: Day 1 After Dinner
Tweet text: #Smithfield is changing; spot the difference and RT! #Smithfieldsays #spotthedifference

Day 2 - Economics

**Mid-Day**
Topic: Economics
Picture: Day 2 Midday
Tweet text: #Smithfield businesses serve the community. Tune in to learn more! Use #Smithfieldsays to join the conversation.

**Afternoon**
Topic: Interesting fact about Smithfield economics
Picture: None
Tweet text: #Smithfield was established more than 400 years ago & remains a marketplace today. Check out the new vibe – eat, play, stay. #Smithfieldsays

**After Dinner**
Topic: Favorite Business Spot
Picture: Day 2 After Dinner
Tweet text: What is your favorite spot in #Smithfield? Answer and RT; bonus points for #selfies at your fav spot. #Smithfieldsays

Day 3 - Movement

**Mid-Day**
Topic: Movement of people
Picture: Day 3 Midday
Tweet text: Moving in #Smithfield’s plaza is a breeze & getting there is easy. Ck transport @Luas & seize summer. Use #Smithfieldsays to join in.

**Afternoon**
Topic: Movement Fact about Smithfield
Picture: None
Tweet text: Walk, ride new @Luas to #Smithfield stop, or grab a new & fun #DublinBike & drop it at both ends of the square. Easy going. #Smithfieldsays

**After Dinner**
Topic: Movement
Picture: Day 3 After Dinner
Tweet text: How do you get to #Smithfield? Respond and RT using #Smithfieldsays. Smithfield is changing - #spotthedifference.

### Day 4 - Environmental

**Mid-Day**  
Topic: Environment  
Picture: Day 4 Midday  
Tweet text: #Smithfield is one of the largest public spaces in #Dublin, and can host more than 5,000 people under one big open sky. #Smithfieldsays

**Afternoon**  
Topic: Environment Fact about Smithfield  
Picture: None  
Tweet text: Did you know #Smithfield is larger in square meters than a professional football pitch? Stop by and eat, play, stay. #Smithfieldsays

**After Dinner**  
Topic: Environment  
Picture: Day 4 After Dinner  
Tweet text: Take a walk down the #RiverLiffey & enjoy the fresh air in nearby #Smithfield. RT on arrival. #spotthedifference #Smithfieldsays

### Day 5 - Cultural

**Mid-Day**  
Topic: Cultural  
Picture: Day 5 Midday  
Tweet text: Welcome, Fàilte to #Smithfield. Join the conversation around culture today using #Smithfieldsays.

**Afternoon**  
Topic: Cultural fact  
Picture: None  
Tweet text: #Dublin is home to over 150 nationalities, making #Smithfield an ethnically and culturally diverse meeting space. #Smithfieldsays

**After Dinner**  
Topic: Cultural  
Picture: Day 5 After Dinner  
Tweet text: Meet your neighbors and fellow Dubliners in #Smithfield for dinner. RT! #Diversity #Smithfieldsays

### Day 6 - Social

**Mid-Day**  
Topic: Social  
Picture: Day 6 Midday  
Tweet text: Socializing is the key to a happy life. Eat, play, stay, EXPERIENCE #Smithfield. Join the convo on #Smithfieldsays.

**Afternoon**  
Topic: Social fact  
Picture: None
Tweet text: #Smithfield is family friendly. Kid space, kid menus, & socializing for mom and dad while the kids play. #Smithfieldsays

**After Dinner**
Topic: Social
Picture: Day 6 After Dinner
Tweet text: Don’t eat dinner alone - bring the family to eat and relax in #Smithfield and RT. #Smithfieldsays

**Day 7 – Urban Form / Spatial**

**Mid-Day**
Topic: Urban Form/Spatial
Picture: Day 7 Midday
Tweet text: #Smithfield is emerging in #Dublin as the plaza in which to eat, play and stay. Join the movement. #Smithfieldsays

**Afternoon**
Topic: Urban Form/Spatial Fact
Picture: None
Tweet text: Experience #Smithfield’s cinema, eateries, shopping, grassy knolls, and play park. #Smithfieldsays

**After Dinner**
Topic: Urban Form/Spatial
Picture: Day 7 After Dinner
Tweet text: #Smithfield is home for many & a home away from home for all Dubliners. Post a selfie in Smithfield. #Smithfieldsays
Appendix 7d. Tweet Layout Pictures

Day 1 Midday

Day 1 After Dinner

Day 2 Midday

Day 2 After Dinner
Day 5 Midday

Day 5 After Dinner

Day 6 Midday

Day 6 After Dinner
Day 7 Midday

Day 7 After Dinner
From: Philip Martin <philip.martin@dublincity.ie>
Subject: RE: Social_Media_Campaign_Tweets_Day_1-7.pdf
Date: May 29, 2014 4:51:13 PM GMT+01:00
To: "Laura Martinez" <laurarma@usc.edu>

Here’s the text of all the tweets and their scheduled time, which is what I probably should have sent in the first place.

Dublin City Council
Did you know that #Smithfield is home to new businesses, organizations, & events, with more on the way? #Smithfieldsays
Scheduled for: Thursday, 29 May 2014, 06:30 PM

Dublin City Council
#Smithfield is changing; spot the difference and RT! #Smithfieldsays #spotthedifference
Scheduled for: Thursday, 29 May 2014, 08:30 PM

Dublin City Council
#Smithfield businesses serve the community. Tune in to learn more! Use #Smithfieldsays to join the conversation.
Scheduled for: Friday, 30 May 2014, 10:00 AM

Dublin City Council
#Smithfield was established more than 400 years ago & remains a marketplace today. Check out the new vibe – eat, play, stay.
#Smithfieldsays
Scheduled for: Friday, 30 May 2014, 12:30 PM

Dublin City Council
What is your favorite spot in #Smithfield? Answer and RT; bonus points for selfies at your fav spot. #Smithfieldsays
Scheduled for: Friday, 30 May 2014, 05:00 PM

Dublin City Council
Moving in #Smithfield & getting there is easy. Check transport @Luas and seize summer. Use #Smithfieldsays to join in
Scheduled for: Saturday, 31 May 2014, 12:00 PM
Dublin City Council
Walk, ride new @Luas to #Smithfield stop, or grab a new & fun #DublinBike & drop it at both ends of the square. Easy going. #Smithfieldsays
Scheduled for: Saturday, 31 May 2014, 04:00 PM

Dublin City Council
How do you get to #Smithfield? Respond and RT using #Smithfieldsays. Smithfield is changing - #spotthedifference.
Scheduled for: Saturday, 31 May 2014, 07:30 PM

Dublin City Council
#Smithfield is one of the largest public spaces in #Dublin, and can host more than 5,000 people. #Smithfieldsays
Scheduled for: Sunday, 1 June 2014, 12:00 PM

Dublin City Council
Did you know #Smithfield is larger in square meters than a professional football pitch? Stop by and eat, play, stay. #Smithfieldsays
Scheduled for: Sunday, 1 June 2014, 04:00 PM

Dublin City Council
Take a walk by the River Liffey & enjoy fresh air in #Smithfield. RT on arrival. #spotthedifference #Smithfieldsays
Scheduled for: Sunday, 1 June 2014, 07:35 PM

Dublin City Council
Welcome, Faite to #Smithfield. Join the conversation around culture today using #Smithfieldsays.
Scheduled for: Monday, 2 June 2014, 12:05 PM

Dublin City Council
#Dublin is home to over 150 nationalities, making #Smithfield an ethically and culturally diverse meeting space. #Smithfieldsays
Scheduled for: Monday, 2 June 2014, 04:00 PM
Meet your neighbours and fellow Dubliners in #Smithfield for dinner. RT! #Diversity #Smithfieldsays
Scheduled for: Monday, 2 June 2014, 07:00 PM

Socialising is the key to a happy life. Eat, play, stay, EXPERIENCE #Smithfield. Join the convo on #Smithfieldsays.
Scheduled for: Thursday, 29 May 2014, 10:00 PM

#Smithfield is family friendly. Kid space, kid menus, & socializing for mom and dad while the kids play. #Smithfieldsays
Scheduled for: Tuesday, 3 June 2014, 01:00 PM

Don’t eat dinner alone - bring the family to eat and relax in #Smithfield and RT. #Smithfieldsays
Scheduled for: Tuesday, 3 June 2014, 07:00 PM

#Smithfield is emerging in #Dublin as the plaza in which to eat, play and stay. Join the movement. #Smithfieldsays
Scheduled for: Wednesday, 4 June 2014, 10:00 AM

Experience #Smithfield’s cinema, eateries, shopping, grassy knolls, and play park. #Smithfieldsays
Scheduled for: Wednesday, 4 June 2014, 01:00 PM

#Smithfield is home for many & a home away from home for all Dubliners. Post a selfie in Smithfield. #Smithfieldsays
Scheduled for: Wednesday, 4 June 2014, 07:00 PM
Twitter Campaign

ACTUAL TWEETS
Day 1 - Introduction
Mid-Day
Topic: Introduction
Picture: Birds Eye View of Smithfield
Tweet text: For the next week we're working with students from @USC on #SmithfieldSays, a conversation about the new #Smithfield.
Afternoon
Topic: Introduction - Fact
Picture: None.
Tweet text: Did you know that #Smithfield is home to new businesses, organizations, & events, with more on the way? #Smithfieldsays
After Dinner
Topic: Introduction - Changes
Picture: Before and After Photo of Smithfield – kids with slingshots or industrial carparks juxtaposed beside the new redevelopments
Tweet text: #Smithfield is changing; spot the difference and RT! #Smithfieldsays #spotthedifference
Day 2 - Economics
Mid-Day
Topic: Economics - Introduction
Picture: Smithfield current day [storefronts]
Tweet text: #Smithfield businesses serve the community. Tune in to learn more! Use #Smithfieldsays to join the conversation.
Afternoon
Topic: Economics - Fact
Picture: None
Tweet text: #Smithfield was established more than 400 years ago & remains a marketplace today. Check out the new vibe – eat, play, stay. #Smithfieldsays
After Dinner
Topic: Economics – Changes: Favorite Business Spot
Picture: Smithfield Businesses
Tweet text: What is your favorite spot in #Smithfield? Answer and RT; bonus points for #selfies at your fav spot. #Smithfieldsays
Day 3 - Movement
Mid-Day
Topic: Movement of People - Introduction
Picture: Smithfield current day – people moving, i.e., any action shots of people in the square
Tweet text: Moving in #Smithfield & getting there is easy. Check transport @Luas and seize summer. Use #Smithfieldsays to join in
Afternoon
Topic: Movement - Fact
Picture: None
Tweet text: Walk, ride new @Luas to #Smithfield stop, or grab a new & fun #DublinBike & drop it at both ends of the square. Easy going. #Smithfieldsays
After Dinner
Topic: Movement - Changes
Picture: Before and After Photo of Smithfield - transit
Tweet text: How do you get to #Smithfield? Respond and RT using #Smithfieldsays. Smithfield is changing - #spotthedifference.
*Limitations: Did not appear.
Day 4 - Environmental Mid-Day
Topic: Environment - Introduction
Picture: Cartography of Smithfield
Tweet text: #Smithfield is one of the largest public spaces in #Dublin, and can host more than 5,000 people. #Smithfieldsay
*Limitations: Aired originally without the correct hashtag.
Afternoon
Topic: Environment - Fact
Picture: None
Tweet text: Did you know #Smithfield is larger in square meters than a professional football pitch? Stop by and eat, play, stay. #Smithfieldsays
After Dinner
Topic: Environment - Changes
Picture: Before and after of construction/historic/current
Tweet text: Take a walk by the #RiverLiffey & enjoy fresh air in #Smithfield. RT on arrival. #spotthedifference #Smithfieldsays
Day 5 - Cultural
Mid-Day
Topic: Cultural - Introduction
Picture: Multicultural residents/visitors or events in Smithfield
Tweet text: Welcome, Fáilte to #Smithfield. Join the conversation around culture today using #Smithfieldsays
Afternoon
Topic: Cultural - Fact
Picture: None
Tweet text: #Dublin is home to over 150 nationalities, making #Smithfield an ethnically and culturally diverse meeting space. #Smithfieldsays
After Dinner
Topic: Cultural - Changes
Picture: Before and After - cars to people
Tweet text: Meet your neighbours and fellow Dubliners in #Smithfield for dinner. RT! 
#Diversity #Smithfieldsays
Day 6 - Social Mid-Day
Topic: Social - Introduction
Picture: smiling
Tweet text: Socializing is the key to a happy life. Eat, play, stay, EXPERIENCE #Smithfield. Join the convo on #Smithfieldsays.
*Limitations: Aired on Day 1 by mistake.
Socializing is the key to a happy life. Eat, play, stay, EXPERIENCE #Smithfield. Join the convo on #Smithfieldsays. bit.ly/1hVEZxk
Afternoon
Topic: Social - Fact
Picture: None
Tweet text: #Smithfield is family friendly. Kid space, kid menus, & socializing for mom and dad while the kids play. #Smithfieldsays
After Dinner
Topic: Social - Changes  
Picture: Before and After
Tweet text: Don't eat dinner alone - bring the family to eat and relax in #Smithfield and RT. #Smithfieldsays
Day 7 – Urban Form / Spatial
Mid-Day
Topic: Urban Form/Spatial - Introduction
Picture: Square with lights lit
Tweet text: #Smithfield is emerging in #Dublin as the plaza in which to eat, play and stay. Join the movement. #Smithfieldsays
Afternoon
Topic: Urban Form/Spatial - Fact
Picture: None
Tweet text: Experience #Smithfield’s cinema, eateries, shopping, grassy knolls, and play park. #Smithfieldsays

Experience #Smithfield’s cinema, eateries, shopping, grassy knolls, and play park. #Smithfieldsays

Cobblestone Dublin @CobblestoneDub · 54m
@DubCityCouncil Another breach in the defense, someone is going to get smack off a van/lorry/car/4x4! #SmithfieldSays pic.twitter.com/4wnKlB3g4J

Details
After Dinner
Topic: Urban Form/Spatial - Changes
Picture: Before and After
Tweet text: #Smithfield is home for many & a home away from home for all Dubliners. Post a selfie in Smithfield. #Smithfieldsays
Zoomph raw data for the feeds listed below is available upon request. Please email jennifpf@usc.edu.

1. Smithfield Basics
2. Dublin's Public Realm
3. Dublin's Civic Engagement
4. Dublin’s Private Sector Engagement
5. Initiatives for a Stronger Ireland
6. Dublin’s Film Culture
7. Local Events in Smithfield and Stoneybatter
8. Smithfield Says
### Appendix 8b. Zoomph Data for Smithfield Twitter Campaign

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<th>Source</th>
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<td>Twitter</td>
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<td>15</td>
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<tr>
<td>Twitter</td>
<td>USCMPAOnline</td>
<td>RT @DoctorDor</td>
<td>6/3/2014 18:31:</td>
<td>1</td>
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<td>Twitter</td>
<td>USCinDublin</td>
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<td>Twitter</td>
<td>USCinDublin</td>
<td>RT @DubCityC</td>
<td>6/3/2014 15:49:</td>
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<td>#Smithfield is fa</td>
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<td>24</td>
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<td>Twitter</td>
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<td>6</td>
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Appendix 8e. Lighthouse Survey Analytics

Smithfield Conversations (Lighthouse)

Dublin Lab

Summary

The Lighthouse Cinema is at the epicenter of Smithfield Square. The data collected suggests an extremely positive response to questions asked. A relatively flat trend line suggests that respondents are interested in the conversations.

Data

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Info-metrics

![Smithfield - Lighthouse](image1)

![BY THE NUMBERS](image2)

Question Response Intensity

![Graph showing question response intensity](image3)
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<th>Dublin Lab</th>
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Appendix 8e. Lighthouse Survey Analytics
Multi-Attribute Utility Model and Masters Scaling Constant

An artificial score is introduced between two disparate measurement tools. A Multi-Attribute Utility Model takes two different metrics and re-scales them so they are comparable. The equation for this rescaling is performed in three parts. The (1) MAUT Equation, (2) the Master Scaling Constant and the (3) Utility models.

Multi-Attribute Utility Model

The equations is constructed form a utility model that is adjusted by the multiplicative utility models.

\[ \prod_{n=1}^{N} \left( (K * k_n * u_n(x_i) - 1) \right) \]

Master Scaling Constant

To compare the subsections of the utility model, this model is functionally reducing the value. It gives a scale that is acceptable to both many methods of measurement.

\[ 1 - K = K - k_n + 1 \]

Utility Score

The Utility Score is the main rescaling functions. The utility function is based upon the definition of the surveyor.

\[ U_n = \frac{\sigma - \mu}{\theta} \]
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</tr>
<tr>
<td>37</td>
<td>Sterile / Needs More Color</td>
<td>Chooses Here Over Stephens</td>
<td>Improved Visibility of Summer Evens</td>
<td>Advertisement Would Be Better</td>
<td></td>
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<td></td>
<td></td>
<td>Made Space Feel More</td>
<td></td>
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<tr>
<td>38</td>
<td>More Safely, Potential, Young Persons Place</td>
<td>Likes Generator / 3rd Space, Wants</td>
<td>Generator Did Well, Need More</td>
<td>Advertisement / Needs More Business</td>
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<td></td>
<td></td>
<td>More Creative Space Needs To Be Promoted, Food Markets, One Day A</td>
<td>More Marketing For Cinema</td>
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<tr>
<td>39</td>
<td>Pretty Good</td>
<td>Improving Diversity of Visitors</td>
<td>More Vibrant / Brings More Tourists</td>
<td>Fair With Another Comparable Event</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td>Food Market Buildings</td>
<td></td>
<td>Publicizing The Lighthouse &amp; Block T</td>
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<td></td>
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</tr>
<tr>
<td>40</td>
<td>Unrealized Potential</td>
<td>Families Which Is Good For Area</td>
<td>And More People</td>
<td>Reputation By Hosting More Events</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>And More People</td>
<td>Ban The Horse Fair</td>
<td></td>
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</tr>
<tr>
<td>41</td>
<td>Needs To Be More Safe</td>
<td>In Character / Needs More</td>
<td>Difference Compared To More Flexible To Get More Green Space</td>
<td>Improve Mod Of Access</td>
<td>Better / Let People Know</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Love It / Sense Of Community</td>
<td>Park Have Changed For The</td>
<td>Because Of Upgrades</td>
<td>Free Parking; Wifi Needs To Be Better</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>More Upgrades</td>
<td></td>
<td>trees &amp; Block T &amp; Third Apce</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Love It / Sense Of Community</td>
<td>Looks Better And More Lively</td>
<td>Vibe Has Improved / Space &amp; Remove Concrete Structure /</td>
<td>More Markets And More Free Space</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>Scared And Unsafe</td>
<td>Improves Visual Appearance</td>
<td>But Still Unsafe; Kids In The Area - Need To Educate Parents</td>
<td>Improve Lighting And Walkway For Safety</td>
<td></td>
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<tr>
<td>Square</td>
<td>Awareness to draw people in</td>
<td>Conflicts with cement</td>
<td>Improvement; better after</td>
<td>Put more green area; more public sculptures</td>
<td>More music</td>
<td>More music / sculpture</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>-----------------------------</td>
<td>-----------------------</td>
<td>--------------------------</td>
<td>----------------------------------------------</td>
<td>----------</td>
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<tr>
<td>45</td>
<td>awareness to draw people in</td>
<td>conflicts with cement</td>
<td>improvement; better after</td>
<td>put more green area; more public sculptures</td>
<td>more music</td>
<td>more music / sculpture</td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>happy</td>
<td>more explanation; like</td>
<td>positive changes</td>
<td>down cement; fix dated buildings</td>
<td>more music</td>
<td>more cinema events</td>
<td></td>
</tr>
<tr>
<td>47</td>
<td>nicer when horse market</td>
<td>with springs; like</td>
<td>buildings with flowers</td>
<td>used to be ice rink</td>
<td></td>
<td>more café bars / not</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>wooden toys on</td>
<td>climbing up them</td>
<td></td>
<td></td>
<td>commercially viable</td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>nice; relaxing</td>
<td>vast improvement</td>
<td>feels like should be</td>
<td>weird; lacking maintenance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>space that's not being used</td>
<td>are cute</td>
<td>rough, now a</td>
<td>farmers market</td>
<td></td>
<td>have been tried /</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>beautiful</td>
<td>like coming</td>
<td>like coming</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>51</td>
<td>need more car parking</td>
<td>paint job or modern art</td>
<td>no</td>
<td>councillors and city officials</td>
<td>no</td>
<td>besides going to</td>
<td></td>
</tr>
<tr>
<td>52</td>
<td>better than it used to be</td>
<td>slight improvement</td>
<td>slightly</td>
<td>between square &amp; liffey for more open</td>
<td></td>
<td>the soldiers home</td>
<td></td>
</tr>
<tr>
<td>53</td>
<td>like it</td>
<td>potential / more color</td>
<td>yes; positive</td>
<td>community building; meeting to suggest</td>
<td>like the big sky and space</td>
<td>need a new market</td>
<td></td>
</tr>
<tr>
<td>54</td>
<td>happy</td>
<td>pretty good</td>
<td>mellow/yes</td>
<td>have more competition + grocery shopping</td>
<td>negative from horse fair</td>
<td>more food fairs/</td>
<td></td>
</tr>
<tr>
<td>55</td>
<td>atmosphere</td>
<td>bit</td>
<td>summer</td>
<td>fill empty space</td>
<td>past</td>
<td>be used better</td>
<td></td>
</tr>
<tr>
<td>56</td>
<td>amazing job</td>
<td>not great quality</td>
<td>not really</td>
<td>more schools</td>
<td></td>
<td>related</td>
<td></td>
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<tr>
<td>57</td>
<td>Good change a lot</td>
<td>lot bus</td>
<td>need suggest for artists</td>
<td>opening has helped</td>
<td></td>
<td>good market</td>
<td></td>
</tr>
<tr>
<td></td>
<td>don't feel unsafe</td>
<td>more people &amp; business</td>
<td>more promotion of stuff</td>
<td>nothing much to attract</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>58</td>
<td>feel safer than used to</td>
<td>nice greenery</td>
<td>used more big area</td>
<td>more shops</td>
<td>not much to bring you here</td>
<td>launch it horse fair</td>
<td></td>
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<tr>
<td>59</td>
<td>nice on the map</td>
<td>green area</td>
<td>drugs being sold (always)</td>
<td>social blocks</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>bring back horses Christmas trees</td>
<td>LUAS</td>
<td>cafes</td>
<td></td>
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<tr>
<td>60</td>
<td>beautiful</td>
<td>has helped</td>
<td>people /</td>
<td>little more playground</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>61</td>
<td>disorientated hope it would</td>
<td>good in light put old</td>
<td>another Temple Bar</td>
<td>changes affordable food histories</td>
<td>have anything in common with Smithfield</td>
<td>bring back horse fair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>have stayed</td>
<td>with new</td>
<td>can't see</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>62</td>
<td>like it</td>
<td>like it</td>
<td>busier mix of people</td>
<td>need big central space</td>
<td>dubs</td>
<td>old reputation as</td>
<td></td>
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<tr>
<td></td>
<td>like coming</td>
<td>pleasant</td>
<td>mix of people</td>
<td>some food stuff</td>
<td></td>
<td>hostile</td>
<td></td>
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<tr>
<td>63</td>
<td>beautiful</td>
<td>lovely / good</td>
<td>it's ok</td>
<td>try to tackle anti-social</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>little bit of anti-social</td>
<td></td>
<td></td>
<td>amazing</td>
<td></td>
<td>more free attractions</td>
<td></td>
</tr>
<tr>
<td>64</td>
<td>quite like it</td>
<td>like to see kids</td>
<td>friendly feel safe</td>
<td>football it has everything it needs</td>
<td>about people come here especially</td>
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<td></td>
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<tr>
<td>65</td>
<td>beautiful</td>
<td>good reaction</td>
<td>reduce the pollution</td>
<td>more chairs with protection from the rain</td>
<td>not enough pub</td>
<td></td>
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<tr>
<td></td>
<td>good place</td>
<td>children</td>
<td>feel safe</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>66</td>
<td>don't like it preferred</td>
<td>don't like clutter</td>
<td>people around</td>
<td>get rid of clutter</td>
<td>know</td>
<td>need a campaign</td>
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<tr>
<td>67</td>
<td>clean</td>
<td>atmosphere like to see</td>
<td>thought it</td>
<td>ok now does not need much more</td>
<td>come a lot many attractions</td>
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</tbody>
</table>
Differences in Cost

The costs of running street conversations is three times more expensive (est.) than running a Twitter campaign. One month of operational costs is approximately 500 Euros and 16 man hours per week. The street campaign costs approximately 1,532 Euros with an operational time of 65 man hours. By adopting the Twitter campaign there is a projected cost savings of about 1,000 Euros and a savings of 49 man hours. This translates into 61% more in available man hours for other projects.

<table>
<thead>
<tr>
<th>Time</th>
<th>Input</th>
<th>Hours</th>
<th>People</th>
<th>Man Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twitter</td>
<td>4</td>
<td>4</td>
<td></td>
<td>16</td>
</tr>
<tr>
<td>Street</td>
<td>5</td>
<td>13</td>
<td></td>
<td>65</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>81</strong></td>
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</table>

### Costs

<table>
<thead>
<tr>
<th>Name</th>
<th>Hours</th>
<th>People</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Twitter</td>
<td>4</td>
<td>4</td>
<td>€ 531.00</td>
</tr>
<tr>
<td>Street</td>
<td>5</td>
<td>13</td>
<td>€ 1,532.08</td>
</tr>
<tr>
<td>(Twitter) Savings</td>
<td>1</td>
<td>9</td>
<td>€ 1,001.08</td>
</tr>
</tbody>
</table>

#### Foundation Cost Analysis

| Twitter - Variable Cost          | | Canvas - Variable Cost          | |
|----------------------------------|--|--|----------------------------------|--|
| **Name**                         | **Rate** | **Units** | **Total** | **Name** | **Rate** | **Units** | **Total** |
| Tweeting                         | €14.00   | 4.00      | €56.00    | Street Time | €14.00   | 65.00      | €910.00   |
| Gas                              | €1.72    | 0.00      | -         | Gas       | €1.72    | 39.00      | €67.08    |
| Zoomph                           | €11.00   | 1.00      | €11.00    | Data Entry | €14.00   | 2.00       | €28.00    |
| Monitored                        | €14.00   | 16.00     | €224.00   | Paper/Materials | €5.00   | 13.00     | €65.00    |
| **Total**                        | **€ 291.00** | | | **Total** | **€ 1,070.08** |

<p>| Twitter - Fixed Cost             | | Canvas - Fixed Cost             | |
|----------------------------------|--|--|----------------------------------|--|
| <strong>Name</strong>                         | <strong>Rate</strong> | <strong>Units</strong> | <strong>Total</strong> | <strong>Name</strong> | <strong>Rate</strong> | <strong>Units</strong> | <strong>Total</strong> |
| Capitol                          | €200.00  | 1         | €200.00   | Development | €14.00   | 7         | €98.00    |
| Internet                         | €40.00   | 1         | €40.00    | Production  | €7.00    | 52        | €364.00   |
| Twitter Account                  | €       | 1         | €         | <strong>Total</strong> | <strong>€ 462.00</strong> |</p>
<table>
<thead>
<tr>
<th></th>
<th>Lighthouse</th>
<th>cons.</th>
<th></th>
<th></th>
<th></th>
</tr>
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<tr>
<td>2</td>
<td>Lighthouse</td>
<td>not as structured relaxed</td>
<td>more sociable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Lighthouse</td>
<td>mainstream</td>
<td></td>
<td></td>
<td>times</td>
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<tr>
<td>4</td>
<td>Lighthouse</td>
<td>best cinema in Ireland seats cons.</td>
<td>no difference</td>
<td>diversity in film choices</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Lighthouse</td>
<td>comfortable different</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Lighthouse</td>
<td>architecture architecture</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Lighthouse</td>
<td>nicer clientele upmarket</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Lighthouse</td>
<td>miss it when gone</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Lighthouse</td>
<td>intimate different</td>
<td>more comfort</td>
<td>local</td>
<td>improve marketing</td>
</tr>
<tr>
<td>10</td>
<td>Lighthouse</td>
<td>local / different / not too busy</td>
<td>less busy / close to home</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Lighthouse</td>
<td>personal less corporate less exterior</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Lighthouse</td>
<td>looks luxurious different</td>
<td></td>
<td></td>
<td>strict</td>
</tr>
<tr>
<td>13</td>
<td>Lighthouse</td>
<td>twice a month quiet / coffee arte looks like london</td>
<td></td>
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<tr>
<td>14</td>
<td>Lighthouse</td>
<td>selection of film environment different</td>
<td></td>
<td>food is improving</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Lighthouse</td>
<td>nicer alternative</td>
<td></td>
<td></td>
<td>no par</td>
</tr>
<tr>
<td>16</td>
<td>Lighthouse</td>
<td>nice comfort different</td>
<td></td>
<td></td>
<td>maybe for locals</td>
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<tr>
<td>17</td>
<td>Lighthouse</td>
<td>walks away like a boss</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>18</td>
<td>Lighthouse</td>
<td>like going to art gallery local / never too busy / different films</td>
<td>don't expect it to be a cinema</td>
<td></td>
<td>central</td>
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<tr>
<td>19</td>
<td>Lighthouse</td>
<td>better atmosphere better films</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Lighthouse</td>
<td>different different films</td>
<td>works well</td>
<td></td>
<td></td>
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<tr>
<td>21</td>
<td>Lighthouse</td>
<td>nice cinema more comfortable luxurious</td>
<td></td>
<td>as good as major cinemas</td>
<td>blend in</td>
</tr>
<tr>
<td>22</td>
<td>Lighthouse</td>
<td>intimate not as commercial different / unique</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>23</td>
<td>Lighthouse</td>
<td>they are gaining all the time need more comfy chairs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Lighthouse</td>
<td>don't care</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Lighthouse</td>
<td>good experience hard to find</td>
<td></td>
<td></td>
<td>too empty</td>
</tr>
<tr>
<td>26</td>
<td>Lighthouse</td>
<td>excellent quality stricted rates bar, cafe, shopping not friendly</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Lighthouse</td>
<td>good place to watch a movie fun/convenient / interesting movies hard to find bathroom</td>
<td></td>
<td></td>
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<tr>
<td>28</td>
<td>Lighthouse</td>
<td>good movies seats were good like the bar</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Lighthouse</td>
<td>but not today cool need better movies works, need more bar</td>
<td></td>
<td></td>
<td>good sound</td>
</tr>
<tr>
<td>30</td>
<td>Lighthouse</td>
<td>good pictures</td>
<td></td>
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</tbody>
</table>
## Lighthouse Survey Raw Data

<table>
<thead>
<tr>
<th>No.</th>
<th>Lighthouse</th>
<th>Accoustics</th>
<th>Easy to Find</th>
<th>More Different Types / Long Ads</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>Lighthouse</td>
<td></td>
<td>easy to find</td>
<td>more different types / long ads</td>
</tr>
<tr>
<td>32</td>
<td>Lighthouse</td>
<td>a lot to offer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Lighthouse</td>
<td>excellent for kids and adults</td>
<td>easy and mostly associable with families</td>
<td>need play area for kids</td>
</tr>
<tr>
<td>34</td>
<td>Lighthouse</td>
<td>fun experience</td>
<td>bar</td>
<td>use the space better</td>
</tr>
<tr>
<td>35</td>
<td>Lighthouse</td>
<td>food / services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Lighthouse</td>
<td>atmosphere / relaxed environment</td>
<td>good design</td>
<td>Excellent fits in well overall</td>
</tr>
<tr>
<td>37</td>
<td>Lighthouse</td>
<td>Brings the magic to the cinema</td>
<td>love steps and multi level design</td>
<td>space is inviting</td>
</tr>
<tr>
<td>38</td>
<td>Lighthouse</td>
<td>Definitely brings magic</td>
<td>very unique space</td>
<td>very intriguing layout, inviting</td>
</tr>
<tr>
<td>39</td>
<td>Lighthouse</td>
<td>Definitely brings magic</td>
<td>Selection is great / inbetween art house and blockbuster</td>
<td>fascinating but underutilized space / concerns over commercial viability</td>
</tr>
<tr>
<td>40</td>
<td>Lighthouse</td>
<td>yes, definitely</td>
<td>Unorthodox design / cultural destination / good for area</td>
<td>improves experience / immersion</td>
</tr>
<tr>
<td>41</td>
<td>Lighthouse</td>
<td>always</td>
<td>cozy, comfortable / no hipsters</td>
<td>too big</td>
</tr>
<tr>
<td>42</td>
<td>Lighthouse</td>
<td>only come here for movies</td>
<td>quiet, nice feeling inside</td>
<td>very open and colorful</td>
</tr>
<tr>
<td>43</td>
<td>Lighthouse</td>
<td>yes, definitely</td>
<td>very intimate, well designed</td>
<td>good to be different</td>
</tr>
<tr>
<td>44</td>
<td>Lighthouse</td>
<td>yes, lots of magic</td>
<td>drinking inside the theatre</td>
<td>different and spacious - very airy</td>
</tr>
<tr>
<td>45</td>
<td>Lighthouse</td>
<td>yes, it is good</td>
<td>very quiet and peaceful</td>
<td>perfect meeting place for friends</td>
</tr>
<tr>
<td>46</td>
<td>Lighthouse</td>
<td>yes, I like it and it has it</td>
<td>the venue - great selection of movies</td>
<td>different, good</td>
</tr>
<tr>
<td>47</td>
<td>Lighthouse</td>
<td>yes, good place</td>
<td>seats, theatres, nice space looks good</td>
<td>like it, creating atmosphere</td>
</tr>
<tr>
<td>48</td>
<td>Lighthouse</td>
<td>yes</td>
<td>enjoy the space, architectural project</td>
<td>interesting, recognizable</td>
</tr>
<tr>
<td>49</td>
<td>Lighthouse</td>
<td>yes</td>
<td>whole set up lovely to walk around</td>
<td>feels you are climbing down, interesting</td>
</tr>
<tr>
<td>50</td>
<td>Lighthouse</td>
<td>yes, constantly</td>
<td>open to new hollywood exhibit</td>
<td>nice, different, seating great, bar</td>
</tr>
<tr>
<td>51</td>
<td>Lighthouse</td>
<td>yes, nice atmosphere, very comfortable</td>
<td>more foreign films, good selection</td>
<td>looks nice, feels high class</td>
</tr>
<tr>
<td>52</td>
<td>Lighthouse</td>
<td>nice theatre, needs more junk</td>
<td>like design, architecture, comfort</td>
<td>like them - cool</td>
</tr>
<tr>
<td>53</td>
<td>Lighthouse</td>
<td>yes, definitely</td>
<td>decor, atmosphere</td>
<td>very positive</td>
</tr>
<tr>
<td>54</td>
<td>Lighthouse</td>
<td>yes, definitely</td>
<td>cinema / coffee</td>
<td>100%</td>
</tr>
<tr>
<td>55</td>
<td>Lighthouse</td>
<td>a bit</td>
<td>interior design / atmosphere / selection</td>
<td>ground floor fine, never used spaces, something odd</td>
</tr>
</tbody>
</table>
