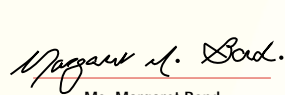


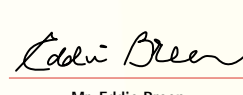


Strategy for Economic, Social
and Cultural Development
of Waterford City
2002-2012

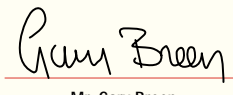
As a member of Waterford City Development Board I have participated fully in the preparation of this Strategy and I am now committed to playing a full role in its implementation.


Ms. Margaret Bond

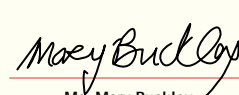



Mr. Eddie Breen




Mr. Gary Breen

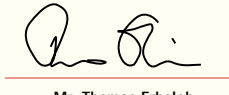



Ms. Mary Buckley

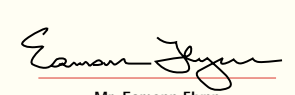



Alderman Maurice Cummins




Mr. Thomas Erbsloh




Mr. Eamonn Flynn




Ms. Tina Gordan




Mr. T.V. Honan
Community Forum

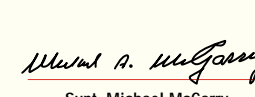

Councillor Michael Ivory



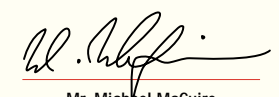

Mr. Tom Kennedy




Mr. David Lane
I.C.T.U.


Supt. Michael McGarry




Mr. Michael McGuire




Mr. Gerry Maher



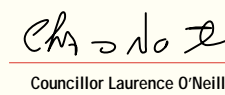

Mr. Jim Maher



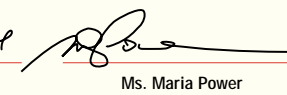

Dr. Venie Martin




Mr. Brendan McCann
Community Forum


Councillor Laurence O'Neill

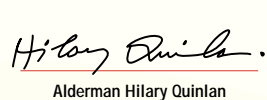



Ms. Maria Power




Mr. Tony Power




Alderman Hilary Quinlan




Mr. Bill Rafter




Mr. Noel Richards
Employers/Business


Councillor Seamus Ryan




Councillor David Walsh



Foreword

Waterford City Development Board (WCDB) was established in March 2000 and given the challenging task of agreeing a ten year Strategy for the Economic, Social and Cultural Development of Waterford City 2002-2012. This Strategy has taken two years to complete, a time period that reflects the data analysis and research, discussions and extensive consultation which took place throughout its preparation. The building of this Strategy would not have been possible without the active participation of the four sectors of the Board, community and voluntary sector,



local elected representatives, state agencies and local development bodies. In the true spirit of partnership and co-operation this diverse group has worked together to design a Strategy, which I am confident addresses the city's and region's many challenges and opportunities.

As the Gateway to the South East (SE), the next ten years will see unprecedented growth in our city. We must face the challenge of embracing and managing this growth while maintaining our 'compact' city by developing 'Waterford, many neighbourhoods –one city'. We have a central role to play in the economic development of the SE as a region and in addressing the infrastructural deficits that have restricted our development in the past. We must move forward together and work with all our partners in the region to ensure that the SE develops as a competitive counterbalance to Dublin.

This Strategy is about meeting the needs of the people of Waterford across a broad spectrum, from childcare to recreation, education to environment and health to job creation. Ensuring that the needs of the marginalised and socially excluded are addressed is central to and underpins this Strategy and is reflected in our goal to have a socially inclusive Waterford where all people are treated equally.

WCDB realises that full commitment and working together in genuine partnership will ensure optimum use of resources and opportunities. Over the next ten years WCDB is responsible for overseeing the implementation, monitoring and evaluation of the Strategy to ensure that positive results happen on the ground. The Strategy contains short, medium and long term actions which specific agencies will deliver with the support of the Board and other relevant partners.

At this stage I would like to congratulate and thank all members of the Board, sub-committees and the staff for all the energy, dedication and time they have given to preparing this Strategy. I also take this opportunity to thank the Community Forum, all agencies and organisations who have contributed to the process and those who attended the public meetings, exhibitions and workshops which were held over the past two years and all who made submissions. Your involvement in the process has resulted in an agreed framework for the development of our city for the next ten years which will enable us to work together to realise our vision:

"Waterford 2012, a vibrant city, providing a secure future for its people in a safe and healthy environment where all can achieve their personal goals and aspirations."

Mar Chathaoirleach, ba mhaith liom buíochas a ghabháil leis na daoine a chabhraigh chomh mór sin linn chun an Straitéis a chur le chéile agus a scaipeadh. Tá go leor oibre fós le déanamh againn sula mbeidh toradh iomlán ár saothar le feiscint.

A handwritten signature in black ink that reads "Maurice Cummins". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Alderman Maurice Cummins

Chairperson, Waterford City Development Board.

Vision for Waterford city

“Waterford 2012, a vibrant city, providing a secure future for its people, in a safe and healthy environment where all can achieve their personal goals and aspirations”.

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Executive Summary

The Way Forward

City and County Development Boards (CDBs) have been established in all thirty-four cities and counties, on the recommendation of the Interdepartmental Task Force for the Integration of Local Government and Local Development. Waterford City Development Board (WCDB) held its inaugural meeting in March 2000. WCDB has twenty seven members (see Appendix 1) and these are drawn from the following sectors: local government, local development, representatives from the nine state agencies operating locally and the social partners. A Community Forum was established to feed the views of the wider community into the process (see Appendix 2 for membership).

The primary purpose of WCDB is to prepare and oversee the implementation of a ten year Strategy for the Economic, Social and Cultural Development of Waterford City 2002–2012. The core business of the Development Board is to “promote change”, designed to build a better Waterford for all its people. To facilitate the development of the Strategy, six sub-committees were established to undertake an in-depth analysis of the issues and challenges facing the city. This analysis has resulted in the following reports: -

- Socio-economic Profile of Waterford City 2001
- Environmental Review of Waterford City 2001
- Report on Sports and Community facilities in Waterford City 2000
- Social Trends in Waterford City 2001
- Audit of Education Provision in Waterford City 2002.

These reports are available as separate publications and are also available on the City Development Boards website www.waterfordcdb.ie. These reports benchmark the current situation in the city in 2001 and will enable the impact of the Strategy to be measured as it is implemented over the next ten years. A draft Strategy was launched for public consultation in January 2002 with over 1000 copies distributed to community and voluntary groups, public representatives, state agencies and other interested parties.

Vision for Waterford City

“Waterford 2012, a vibrant city, providing a secure future for its people, in a safe and healthy environment where all can achieve their personal goals and aspirations”.

Five key themes were identified to enable this vision to become a reality by 2012:

- Sustainable Community Living and Social Inclusion
- Education and Lifelong Learning
- Economic Development
- Marketing and Promotion
- People Focused Service Delivery.

Sustainable Community Living and Social Inclusion

This theme looks at the need to have the planning process meet the social, cultural and economic needs of communities and for facilities to be provided in tandem with other developments. It proposes strategies to ensure the health and well being of people and to have all participate in sport and active recreation. It sets out to make Waterford the number one environmentally friendly city in Ireland, to harness the creativity of the people of Waterford, to have a culturally vibrant city including the promotion and use of the Irish language and a society where all people are treated equally.

Education / Lifelong Learning

This theme seeks to have all children complete second level education, to have equal access to all levels of education and lifelong learning, to offer a full range of third level education and to have better liaison between all learning providers.

Economic Development

This theme proposes to have key infrastructure in place, a highly qualified and skilled workforce, competitive business

with a balance across all sectors and a substantial increase in the level of research and development undertaken in the city.

Marketing and Promotion

The vision in this theme is to promote Waterford city as a desirable place for business, living and as a first choice tourist destination.

People Focused Service Delivery

This aims to have all service providers work in partnership to deliver effective services and to maximise the potential of targeted programmes to meet the needs of marginalised communities.

Regional Dimension

Waterford’s role as the “Gateway” and economic hub of the South East (SE) region is detailed in the Strategy. It has long been acknowledged that the SE as a region lags behind other regions and that there is a need for much greater co-operation if the SE is to act a counterbalance to the greater Dublin region. The Strategy identifies areas that could benefit from a regional approach and regional co-operation. WCDB will work with its partners in the region to improve, third level education, waste management, energy provision, infrastructure, tourism, information technology and healthcare.

Implementation and Monitoring

The implementation of the Strategy is dependent on resources – human, financial and time. It will be essential that agencies and groups prioritise actions under the Strategy in their operational plans and programmes and make the necessary resource provisions. The annual action plans will set targets to ensure the delivery of the Strategy and implementation will also be subject to independent review on a three yearly basis.

Review

This Strategy is seen as a work in progress that will need to be reviewed and revised on a regular basis to have regard to emerging and changing needs.

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- Appendix 6** Maps-
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Glossary of Terms and Abbreviations

- ADM** Area Development Management
- CAIT** Community Applications of Information Technology. This initiative is aimed at opening the world of new technology and information systems to those in our society who are unfamiliar with, and who do not use, the new technologies in their everyday lives.
- CCTV** Closed Circuit Television
- CEB** City Enterprise Board
- CPG** Corporate Policy Group
- CSF** Community Social Fund
- CSO** Central Statistics Office
- D/SCFA** Department of Social, Community and Family Affairs
- EI** Enterprise Ireland
- FÁS** Foras Áisanna Saothair
- FÁS NET COLLEGE** Offers distance learning and development opportunities, through the medium of the internet and on-line distance training. The courses are designed to enable those who wish to upgrade their skills or acquire new skills to do so.
- GATEWAY** A centre which has a strategic location relative to its surrounding area. It possesses good social and economic infrastructure and social services and has the ability to energise its surrounding zone of influence and play a role in achieving more balanced regional development. The NDP and NSS have identified Cork, Limerick/Shannon, Dublin, Galway and Waterford as existing gateways.

- GOAL** A concrete manifestation of the vision.
- HPSU(s)** High Potential Start-Ups
- IBA** Irish Basketball Association
- ICT** Information and Communications Technology
- IDA** Industrial Development Agency, Ireland.
- INDICATIVE ACTIONS** For the purpose of this document these are examples of actions that may be implemented to deliver this Strategy. Further indicative actions are included in a supporting document.
- ISC** Irish Sports Council
- JLO(s)** Juvenile Liaison Officers (Gardai)
- LA** Local Authority
- NCTC** National Coaching and Training Centre
- NDP** National Development Plan
- NGB** National Governing Bodies (Sports)
- NSS** National Spatial Strategy is a framework and policy document for the long-term development of Ireland. It assesses how we can best influence the relationship between the location of people and resources to ensure a sustainable and competitive economy, the highest environmental standards and a good quality of life.
- OBJECTIVE** A specific activity or action on a thematic or sectoral basis.
- PE** Physical Education
- PLUTS** Planning, Land-Use and Transportation Study
- PPP** Public Private Partnership
- PR** Public Relations

PT	Public Transport	SUSTAINABLE SOCIETY	One in which everyone has sufficient income to provide for basic necessities, meaningful work, appropriate accommodation, basic healthcare, relevant education, cultural respect, real participation and where the environment is protected.
QNHS	Quarterly National Household Survey	SWOT	Strengths Weaknesses Opportunities and Threats
RAPID	Revitalising Areas through Planning Investment and Development. This is a Government initiative with twenty five areas nationally included in Phase 1. Waterford City areas are Ballybeg, Larchville/Lisduggan and parts of the Inner City.	TARGET GROUPS	These include long term unemployed, low income, disabled people, lone parents, Travellers, disadvantaged young people, older people, gay/lesbians, refugees/asylum seekers, ex-prisoners, young offenders, homeless people, substance misusers, disadvantaged women and families.
REACH and E-BROKER	An agency established by the Irish Government to develop a strategy for the integration of public services and to develop and implement a framework for electronic government.	VEC	Vocational Education Committee
RESULTS ACCOUNTABILITY MODEL	Is a new way of identifying community needs. It organises the work of programmes, agencies and communities around the results we seek for those who live in our community and it uses these results as the grounding for the future development of the community.	VISION	A qualitative statement of the broad direction which development should take and of the desired destination.
SDO(s)	Sports Development Officers	VTOS	Vocational Training Opportunities Scheme
SE	South East	WAPB Ltd.	Waterford Area Partnership Board Ltd.
SEHB	South Eastern Health Board	WCDB	Waterford City Development Board
SEISS	South East Information Society Strategy	WIT	Waterford Institute of Technology
SERTA	South East Regional Tourist Authority	WRSC	Waterford Regional Sports Centre
SIM	Social Inclusion Measures	YPFSF	Young Persons Facilities and Services Fund



CHAPTER 1



Waterford City Development Board (WCDB) was established in March 2000 and given the challenging task of agreeing a ten year Strategy for the Economic, Social and Cultural Development of Waterford City 2002-2012.

1.1 Background and Terms of Reference

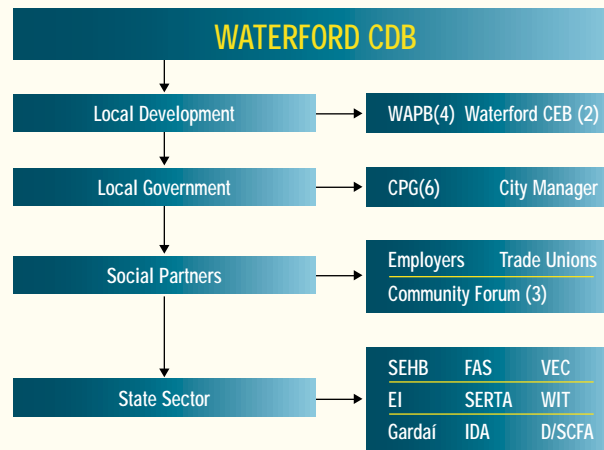
Waterford City Development Board (WCDB) was established in 2000. Its main purpose is to prepare and oversee the implementation of an integrated Strategy for economic, social and cultural development to ensure that the people of Waterford city have quality services responsive to their changing needs. The Strategy is to add value, improve existing services, fill gaps in provision and avoid duplication. The core purpose of WCDB is to promote change to build a better Waterford for all its people. In developing the Strategy for Waterford City, the Board took into account the guidelines produced by the Interdepartmental Task Force *“A Shared Vision for County / City Development Boards: Guidelines on the CDB Strategies for Economic, Social and Cultural Development”*.

The Board has a significant role to play in the co-ordination of service delivery locally. For the first time ever, all the main players in the city were brought together with a view to developing a vision for Waterford city 2012 that is better economically, socially, culturally and environmentally – in short a better place to live. WCDB is one of thirty four Development Boards nationally, established following the Task Force Report on the Integration of Local Government and Local Development Systems. City and County Development Boards have been given statutory recognition

in Section 129 of the Local Government Act 2001 (see Appendix 3).

WCDB is made up of twenty seven people drawn from four sectors (see Figure 1).

Figure 1: Membership of Waterford CDB



The broad functions of WCDB are to:

- Draw up a comprehensive Strategy for the Economic, Social and Cultural Development of Waterford City for the next ten years.
- Oversee the implementation of the Strategy.
- Nurture constructive co-operation and active participation of all members of the Board based on a partnership approach and facilitate input from the wider community.

WCDB is built on trust not force and is a means of enhancing the strength of the individual organisations which make it up. The member organisations will continue to exist and provide many of the core services provided at present. WCDB provides an opportunity to identify areas where a collaborative approach can add value to what is happening already or develop new services and methods to address changing needs. WCDB provides a model of cross-sectoral collaboration and understanding, which we hope can be replicated as a vehicle for positive change and development into the future.

1.2 Philosophy and Guiding Principles

This Strategy provides a shared vision for the development of the city for the next ten years and the following principles guide the Board in its work.

Involvement of the wider community: The Board is committed to involving the wider community and to facilitating meaningful participation by the community in the process.

Social Inclusion: The Board works to eliminate social exclusion by involving the disadvantaged and marginalised in the process.

Feedback: The Board facilitates feedback to the wider community.

Simplicity: The Board avoids duplication of effort and keeps structures as simple as possible and endeavours to harness voluntary effort.

Partnership: The Board adopts a partnership approach and works for the common good of Waterford city.

Agent of Change: The Board is open to change and receptive to new ideas and new approaches.

Mutual Respect: All contributions at meetings are valued and respected.

Democratic Legitimacy: The democratic mandate of the elected representatives is recognised and respected.

Commitment: Board members will commit to the process and be willing to share information on current and planned projects with the Board and look at areas of possible co-operation.

1.3 Context of the Strategy

This Strategy is developed under a series of guidelines set down by the Government and are as follows:

- An integrated ten-year Strategy for economic, social and cultural development, to be prepared by 2002 and implemented between 2002 and 2012.
- Sets out the broad direction for the future development of Waterford city.
- Sets out the broad framework including agreed vision, goals, objectives and indicative actions.
- Encompasses all public services delivered locally.
- Requires all relevant agencies and bodies to proof their plans against the Strategy.
- Must have regard to key national and public policy.
- Be prepared and implemented on a consultative basis.

1.4 Methodology

The process of preparing this Strategy commenced with all Board members and groups registered on the Community Forum (see Appendix 2 for full membership) identifying key issues the Strategy should address. Many common issues arose and when grouped together they fell under six headings around which sub-committees were established (see Figure 2). Terms of reference and the membership of each sub-committee was agreed (see Appendix 4).

Figure 2: Sub-committees of WCDB



1.4.1 Data Gathering and Analysis

Each committee undertook research and analysis which resulted in the following reports:

- Socio-economic Profile of Waterford City 2000
- Environmental Review of Waterford City 2001
- Report on Sports and Community Facilities in Waterford City 2000
- Social Trends in Waterford City 2001
- Audit of Educational Provision in Waterford City 2002.

These reports provide much of the background data against which this Strategy is developed. All of the reports are available as separate publications and are also available on WCDB's website at www.waterfordcdb.ie.

1.4.2 Establishing the Mission and Vision of WCDB

As a new organisation there was a need to agree a common purpose and shared vision to guide the work of the Board.

Mission of Waterford City Development Board

“To enhance the quality of life for all people in Waterford and its environs by our commitment to work together in effective partnership”.

Vision of Waterford City Development Board

“We as an organisation, through the success of our work, leadership and co-ordination, will have earned the trust of the people of Waterford to be the voice of Waterford city in effecting change”.

1.4.3 Establishing a Vision for Waterford City 2012

Members spent three full days going through the steps of strategic planning and looking at the bigger picture. Having established the organisation's vision, WCDB moved from data analysis to agree their vision of Waterford city. In ten years time we will have succeeded if our vision of Waterford 2012 is realised.

Vision of Waterford City 2012

“A vibrant city, providing a secure future for its people, in a safe and healthy environment where all can achieve their personal goals and aspirations”.

To deliver the vision over the next ten years, five key theme areas were identified (see Figure 3 overleaf):

- Sustainable Community Living and Social Inclusion
- Education and Lifelong Learning
- Economic Development
- Marketing and Promotion
- People Focused Service Delivery.

Throughout the development of our vision for the city the Board constantly asked itself two questions:

- What can we do that will make a difference?
- What can we do that matters locally?

Members agreed that the Strategy for Waterford city should:

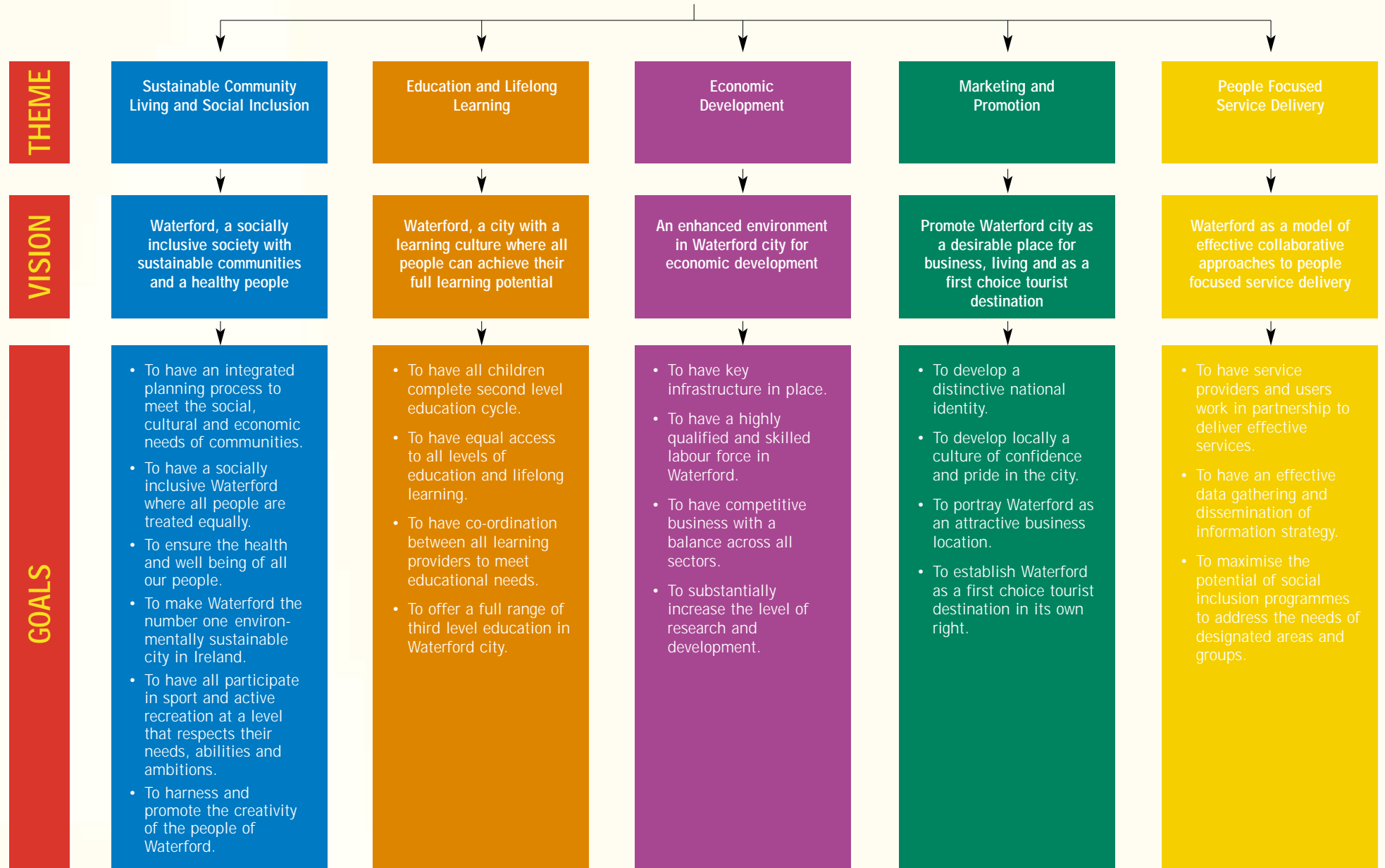
- Focus on areas where WCDB can make a difference.
- Prioritise and make hard decisions and choices.
- Respond to present needs, necessitating regular review to ensure it responds to present and changing trends.
- Be integrated and coherent.

1.4.4 Consultation

Participation by and consultation with the wider community in the development of the Strategy is one of the guiding principles of the Board. WCDB was committed from the outset to undertaking a comprehensive and inclusive approach to the consultation process. Consultation for the Strategy occurred at various levels and has resulted in an all-inclusive document which ultimately is owned by the people of Waterford. Thematic workshops were hosted by WCDB on the areas of education, business, youth, sport, environment, art and social inclusion. The Community Forum, which forms the cornerstone of the consultation with the wider community, undertook a very comprehensive consultation process which included seven thematic workshops and two planning workshops. The staff of WCDB also conducted six public meetings throughout the city where the Strategy and its five thematic areas were put on display. The consultation resulted in forty two submissions on the draft Strategy. Appendix 5 sets out the full consultation process and a summary of the Consultation and Participation Policy adopted by the Board which guided the consultation process.

Figure 3: Key Strategic Themes

Waterford 2012, a vibrant city, providing a secure future for its people, in a safe and healthy environment where all can achieve their personal goals and aspirations



1.4.5 Proofing

Policy proofing can be defined as “the process by which Government Departments, local authorities and state agencies assess policies and programmes throughout their development in relation to the likely impact they will have or have had on specific areas” (Kingston Upon Hull City Council, 2002). For the purpose of the City Development Board Strategy the four areas of proofing are poverty, sustainability, equality and gender.

The aims of proofing in relation to the above mentioned four areas are:

- To assess against the objectives and actions.
- To maximise positive impact.
- To identify and minimise unforeseen negative impact.
- To assess the impact of each objective and action on vulnerable groups.
- To take into account the issues of access, participation and outcome for each individual when developing an objective and/or action.

As part of the process of developing this Strategy, WCDB undertook a one-day proofing training workshop and is committed to the principle of proofing. The Board recognises that proofing is an on-going process and not merely a statement to illustrate that the Strategy is proofed. WCDB will integrate the proofing mechanism into its methodology and it will form an integral part of the overall development of the action plans. The process of proofing is seen as a method of assessing the effectiveness of policy outcomes.

This Strategy must be proofed against, and have regard to, existing national, regional and local policies including

poverty, equality, gender and sustainability. In turn strategies and plans being developed by agencies and bodies in the city must be proofed against WCDB’s Strategy so as to ensure a coherent approach to the development of Waterford city. Figure 4 below illustrates how WCDB will ensure that these priorities are reflected at all levels.

Figure 4: Proofing



1.5 Layout of the Strategy Document

A chapter is devoted to each key theme, covering the background and context, vision, goals, objectives, indicative actions and performance indicators to evaluate overall impact of the Strategy in relation to the theme (see Figure 5).

Figure 5: Structure of Thematic Chapter



Some issues cut across more than one theme within the Strategy. However, in the interest of brevity and clarity issues will be covered under one theme in the Strategy document with the necessary co-ordination and cross referencing of themes taking place at action plan level.

1.5.1 Supporting Document

In the development of the Strategy and the extensive consultation process many good ideas and actions emerged in relation to the five key themes. These have been incorporated into a supporting document which will be used in conjunction with the Strategy to develop an action plan for each of the themes with short, medium and long term targets.

1.6 Regional Dimension

In addition to the five key themes outlined above, the Board acknowledges the importance of regional co-operation and Waterford city’s role as the gateway to the SE. Waterford city’s development impacts on the region but equally the development of the region impacts on the city. There is a need to have a cohesive, co-ordinated approach to the development of the region as a whole. Waterford city must play a key role as the Gateway to the SE as outlined in the National Spatial Strategy (NSS) and the National Development Plan (NDP). In recent times the SE region has had a number of successful joint initiatives and the Board supports and endorses the adoption of a regional approach where appropriate and beneficial.

1.7 Implementation and Monitoring

By participating fully in the preparation process of the Strategy, the members of the Board have accepted the responsibility to play their role in its delivery. Each member must now play a role in ensuring delivery of the Strategy.

Implementation will depend on the commitment of resources (human, financial and time) by all partners on WCDB. The effectiveness and impact of the Strategy will be measured against the key performance indicators under each key theme.

It is important to set targets by which progress can be measured and to develop suitable indicators across each of the thematic areas. A list of indicators relevant to the thematic areas is outlined at the end of each chapter. Based on the National Anti Poverty Strategy (NAPS) review, indicators should:

- have an emphasis on outcomes rather than inputs
- be clearly defined and quantified
- be understandable
- rely on data that is relevant, reliable and repeatable

- be important in their own right or indicative of wider issues
- be clearly measurable and
- have a timeframe.

The performance indicators outlined in each thematic chapter will be used to measure overall impact of the Strategy with more specific targets being set in the annual action plans against specific objectives and actions.

WCDB will establish management groups in respect of each of the five strategic themes in the Strategy. Each management group will be chaired by a Board member and will be representative of agencies and groups who have a role to play in delivering that particular theme. Each management group will have responsibility for ensuring the delivery of actions under its remit and reporting to WCDB on

progress. WCDB is to oversee the implementation of the Strategy with responsibility for the delivery of the actions resting with the organisations and agencies represented on WCDB and other public service providers. Annual action plans will be prepared to ensure the Strategy is implemented on time and regular reports will be made to the National Task Force.

1.8 Review

It is important to note that this Strategy is written by WCDB at a given time (2002) and is seen as a work in progress which will need to be reviewed and revised on a regular basis to have regard to emerging and changing needs.



Photographer: John Power



CHAPTER 2

Waterford is a growing city, situated in the South East corner of Ireland. It is an industrial city, a craft city, a port city and a cultural city.

2.1 Introduction

2.1.1 History

Waterford is a growing city, situated in the SE corner of Ireland. It is an industrial city, a craft city, a port city and a cultural city. It is the oldest city in Ireland and has a history of continuous habitation since the 9th century when the Vikings established a fortified settlement on the broad expanse of the River Suir. County Waterford borders the city on the south and County Kilkenny on the north. The boundary of the city extends to an area of 4157 ha (10,272 acres) of which 288 ha (712 acres) is covered by water.

Waterford has a strong culture influenced by our history. Gaels, Danes, Norwegians, Normans, English, Flemish, Welsh and French Huguenots have all been absorbed into Waterford life and have left their influence on the fabric of the modern city. Waterford is one of the richest cities in Ireland in terms of the extent of its preserved ancient walls. Considerable stretches remain of the Viking walls, most dramatically the 1000 year-old Reginald's Tower. A walk through the city becomes a voyage of discovery as one views the architectural inheritance that is Waterford's greatest link with the past. Recent developments such as William Vincent Wallace Plaza and John Robert's Square have fused the past with present to produce a sophisticated and vibrant modern city.

2.1.2 Modern Waterford

With a population of 54,500 (Waterford city and environs), Waterford is the largest urban centre in the SE. Waterford city has a zone of influence that extends far beyond the borough boundary and is economically supporting a population in excess of 100,000. Waterford Port is Ireland's closest deep-water port to mainland Europe, handling approximately 12% of Ireland's external trade by value.

SE Regional Airport is only 5 miles from city centre with regular flights to London and Liverpool. Waterford Institute of Technology (WIT) is one of the top Institutes of Technology in the country with over 10,000 students.

The social fabric of Waterford is built on neighbourhoods and vibrant communities such as Ballybricken, Ferrybank, Ballybeg and Ballytruckle/Grange. The city has strong sporting traditions that reinforce community living. The city is home to many national and internationally renowned theatre companies including Red Kettle, Little Red Kettle, Garter Lane, Spraoi, Waterford International Festival of Light Opera and cultural activity plays a significant role in the social life of the city. "Arts for All" is aptly applied to Waterford and many "working" public buildings and spaces, such as City Hall, Reginald's Tower and WIT, double as performance and exhibition areas for the arts.

The visual appearance of the city is changing. The development of Waterford

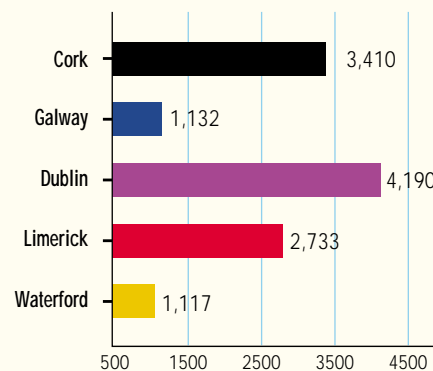
Port at Belview presents significant opportunities to redevelop the "Noblest Quay" in Europe as a vibrant, lively attractive waterfront.

The William Vincent Wallace Plaza sets a design standard for the South Quay and the proposed development on the North Quay will shape the future of the city for the coming century.

2.2 Waterford City 2001: Current Trends

Population

- City¹
2001 = 54,500.
- City and Zone of Influence²
2001 = 102,791.
- Population Density: persons/Km² (see map A in Appendix 6)



Infrastructure

Roads:

- Waterford City Council is responsible for the development and maintenance of 170km of road.

- Daily vehicle traffic over Rice Bridge³:
1996 = 28,051
2001 = 34,347.
- Major Road Projects over the next few years:

Project Title	Proposed Completion	Overall Cost
N9 Motorway*	2007	€635.0m
N25 Waterford Bypass	2005	€179.0m
N9 Sally Park	May 2002	€8.9m
Outer Ring Road*	2004	€25.4m

* see map B in Appendix 6.

ICT⁴:

- Investment in advanced broadband infrastructure is urgently required in the SE Region.

Energy:

- City is serviced well by natural gas. However the Industrial Zone at Belview has no supply.
- Capacity of ESB will be challenged to cater for potential investors unless the boards development plan is implemented.

Public Transport:

- 99.1% 'NEVER' use Public Transport to Travel to Work in the SE Region⁵.
- Reasons why respondents do not use public transport in the SE Region.

Reason	%
Not Available	55%
Not Practical	25.3%
Other	19.7%

1. City and immediate Environs.
2. City and 10 - 15 mile radius.

3. Roads and Infrastructure department, Waterford City Council, 2002.

4. SEISS Report, 2001.
5. QNHS, 2000.

- Residents of the city who travel to work, school or college on foot, bike or public transport⁶:
 - Bicycle = 4.8%
 - Foot = 31.9%
 - Public transport = 6.5%

Rail:

- No express train service to Dublin, journey currently takes 2hr 40 mins.
- Limited intra-regional service to other towns.
- Seven trains depart the city each day.

Bus Service:

- Departures from the city:

Route	Weekly Frequency
Cork/Tralee	94
Dublin	96
Limerick/Galway	38
Rosslare Harbour	44
Athlone	13
Total	285

SE Regional Airport:

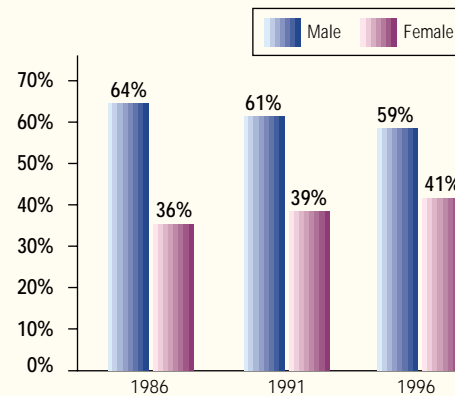
- Fourteen weekly flights to Luton and two weekly to Liverpool.
- Unable to accommodate jets.

Port:

- Closest deep water port to mainland Europe in the State.
- Handles 12% of Ireland's external trade by value.
- Capital Investment required for the key infrastructural projects for future development.

Employment and Enterprise

- Labour Force⁷
 - 1996 = 18,125
 - 2000 = 20,000⁸
- % of Labour Force 'at work':
 - City = 81.2% (14,718)
 - SE Region = 84.3% (134,618)
 - State = 84.3% (1,307,236)
- Gender Participation in the Labour Force in Waterford city⁹:



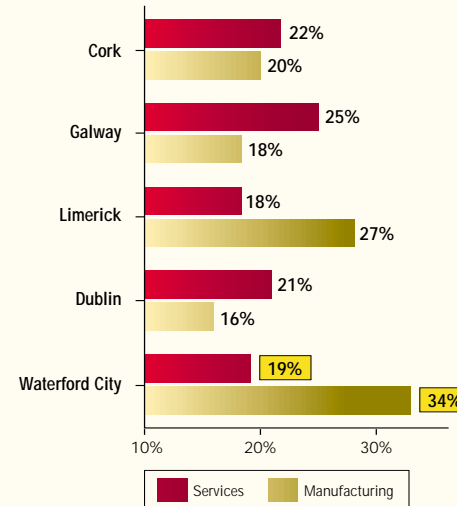
- Decentralisation in Waterford (2001)¹⁰

Region	No. of Personnel
Waterford	338
State	38,229

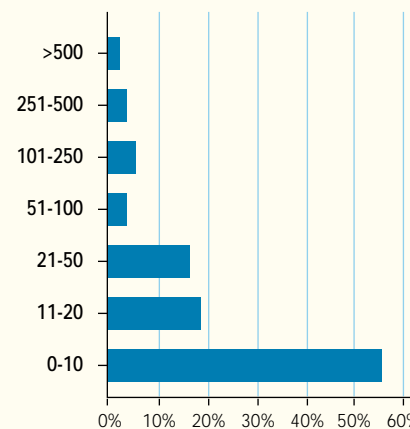
- In 2000 Enterprise Ireland had a client base of 43 companies in Waterford employing a total of 2,700 while IDA had 25 companies employing 4,264.
- Industrial Land:
 - 346.8ha of Industrial Land Zoned¹¹: 160.8ha is developed and 186ha is available for development.

It is estimated that 26ha of industrial land was developed over the life of the last City Development Plan 1994 - 2000.

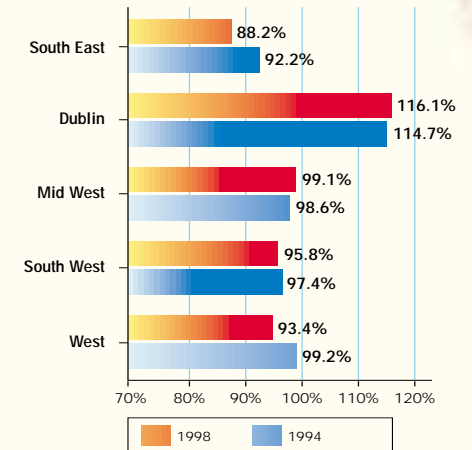
- % of Labour Force in Services and Manufacturing¹²:



- % of Businesses by employment size¹³:

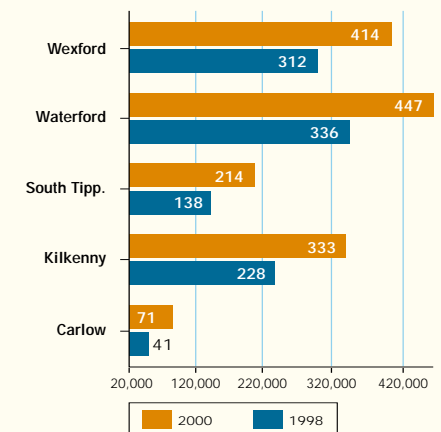


- Disposable Income per capita in the SE Regions compared with the State¹⁴:



Tourism

- Total revenue in 2000:
 - West= €426.5m
 - Mid-West= €268.2m
 - South West= €575.6m
 - Dublin= €872.3m
 - South East= €227.8m
- Overseas Tourist spend in the city for 1998 was €40.6m and €57m in 2000.
- Number of Overseas Tourists to the SE¹⁵:

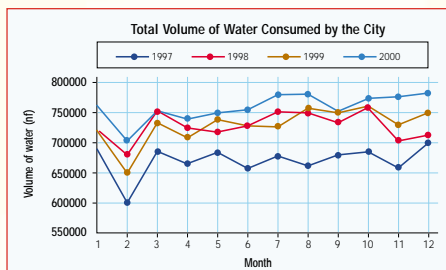


6. CSO 1996.
 7. Labour Force—all those 15 years+.
 8. Socio-economic Profile and Analysis of Waterford, 2000.
 9. CSO, 1996.
 10. Department of Finance, 2001.
 11. City Development Plan 2002-2008.
 12. CSO, 1996.
 13. Waterford City Enterprise Board Ltd., 2000.
 14. NDP/CSF Evaluation Unit, 2001.
 15. SERTA, 2002.

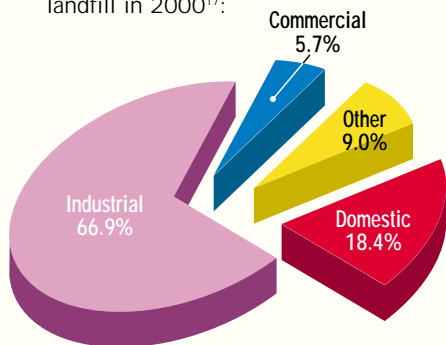
- A national survey on tourist's attitudes to Waterford¹⁶:
 - scores well on scenery, relaxation, good weather, beaches, safety and access.
 - amongst low levels of perception are festivals, events, liveliness, shops and restaurants, accommodation, history and culture.

Environment

- Adamstown Water Treatment Plant is working at full capacity.
- Volume of Water Consumed:



- Types of waste disposed in Kilbarry landfill in 2000¹⁷:

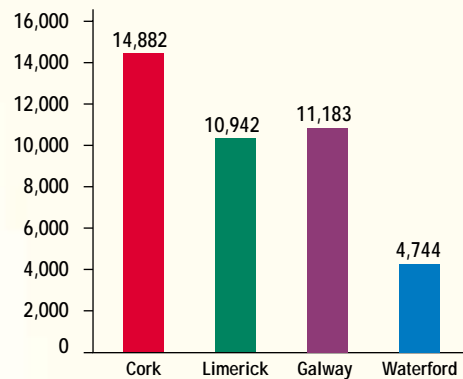


- Kilbarry landfill has an estimated life expectancy of less than two years.

- Housing estates are serviced by a mobile recycling unit and there are nineteen recycling centres.
- There are no renewable energy projects in the City or SE.

Education

- There are twenty two primary including two Gaelscoils and nine post primary schools (see map C in Appendix 6).
- WIT student numbers (full and part time)¹⁸:
 - 1996/97= 8,105
 - 2000/01= 9,792.
- 24% of the population of Waterford city has a third level qualification in comparison to 33% in Dublin and 42% in Galway.¹⁸
- In 1996/97 there were 235 trade apprenticeships, in 2000/01 there were 676.¹⁹
- A comparison of third level students (full time) in the four national gateways (1997/98).²⁰



- In 2000 there were an estimated 132 early school leavers.²¹

Childcare

- Thirty seven childcare facilities in operation in the city.
- The areas that are most disadvantaged show least provision with regard to childcare facilities.²²
- A high number of childcare places in the city catering for the 3-6 age group with little provision for the over 6 age group.
- A waiting list of 431 children ready to enter existing childcare facilities.
- 27% of all employees in the childcare sector in Waterford city have no formal qualification.

Housing

- Number of Households:
 - 1996= 13,630
 - 2001= 16,533²³
- Number of Local Authority houses rented²⁴:
 - 1995= 2,402
 - 1998= 2,410
 - 2001= 2,380
- Total number of households on LA waiting list²⁴:
 - 1996= 677
 - 1999= 1,037
 - 2001= 1,472
- New House Completions:

Service Provider	1996	1998	2000
LA	62	84	50
Voluntary Sector	-	65	72
Private	371	390	196
Total	433	539	318

- Housing for the Elderly²⁵

Provider	No. of Beds
Care of the Aged	45
Respond	28
Matthew Shea	31
Michael Walsh Homes	18
Little Sisters of the Poor	45
Maypark Nursing Home	44
Holy Ghost House	58
Good Shepherd	30
Hugh Gore Institute	29
Rockshire Care Centre	17
St. Vincent de Paul	8
Total	353

- Average house price for new houses in Waterford²⁶:
 - 2001 - €153,741
 - 1999 - €132,050
 - 1997 - €91,608
- Number of houses planned for Kilbarry is 1,250 and the Northwest Suburbs development is 4,000 (2 neighbourhoods of 2000 each).
- Residential Land Zoned²⁷:

Category of Land	1994 (ha)	2001 (ha)
Already Developed	497	632.2
Premature	302	-
Available for Development	237	342.4
Total	1036	974.6

Health

- Number of hospital beds:
 - Waterford Regional Hospital= 495
 - St. Patrick's = 122
 - St. Otteran's = 133.
- In 1999 there were 15 suicides in Waterford City, 10 males and 5 females.²⁸
- In 2000, 230 people attended Brook House for Addiction Treatment.²⁸

16. Lansdowne Market Research Ltd., 2000.
 17. Environment Department, Waterford City Council, 2001.
 18. CSO, 1996.
 19. Registrar Office, WIT, 2001.

20. Department of Education, 1997/98.
 21. Waterford Pathways, 2001.
 22. Childcare Census Report Waterford City, ADM 1999.
 23. Housing Strategy, City Development Plan 2002-2008.
 24. Housing Department, Waterford City Council 2001.

25. All providers are operating at full capacity.
 26. Housing Statistics Bulletin Q2, 2001.
 27. City Development Plan 2002-2008.
 28. Social Trends in Waterford, 2001.

- The gender breakdown for drug/alcohol misuse is 77% males and 23% females.²⁹
- Across all services the main drug for which treatment was sought during 2000 was alcohol at 72% followed by cannabis at 17%.

Sports and Recreation

- There are one hundred and three sport, recreation, youth and community facilities in Waterford city (see map D in Appendix 6).³⁰
- There are ninety eight sports clubs across a very wide range of sports.³⁰
- There are four golf courses and six sport and leisure centres.³⁰
- The city has four swimming pools, but only one public swimming pool.³⁰
- There is only one public playground for the city's 6000+ children under ten years.³⁰
- A Sports Development Officer is employed by Waterford City Council to promote and develop sport in Waterford city.

Culture and Amenities

- Outdoor Performance Spaces include: William Vincent Wallace Plaza
John Robert's Square
Ballybricken Green
People's Park.
- Indoor Performance Spaces include: Theatre Royal (650)
Garter Lane Arts Centre (250)
Forum (700 seated – 1100 non-seated)
South, Tramore (2000+)
W.I.T. (1000)
Large Room, City Hall
Christ Church Cathedral
Granary and Reginald's Tower
Good Shepherd Church (550).

- Visual Arts Spaces:
Garter Lane Arts Centre
Municipal Gallery
City Hall
Dye House Gallery.
- Museums/Architectural:
Granary
Reginalds Tower
City Hall
City Archives.
- Cultural Groups include:
Music bands – 5
Dance groups – 12
Irish language – 2
Archaeological and historical groups – 3
Theatre and drama groups – 10
Town twinning – 2 cities.
Choirs and musical societies – 12
Other – 12.
- Festivals include:
Sean Dunne Literary Weekend
Maritime Festival
Hullabaloo Childrens Festival
Spraoi
International Festival of Light Opera
West End Live
John Robert's Weekend.
- Church Buildings:
Roman Catholic – 17
Church of Ireland – 1
Jehovah Witnesses – 1
Lighthouse Bible Church – 1
Methodist and Presbyterian – 1
Religious Society of Friends (Quakers) – 1
Christadelphian – 1
Baptist – 1

Community

- There are two hundred and thirty seven community and voluntary groups registered with the Waterford City Community Forum which includes a social inclusion strand (see Appendix 2).
- There are an estimated six hundred community and voluntary groups in the city.
- There are two community drugs based initiatives.
- WAPB Ltd. strives to enhance the quality of life for their fourteen target groups in the six geographical areas of the city.
- Two community development projects and one family resource centre operate in the city.
- RAPID Programme is an urban regeneration programme aimed at tackling disadvantage in three designated areas (see map E in Appendix 6). Community participation and co-ordination of existing structures and services are key principles.

Social:

- Number of medical card holders in the city, 2000 = 8,630³¹
- Supplementary welfare allowance³²:
Recipients in 2000 = 2,097
Total Expenditure = €6,237,588.
- Homeless:
31 in 1996
33 in 1999
79 in 2000.

- Asylum seekers³³
SE Region = 1,542.
Waterford city and county = 524.

Countries of origin in county and city:

Nigeria	= 129	Irish Born	= 96
Romania	= 54	Congo	= 29
Lithuania	= 22	Poland	= 22
Other	= 172		

- Lone Parents³⁴:
1996= 1,349
2000= 2,584

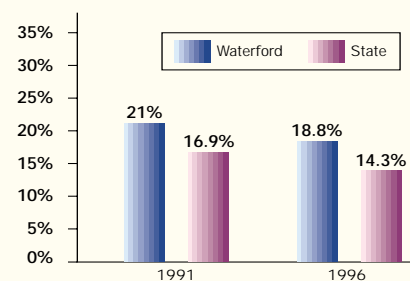
Travellers³⁵:

Accommodation	1996	1998	2000
LA Housed	51	65	75
Halting Sites	14	14	14
Road Side	1	8	8
Private	n/a	32	42
Voluntary Housing	0	0	2
Total of Families	66	119	141

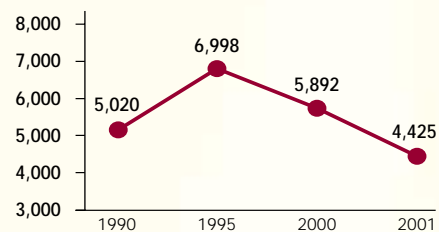
- In Waterford city and county 25.9% of the population live in a level 5 deprived area (highest level of deprivation)³⁴.
- 23% of population 'under 15' in comparison to 27% in the State.³⁶
- 10% of population 'over 65+' compared to 11% in the State.³⁶

Unemployed:

- Percentage of Labour Force Unemployed³⁶:



- Live register trends Sept 1990 to Sept 2001³⁷ (see map F in Appendix 6):



- A number of areas have unemployment rates as high as 28%-40%.³⁷
- Almost half of the unemployed (48.8%) have not obtained the Leaving Certificate.³⁷
- 80% of the long term unemployed (12 months+) have not obtained the Leaving Certificate.³⁷

Safety and Crime

Number of Gardaí based in the City:

Rank	Ballybricken	Ferrybank
C/Superintendent	1	-
Superintendent	1	-
Inspectors	4	-
Sergeants	19	1
Gardaí	75	5
Total	100	6

- Seven Gardaí and two Sergeants of one hundred and six Gardaí are dedicated to community policing.

- Category of Crimes:

Type of Crime	1999 Jan-Dec	2000 Jan-Dec	2001 Jan-June
Murder	-	1	-
Rape	2	8	2
Burglary	631	601	315
Larceny from shops	373	378	226
Other Larceny ³⁸	469	364	124
Other Crimes	372	307	210
Total	1847	1659	877

- Highest crime detection rate of any other city in the country, 65% and 68% for 1999 and 2000.
- Thirty three neighbourhood watch schemes.





2.3 SWOT Analysis

STRENGTHS

- Demographics: age structure of the population.
- Natural Resources: beaches, coastline, mountains and rivers.
- Land Bank: industrial, commercial and residential land available for development.
- A leading Institute of Technology in the country.
- Active community and voluntary sector.
- Strategic importance to the Region: 4 out of 10 jobs in the city are occupied by persons living outside the City boundaries.
- Waterford Regional Hospital.
- Industrial/Productive International base.

WEAKNESSES

- Physical Infrastructure:
 - No motorway or express train to Dublin.
 - Underdeveloped Regional Airport.
 - Lack of advanced broadband infrastructure.
- Low levels of educational participation and completion.
- Lack of research and development.
- Reliance on traditional manufacturing sector.
- No University in the SE.

OPPORTUNITIES

- Gateway City in the NDP and NSS.
- Capacity of the city to grow and develop outside the city boundaries.
- Tourism Development: promote what we have to offer.
- Job creation in advanced manufacturing and services.
- Development of North Quays.
- Closest deep water port to mainland Europe.
- Decentralisation.

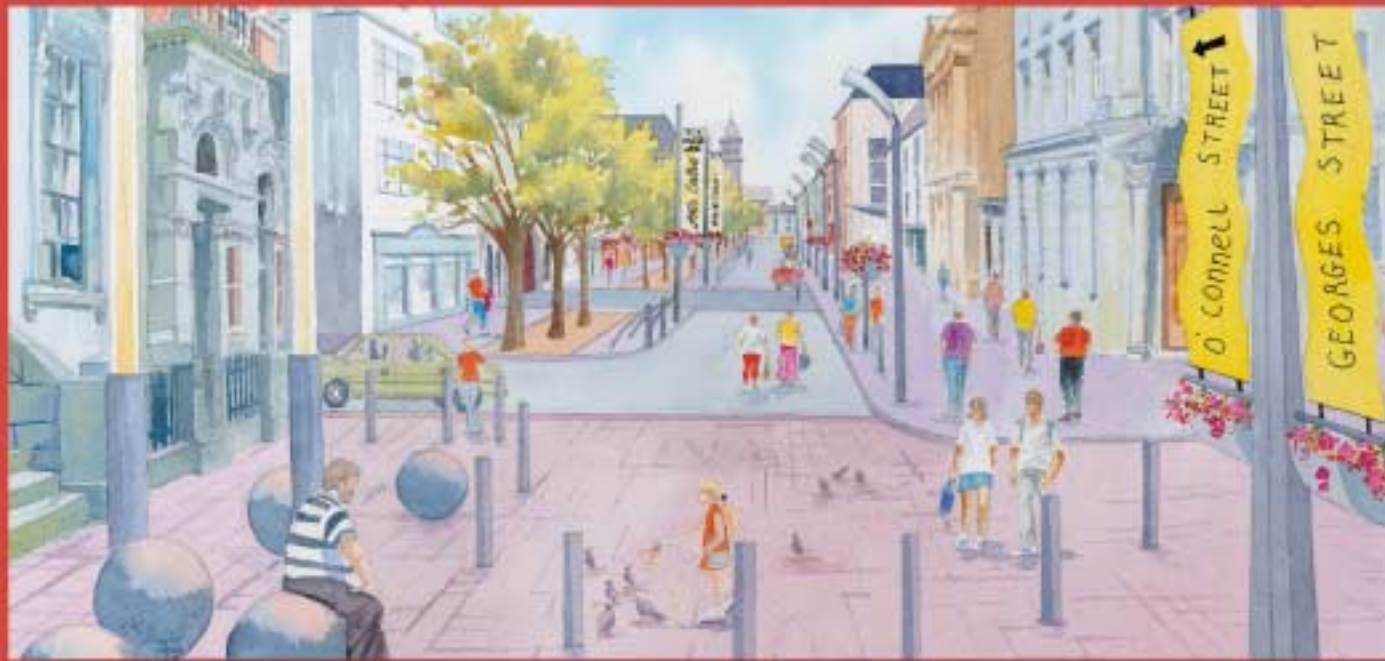
THREATS

- Lack of capital investment.
- Changing economic climate eg downturn in the economy.
- Lack of regional co-ordination.
- Poor profile of Waterford nationally.
- Failure to influence national decision makers (politicians and institutional decision makers).
- Poor physical appearance of parts of the City.



CHAPTER 3

Artist: Maeve Doherty



Waterford 2012, a vibrant city, providing a secure future for its people in a safe and healthy environment where all can achieve their personal goals and aspirations.



3.1 Vision for Waterford City

Waterford 2012, a vibrant City, providing a secure future for its people in a safe and healthy environment where all can achieve their personal goals and aspirations.

3.2 Key Challenges

WCDB has developed an agreed vision for Waterford city and has committed to work in genuine partnership to realise this vision. Some very fundamental issues and challenges are emerging which must be addressed to realise the vision.

- The population growth that will come with Gateway status must be managed to maintain the high quality of life enjoyed in Waterford city. The challenge is to accommodate growth by developing vibrant sustainable neighbourhoods yet maintaining our compact city. With the planned development of new neighbourhoods on green field sites there is an opportunity to work in partnership to create “model” neighbourhoods. Investing in social and community services and infrastructure in tandem with housing and commercial development can achieve this. The vibrancy of the city centre as the primary shopping area of the city must be maintained as the city expands.
- There is a need to develop a co-ordinated and targeted approach to tackling social exclusion. Much good work is currently taking place and there is a huge level of goodwill and commitment from both the state and community to tackle social exclusion in Waterford city. The challenge for the Board is to harness this energy, by providing leadership and co-ordination to

have a positive impact on the lives of people experiencing social exclusion and to eliminate social exclusion. Opportunities presented by the RAPID programme in meeting the needs of communities in the areas designated under the programme must be maximised.

- Investment in the education system and the education of people is critical to the future well being of the city from a social and economic perspective. The city must deliver greater diversity of educational programmes and services, in particular at third level and ensure that educational opportunities are accessible to all. The need for education policy makers to be involved in and participate in local structures cannot be over emphasised. Low educational attainment is the common thread in many marginalised groups. Participation of education policy makers on local structures such as the CDBs is vital if the education sector is to fulfil its potential in tackling social exclusion.
- It is essential that Waterford fulfils its role as the economic hub of the region, by creating an environment that is attractive for investment. We must get the critical mass in our zone of influence to enable Waterford city to act as a counter balance to Dublin. Significant opportunities will be presented under the NDP and the NSS to address deficiencies in the drivers of economic development and the challenge is to utilise this to our full advantage.
- A recent national survey by the Waterford Marketing Initiative highlighted the need to tell the “Waterford Story” and market the city in a co-ordinated manner.

Waterford city is a good place to live, visit and do business, but the challenge is to sell this message to the:

- People of Waterford
- Business/commercial and investment sector
- Tourists and visitors
- National politicians and institutional decision-makers with influence.
- In developing this Strategy it has become apparent that there is a need for agencies and groups to commit to gathering data at city level. This will become even more crucial as we move to implementation stage with the need to monitor the impact of the Strategy on the ground. WCDB provides an opportunity to develop a data centre as a resource for all groups and agencies in the city. The challenge is for data gathering to become a by-product of other work and not a task in itself.

This Strategy sets out a strategic framework that will require and enable all stakeholders to work in partnership in addressing the challenges and to realise the vision for Waterford city by 2012.

By 2012, Waterford city will be:

- The hub of the region
- A centre at the cutting edge of economic development
- A destination of first choice for tourists

AND

Its people will enjoy:

- A high level of educational attainment
- Quality services responsive to their needs
- An environment for vibrant community living.



CHAPTER 4



Waterford, a socially inclusive society with sustainable communities and a healthy people.



4.1 Overview

Sustainable Community Living is a broad theme encompassing:

- planning and provision of facilities to meet needs of communities
- environmental issues at neighbourhood and community level
- health and well-being of people
- sports development and active recreation
- cultural diversity
- a society where all are treated equally and
- processes that facilitate participation in decision making.

4.1.1 Planning for Neighbourhoods

Community living is about a sense of belonging and a sense of place that supports and builds civic pride. Neighbourhoods need to be planned to facilitate communities to grow and develop and must look beyond spatial planning, to work, past times and other needs. People need an association with where they live, be it through school, church, drama, sport or clubs. People must connect and develop social networks if vibrant communities are to emerge in developing neighbourhoods.

Waterford city is set to grow significantly over the period of this Strategy. The challenge is to manage this growth to ensure that “Waterford is one city – many neighbourhoods”. Neighbourhood development is the cornerstone of the Waterford City Council’s Development Plan 2002 – 2008 and this land use policy must be implemented and supported by the provision of social and cultural neighbourhood facilities in tandem with economic and

commercial infrastructure. In addition public services must be provided to meet the needs of communities. To develop inclusive communities we must ensure greater social integration in neighbourhood developments through the implementation of the Housing and Childcare Strategies and the Traveller Accommodation Plan.

4.1.2 Communities and the Environment

It is accepted that we can no longer sustain current environmental practices, in particular in waste management. A significant change in attitude to the production of waste, minimisation and management is required. Waste management affects everyone in society and this Strategy sets out to have all players fulfil their role in minimising the level of waste to landfill by prevention, minimisation, reuse, recycling and energy recovery. The Strategy will seek innovative ways of supporting communities to play their role in the future sustainability of Waterford i.e. social economy based projects. There is a need to raise the awareness of the public at large of environment issues from conservation of energy and water, recycling, traffic congestion and litter pollution.

4.1.3 Active Recreation and Healthy Living

The Strategy places significant emphasis on the development of sport and active recreation. No longer can we assume that people are naturally fit and active. Lifestyles have changed fewer adults walk or cycle with the car becoming the main mode of transport. The same holds for children, the many hours spent in front of television, play station or computer results in less time for active recreation. Surveys of second level students in Waterford city show that participation in active recreation is curtailed by part-time jobs and/or study demands.

While it is never too late to take up exercise, life habits are formed at an early age. Particular emphasis is placed on getting young people participating in active recreation. Not all youth want to participate in team or organised activities and we must ensure that we recognise and meet the needs of unattached youth. Unless we take a proactive approach and increase participation in active recreation we will place serious burdens on an already over stretched health system in the future.

4.1.4 Arts and Culture

Arts and culture are an integral part of community living. Waterford City has a vibrant arts and culture scene, much of which had its inception in the “Arts for All” group in the City in the 80’s. Music, dance, drama, theatre, literature are in abundance in Waterford. The role of the Irish language is seen as an integral and vital part of the Irish culture. Arts and culture have many functions in society, including entertainment, education, economic, tourism, personal development and social inclusion. The Arts Forum played a significant role in the preparation of Waterford City Council’s Arts Plan 2001-2004 and its implementation will form a major part of this Strategy. Many good themes and concepts formed part of a recent bid to become the European City of Culture in 2005. This Strategy will seek to develop some of the concepts in the bid, to further develop arts and culture in Waterford.



4.1.5 Social Inclusion

Much work has been undertaken in Waterford in the area of social inclusion. Waterford Area Partnership Board Ltd. (WAPB Ltd.) is funded by ADM Ltd to tackle social exclusion in six geographic areas of the city and with fourteen target groups. Designation of three areas of the city under the RAPID programme will provide opportunities to meet the needs of marginalised communities in an integrated and co-ordinated manner.

Social inclusion is the meaningful recognition of peoples identified needs and differences and the development of services which are accessible to all. It is facilitating participation so that those who experience exclusion are actively involved in decisions and developing choices that enhance the quality of life for all. Social inclusion is a cross-cutting issue that is highlighted across many of the key themes of the Strategy. WCDB intends to build on the good work currently taking place and aims to co-ordinate activity to ensure the effective delivery of social inclusion measures to eliminate social exclusion.

WCDB will support the work of agencies, groups and existing social inclusion programmes and have regard to their expertise to have them fulfil their role in delivering this Strategy.

4.1.6 Participation and Decision Making

The revitalisation of local governance presents an opportunity and a need for people to participate in the decision-making process at local level. People must be supported to participate in processes that affect their lives and communities. The Strategy supports the development of a vibrant citywide Community and Voluntary Forum, fully inclusive of all strands of society with processes and policies that encourage participation.

4.1.7 Voluntary Activity

This Strategy recognises the role played by volunteers across all strands of society. It will work to put supports in place to ensure that voluntary activity, which is at the very core of Waterford society is sustained. Community life depends on voluntary activity, be it sport, culture, Vincent de Paul, meals on wheels, tidy towns committees or civil defence. Many invaluable services would not be delivered without volunteers. The issue of the reducing number of volunteers arose across many of the consultation workshops. With the change in working patterns, there are fewer people willing and able to devote time to voluntary activity. There is a need to develop volunteerism on the basis of active participation, meaningful contribution, individual satisfaction and achievement.

4.1.8 Research

WCDB undertook considerable research to support the development of this theme, namely:

- Socio-economic Profile of Waterford City 2000
- Environmental Review of Waterford City 2001
- Report on Sports and Community Facilities in Waterford City 2000
- Social Trends in Waterford City 2001
- Audit of Educational Provision in Waterford City 2002
- Audit of Cultural Facilities.

This research helped identify key issues to be addressed in the Strategy and provides a benchmark to evaluate the impact of the Strategy.

Waterford, a socially inclusive society with sustainable communities and a healthy people



To have an integrated planning process to meet the social, cultural and economic needs of communities.



To develop best practice in the planning and building of neighbourhoods to meet the needs of communities.

- Use participatory models of consultation in preparing action plans.
- Establish a cross sectoral working group to plan for and provide facilities to meet the needs of communities.

To have the planning process support social integration.

- Implement existing and emerging strategies, i.e. Housing Strategy, Childcare Strategy, Traveller Accommodation Plan, Homeless Strategy and Homeless Youth Strategy.

To use best practice in the design and management of multi purpose community facilities.

- Research and implement national and international best practice.



To have a socially inclusive Waterford where all people are treated equally.



To develop an integrated and co-ordinated approach by state agencies, development agencies, community and voluntary sector to address the needs of specific target groups.

- Support the integration of refugees/asylum seekers into society.
- Develop an integrated and co-ordinated approach to address the needs of Travellers in a holistic manner.
- Develop Waterford as a city where disabled people can fulfill independent lives.
- Support the development and establishment of fora for target groups building on existing where appropriate.
- Promote the integration of target groups into society and the workplace.

To develop a strategy to meet the needs of Youth.

- Undertake an assessment of youth needs including facilities and services and develop a co-ordinated response, linking with the VEC Youth Committee, Youth Work Development Plan, (to include existing validated research in any assessment undertaken).
- Make Waterford a child friendly city.

To increase public participation in the decision making processes.

- Support the Community Forum to be fully representative of the wider community.
- Develop a consultation policy to be implemented by all organisations and groups.
- Develop a city-wide community development strategy.

To support voluntary activity.

- Establish a "Volunteer Bureau" to match volunteers with needs.
- Develop a network of voluntary groups to maximise use of resources and facilities.
- Design and develop a strategy for involving volunteers.
- Develop mechanisms to remove the fear of liability in connection with volunteering.
- Recognise, support and resource people engaged in unpaid work.

To promote the equality agenda.

- Support communities covered under equality legislation to access their rights.

Waterford, a socially inclusive society with sustainable communities and a healthy people

To ensure the health and well-being of all our people.

To work in partnership to make Waterford a safe city.

- Prepare and deliver an accident prevention programme including road, work, home and sport.
- Ensure all people feel safe through the development of community policing.

To reduce instances of substance abuse.

- Develop a co-ordinated approach to prevention and harm reduction.
- Develop programmes to implement the national Drugs Strategy locally.

To have all people lead healthy lifestyles.

- Educate for healthy living.
- Plan and provide active recreation areas.

Provide access to quality health services.

- Develop strategies to overcome barriers to access.
- Development of Regional Hospital to provide full health service.

To make Waterford the number one environmentally sustainable city in Ireland.

To have all schools and educational institutions play a role in promoting good environmentally sustainable practice and awareness of the key issues.

- All schools and educational institutions to be supported in developing sustainable programmes.

To involve all stakeholders in taking responsibility for and developing sustainable solutions to waste management issues.

- Develop an education programme for communities, business and industry.
- Implement best practice in all levels of waste management including the reduction of waste produced in Waterford.

To plan for and deliver an integrated and sustainable transport system to meet the needs of the community.

- Develop broad-based consultation to establish an integrated transport plan.
- Promote and encourage environmentally sustainable modes of transport that have minimum impact on natural and built environments.

To conserve energy and look at alternative means of supply.

- Develop and deliver an education awareness programme on energy conservation.
- Work with Waterford county to establish an Energy Agency in Waterford.

Protect and preserve the built and natural heritage.

- Educate and inform the public on matters pertaining to the conservation of wildlife.
- Research, document and promote biodiversity within the city/urban fringes.
- Support the enforcement of wildlife legislation as a matter of priority.
- Integrate the conservation ethos across all areas of policy making.
- Encourage best practice as regards the preservation of wildlife habitats within the planning process.
- Support global conservation initiatives.

Create a significant green belt area around the city boundaries.

Encourage greater consultation between the city and the county.

Waterford, a socially inclusive society with sustainable communities and a healthy people



To have all participate in sport and active recreation at a level that respects their needs, abilities and ambitions.



To establish a Waterford Sports Partnership.

- Develop an integrated strategy for sport in Waterford.
- Develop clear priorities for recreational amenities and improvements, with related quality management initiatives.

To put in place the necessary physical infrastructure for sports and recreation.

- Implement the recommendations of the report on *"Sports and Community Facilities in Waterford"*.
- Maximise usage of existing facilities.
- Provide increased recreational amenities.
- Develop the WRSC as a multi-purpose community-based Sports Complex.

To have all children participate in active recreation.

- Undertake a survey to look at the barriers to participation in sport and recreation and work with schools to ensure all children have the opportunity to participate in active recreation.

To increase participation in sport and active recreation.

- Develop coach and volunteer education programmes.
- Develop programmes to meet the needs of target groups utilising sport as a means of tackling social exclusion.
- Develop workplace initiatives to promote sport and recreation.
- Provide information on existing facilities and programmes.



To harness and promote the creativity of the people of Waterford.



To develop conditions for artists to live, work and create in the City.

- Empower artists to create original artistic work and generate fresh artistic ideas.
- Support physical infrastructure that assists the creative process and enables artists to display work in public.

To encourage the integration of arts as a strand of other development strategies.

- Maximise potential of art in contributing to social and commercial agendas.
- Capitalise potential of art by educating policy makers in state voluntary and commercial sectors.

To enable greater access and participation in the arts.

- Strengthen existing networks to engage the greatest possible number of people and provide a range of artistic services and experiences to the general public.
- All children, students and educational institutions to avail of a broad-based arts curriculum.
- Develop programmes to respond to changing public needs in a technologically driven world.

To fully utilise available human potential in developing arts activity and services.

- Empower individuals and organisations to realise their ideas and create conditions for the next generation of art practitioners to emerge.
- Harness Waterford's proven potential and expertise in creating art of an international standard.
- Create a climate whereby artistic activity has parity of esteem with other socio-economic activities.

To support and encourage the use of Irish language in all areas of life.

- Support the Irish language within the business sector.
- Support the Irish language in the community.



4.3 Performance Measurement

WCDB will establish a management group to oversee the implementation of this theme. The management group will be a sub-committee of WCDB and chaired by a board member. The management group will prepare an annual action plan outlining actions to be delivered, targets, timeframes, resources and lead organisation. The group will report to WCDB on a regular basis outlining progress on implementation of the action plan and highlighting any difficulties in reaching the targets. Given the broad nature of this theme the management group may consider establishing a number of focused thematic sub-committees to oversee each of the six goals under the theme. The committee may consider utilising existing structures with an expertise in certain areas i.e. the Local Sports Partnership may be an appropriate body to oversee the goal on sport and active recreation. However, responsibility rests with the management group to ensure this strategic theme is implemented and report to WCDB as required.

Key Indicators

Overall evaluation of the impact of the Strategy will be done by way of independent evaluation on a three-year cycle of activity. This impact evaluation will include measurement of progress against the following key indicators:

- Number of groups registered on the Community Forum
- Number of groups registered on the social inclusion strand of the Community Forum
- % change in mode of transport
- % bus routes with service every 15 minutes
- Number and % of disabled car parking spaces
- Number and % of public buildings with disability access
- % reduction in waste produced
- Quantity and % of waste recycled
- Improvement in air and water quality samples
- Waterford City to achieve targets under National Anti Poverty Strategy
- % population who are involved in active recreation
- % crimes committed
- % people who vote
- Number of new playgrounds built.

Given that this theme covers "quality of life" issues it may be necessary to undertake surveys to assess what determines peoples "quality of life" and what really matters to the people of Waterford and what their priorities are.

Where baseline data does not exist it will be the role of the management group to undertake the necessary research to establish a benchmark against which progress can be monitored.





Photographer: Michelle Brett



Photographer: Michelle Brett



CHAPTER 5

Waterford, a city with a learning culture where all people can achieve their full learning potential.

5.1 Overview

Education is a lifelong learning experience and provides us with life enhancing skills, personal development and fulfilment, improving job and career opportunities. The NDP identifies a "well developed education system as a key determinant of sustained economic development". Equally education and learning have a significant role to play in the social and cultural development of the city. At one end of the scale a highly educated workforce attracts higher quality jobs while at the other, research shows that educational disadvantage reinforces marginalisation. Current statistics and trends indicate that Waterford has lower participation rates in education than other regions. For instance the number of full time third level students in Waterford is well below other gateway cities. In the Department of Education and Science figures for 1997/1998 Waterford had 4,744 full-time students compared to 14,882 in Cork, 10,942 in Limerick and 11,183 in Galway.

This theme looks at education/learning in the broadest sense and also recognises that learning takes place in many varied settings both formal and informal. The Strategy is about building on the good work that is happening at present, to mainstream best practice and to look at the development of services to address unmet needs. Lifelong learning is making education attractive and accessible. People need to be able to return to education throughout their lives.

The Board acknowledges that schools play a wide role in the personal development of individuals. This work encompasses

sports, culture, environment and the development of civic pride. This role is about developing individuals personal capacities and social skills to participate fully in all aspects of life. Each of these vital roles within the education system is dealt with in more detail throughout the other thematic strands of the Strategy.

5.1.1 Audit of Educational Provision in the City

WCDB attaches great importance to the whole area of education and in so doing undertook primary research. This research looked at all levels of education at primary, secondary and third level. It involved inviting every school in the city to participate in completing a comprehensive questionnaire. This questionnaire examined existing and planned facilities, service provision, enrolments and gave schools an opportunity to raise issues relating to the implementation of education policy locally. A response rate of 85% was achieved and the findings will provide WCDB with very comprehensive data. This will enable WCDB to benchmark current provision of service and set targets to evaluate the impact of the Strategy. For instance in 1996 only 22.9% of the workforce in Waterford had reached Leaving Certificate standard. In March 2001, 80% of long term unemployed in Waterford did not have a Leaving Certificate (D/SCFA 2001). The results of the research identifies clearly areas which require improvement and which the Strategy needs to address. The final research report was written up as a joint initiative between WCDB and WIT.

5.1.2 Education Forum

The aim of WCDB is to co-ordinate and integrate service delivery and to this end it is proposed to establish an Education forum. This forum will be representative of all players in the field of education and learning. One of the roles of the forum will be to look at greater vertical linkages between levels of education provision but it will also look at improving horizontal linkages between the formal and informal providers. The forum will have a key role in examining existing research and utilising same in policy and programme development locally. The forum will also facilitate informed debate at local level in relation to education and learning policies. The role of the forum will be reviewed on a regular basis to have regard to policy changes in relation to local and national educational policy and structures. The chairperson of this forum will be independent.

5.1.3 Structural Changes

In developing this Strategy the need for greater engagement of education policy makers at local level has become apparent. WCDB will seek to have proposals for regional education structures put in place as soon as possible. The proposed structure should facilitate the Department of Education to be represented and participate on local development boards and to actively engage with education providers on the ground.

Waterford, a city with a learning culture where all people can achieve their full learning potential

To have all children complete second level education cycle.

To have equal access to all levels of education and lifelong learning.

To have all children prepared for primary school.

- Support the development of a comprehensive inclusive childcare strategy that takes into account the need for children to be prepared for primary school.
- Health Board and relevant personnel to introduce educational and developmental materials at home visits, development clinics and other opportune times.

To have all children literate and numerate.

- Develop a programme to identify children with literacy and numeracy problems and develop appropriate responses for children and parents.
- Support national campaign on literacy with local promotions and programmes.

To have higher retention rates.

- Develop a programme to support children in the transition from primary to post-primary and their retention in post-primary.

To have adequate and integrated support structure for parents and children.

- Develop a comprehensive home school liaison scheme to be implemented in all schools.
- Promote a range of initiatives that will provide a comprehensive range of supports to children and parents.

To meet the requirements of people with special educational needs.

- Review the policy on age appropriate learning.
- Assess how best to meet the requirements of people with special educational needs including Travellers, disabled, illiterate, refugees and people with learning difficulties.

To remove barriers to participation.

- Utilise existing research on barriers to develop and implement an effective policy and best practice, building on current experience.
- Develop a programme to identify adults with literacy problems and develop appropriate responses.
- Provide for an inter-agency response to include education representatives in the development of individual level responses.

To increase participation and retention in third level education.

- Develop clear and simple access, progression and transfer routes from further to higher education.
- Build on the existing pilot initiatives run by WIT and have them mainstreamed throughout the city.
- Develop a strategy for Waterford to become a city of learning with support from existing providers.
- Build on existing night course programmes and establish linkages with the relevant accreditation bodies.

Waterford, a city with a learning culture where all people can achieve their full learning potential

To have co-ordination between all learning providers to meet educational needs.

To offer a full range of third level education in Waterford city.

To develop vertical linkages between pre-school, primary, post-primary and third level.

- Establish a task group of the education forum, representative of relevant sectors, to ensure all providers of education work together.

To develop horizontal links between the formal and informal providers.

- Establish a task group of the education forum to ensure all education providers work together.

To maximise use of existing facilities and services.

- Develop a strategy for effective use of library facilities in provision of education.
- Utilise findings of educational research and the audit of community facilities to develop new access programmes.
- Promotion of FÁS Net College and the integration of multi-media community based centres.

To ensure adequate school facilities and programmes to meet current and future demands.

- Build on existing research to carry out an assessment of needs which incorporates all levels of education.

To enhance the autonomy of WIT.

- Have a new system of governance and resourcing in place.
- Promote the approval by government of a university charter for WIT.
- Support WIT to gain university level resources to enable it to fulfil its role in regional development.

To increase the diversity of courses on offer.

- Support the WIT in their development plan to maximise diversity of courses on offer.
- Support WIT to implement their facilities development plan.

To enhance the research and research training capacity of WIT.

- Attract increased external funding for research from national and international sources.

5.3 Performance Measurement

WCDB will establish an education/learning management group whose role will be to oversee the implementation of the education learning Strategy. The management group will be a sub-committee of WCDB and chaired by a board member. The management group will prepare an annual action plan outlining actions to be delivered, targets, timeframe, resources and lead organisation. The group will report to WCDB on a regular basis outlining progress on implementation of the action plan and highlighting any difficulties in reaching targets set.

Key Indicators

Overall evaluation of the impact of the Strategy will be done by way of independent evaluation on a three-year cycle of activity. This impact evaluation will include measurement of progress against the following key indicators:

- % of population with upper secondary level education
- % of the workforce with third level education
- % reduction in early school leavers
- % increase in literacy and numeracy rates
- % increase in retention rates in WIT
- % increase in pre-school attendance.

Where baseline data does not exist it will be the role of the management group to undertake the necessary research to establish a benchmark against which progress can be monitored.





CHAPTER 6

Photograph by info@studiolab.ie



*An enhanced environment in Waterford city
for economic development.*

6.1 Overview

The NDP recognises that the key determinants and drivers of sustained economic development are:

- Ease of access to domestic and foreign markets
- Modern communications and e-commerce network
- Back-up research and technology infrastructure which is accessible to enterprise in all sectors
- Well-developed educational system
- Highly qualified and skilled workforce
- High quality physical infrastructure, including inter-urban transport and energy transmission systems
- Adequate supply of housing
- Good overall quality of life
- High quality and sustainable environment.

Waterford city is recognised in the NDP and the emerging NSS as a Gateway. To fulfil this role and to act as a counterbalance to Dublin the above drivers must be in place. The economic theme of the Strategy will address access, physical infrastructure, ICT, skilled workforce,

business development including tourism and research. The Board recognises that social infrastructure and quality of life are significant drivers in attracting business. Modern business is built on people and people want to live in a quality environment. These are addressed in other thematic chapters of the Strategy.

6.1.1 Opportunities

Waterford city has many strengths to drive economic development, the keys being air, sea and rail access, a high quality Institute of Technology, zoned industrial land strategically located and sufficient land to accommodate population growth. The population of the city is currently 54,500 (including 7,500 in the immediate environs) making Waterford the largest urban centre in the SE. In addition the city economically supports a population of 118,000 in its zone of influence (approx 10-15 miles), as almost four in ten persons of the 31,000 working in the city travel from outside the city boundaries.³⁹ A recent report foresees the population of the city growing to 70,000 persons over the next decade. The potential exists with the right investment in infrastructure, industry and education to increase the population in the zone of influence to

300,000.⁴⁰ The challenge is to ensure that the existing facilities are developed to provide for the needs of a rapidly growing economic centre. WCDB acknowledges that there is economic interdependence between the city and region and vice-versa and that some economic issues need to be addressed jointly at regional level. These areas are covered in Chapter 9: The Regional Dimension.

This Strategy when implemented will address the deficits that have resulted in the city under-performing to ensure that by 2012 Waterford city has realised its vision to be the economic hub of the region. It will aim to capitalise on opportunities presented in the NDP and the NSS.

6.1.2 Research

WCDB commissioned a socio-economic analysis of the city that provided in-depth analysis of the issues affecting the economic development of Waterford city. It provided the Board with current data in key areas to supplement the 1996 census data. The report provides a baseline against which impact of the Strategy can be benchmarked.

An enhanced environment in Waterford city for economic development

To have key infrastructure in place.

To have good access to Waterford city to support it as a gateway.

- Develop and enhance road network to and within the city.
- Develop a modern rail service to and from Waterford city.
- Develop SE regional airport to meet the needs of the region.
- Deliver necessary infrastructural requirements of the Port.
- Have an integrated public transport system which is an environmentally friendly service to avoid congestion evident in other major urban centres.

To ensure that essential services are adequate to meet current and future demands.

- Establish an energy strategy group to ensure the future needs of the city are met.
- Build a sewerage treatment plant.
- Ensure adequate water supply.

To have a modern waste management facility.

- Provide a city and county waste management facility.
- Develop a strategy specifically for the business, commercial, industrial and construction sectors to minimise waste to landfill.

To develop a clear strategy on water management for the city.

To provide high quality facilities to support business development.

- Develop internationally traded service centre on the North Quay.
- Support the implementation of SEISS to develop modern, cost-effective telecommunications infrastructure.
- Ensure adequate land is zoned and developed for industry, offices, services, residential and amenities to meet future needs.
- Develop a policy to have necessary ducting laid on new roads at construction stage.
- Develop Belview Industrial Park as an attractive business location.

To have a highly qualified and skilled labour force in Waterford.

To increase percentage of labour force with third level qualifications.

- Support collaboration between third level Institutes and industry.
- The delivery of third level programmes should facilitate those in full-time employment.
- Have business development on the school curriculum and provide relevant training for teachers.
- Support WIT's strategy to deliver a greater diversity of programmes.

To ensure the labour force has the skills/qualifications to meet the changing demands of business.

- Develop a linkage programme between employers and educational and training providers.
- Utilise the findings of the D/SCFA research on unemployed in the city to develop appropriate interventions to remove blockages to participation in the labour force.
- Utilise the potential of Social Economy.
- Utilise the RAPID Programme and other relevant programmes to provide integrated services to meet

the training and upskilling needs of the labour force locally.

- Develop awareness of job opportunities in the city and encourage highly qualified and skilled emigrants to return to Waterford.

To increase employers investment in staff development.

- Investigate the feasibility of providing incentives to "people at work" to undertake training.
- Review existing models and develop a pilot programme within a specific sector.
- Support FÁS, VEC and WIT to promote investment and training of employees to meet identified future labour market demands.



An enhanced environment in Waterford city for economic development

To have competitive business with a balance across all sectors.

To have sustainable competitive businesses.

- Streamline the supports from development agencies to assist existing businesses to become more competitive.

To maximise the potential of Tourism.

- Work with the tourism sector to develop a strategy on product development.
- Improve image and appearance of the city to create good "first impressions".
- Develop a tourism culture in the city.
- Develop a data gathering strategy to facilitate benchmarking and measurement.

To minimise the risk of over reliance on any one sector.

- Generate increased employment in the high tech sector.
- Grow the internationally traded service sector.
- Decentralise public services to Waterford city.

- Ensure Waterford is developed and recognised as a regional retail centre.
- Research factors that influence investors business location.
- Grow and support indigenous businesses.

To substantially increase the level of research and development.

To ensure that the research and product development needs of the business sector are met.

- Support the development of campus companies.
- Promote research with particular emphasis on scientific, technological and environmental research and product development.

- Establish a centre for regional economic research at WIT.
- Identify the potential to assist food start ups in value added products.



6.3 Performance Measurement

WCDB will establish an economic management group whose role will be to oversee the implementation of the economic strategy. The management group will be a sub-committee of WCDB and chaired by a board member. The management group will prepare an annual action plan outlining actions to be delivered, targets, timeframes, resources and lead organisation. The group will report to WCDB on a regular basis outlining progress on implementation of the action plan and highlighting any difficulties in reaching targets set.

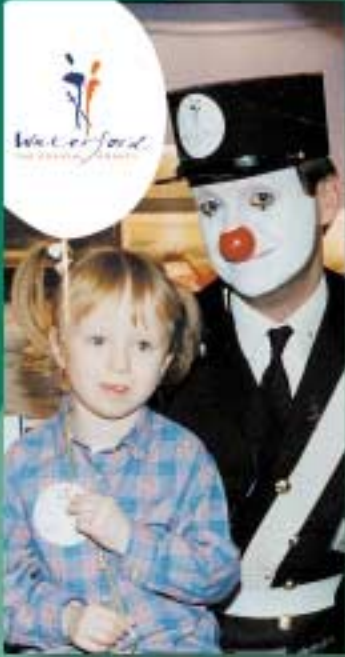
Key Indicators

Overall evaluation of the impact of the Strategy will be done by way of independent evaluation on a three-year cycle of activity. This impact evaluation will include measurement of progress against the following key indicators:

- Level of research and development spend in the city
- Number and % unemployed
- % of workforce with third level qualification
- Journey times to and from the city
- Average disposable household income
- % increase in new business start ups
- Employment by sector
- Number of social economy projects
- Number employed in social economy projects.

Where baseline data does not exist it will be the role of the management group to undertake the necessary research to establish a benchmark against which progress can be monitored.





Photographer: Andy McDermott



CHAPTER 7

Promote Waterford city as a desirable place for business, living and as a first choice tourist destination.

7.1 Overview

WCDB recognises that the Waterford Marketing Initiative has been actively promoting and marketing the city since its establishment in 1999. WCDB will work in partnership with the Marketing Initiative to address the challenges that lie ahead.

When we speak of marketing we aim to target several different audiences:

- People of Waterford: we strive to create confidence and pride in our people.
- Business/commercial and investment sector: national / international.
- Tourists and visitors.
- Politicians and institutional decision-makers with influence.

7.1.1 Research⁴¹

Despite Waterford Crystal having an excellent product brand name the level of awareness of Waterford as a place is disappointing. The benchmark survey undertaken by Lansdowne Research for the Waterford Marketing Initiative in 2000 showed that only 64% ever visited Waterford and just over a third visited in the last five years. The statistics on *recent visits* are low compared to other cities.

Consequently the ratings of *Waterford as a Place to live or visit* are somewhat disappointing. 39% were 'undecided' whether Waterford was a good/bad place to live and 29% 'undecided' whether Waterford was a good/bad place to visit.

Waterford rated well on perceptions associated with the four key attributes of safety, easy access, good weather and friendly local people. It was also strong on scenery, relaxation and beaches. However the city's relative tourist weaknesses emerged in the more 'manmade' or people-oriented attractions such as shops and restaurants, liveliness and fun, activities for children, festivals, history and culture.

7.1.2 The Way Forward

WCDB feel that the negative perceptions are a feature of the city's past and should no longer be allowed to act as a drawback to the city's potential. We will deliver our vision by working with others, utilising opportunities that come our way and creating our own opportunities.

The NSS and the need for balanced regional development present huge opportunities for Waterford. The congestion in the Dublin region is forcing people to re-assess the lifestyle choices they have made. Increasing travel time to work, pressure to have dual incomes to support expenditure, feeling of anonymity in the community and an overall lack of personal fulfilment are a reality for many living in the Dublin region. Against this type of backdrop the attractions of Waterford city and what it has to offer can appear very strong.



Promote Waterford city as a desirable place for business, living and as a first choice tourist destination

To develop a distinctive national identity.

To develop locally a culture of confidence and pride in the city.

To portray Waterford as an attractive business location.

To establish Waterford as a first choice tourist destination in its own right.

To continue a national advertising and PR campaign.

- Maintain a national advertising campaign that will reach 75% of adults.
- Have a national PR campaign achieving up to thirty hits per annum.
- Continue to utilise local media in other areas to reach national audience.

To utilise existing research findings to build on strengths and overcome negative perceptions.

- Conduct similar research in one year to benchmark progress.

To promote civic pride in all people.

- Work with the schools to develop an appropriate programme.
- Develop a promotional video.
- Work with schools to mainstream Junior Achievement Scheme.
- Develop a resource pack on what Waterford has to offer.

To harness the potential of local media to build civic pride.

- Promote our national message through local media.
- Host regular press conferences to inform local media of our promotional campaign and inform them on positive issues and results.
- Work closely with local media to create civic pride.

To attract both national and international businesses to locate in Waterford.

- Create and update as necessary, a resource pack of what Waterford has to offer to facilitate ease of marketing.
- Research factors that influence locational decisions and ensure data pack is relevant.
- Develop a promotional web site.
- Support development agencies promotional campaigns.
- "Promote Waterford" campaign using testimonials and success stories.

To inform and educate decision-makers about Waterford's strengths and to maximise its designation as a gateway and counterbalance to Dublin.

- Establish a "Waterford Forum" to provide a co-ordinated approach to selling Waterford.
- Promote Waterford as the regional gateway and promote importance within the region.
- Establish a network of HR managers and Trade Unions.

To increase repeat visits to Waterford to 50% by 2012 and first visit to 75%.

- Support SERTA and Waterford Tourism in their promotion and marketing campaign.
- To maximise tourist potential of existing and new twinning linkages.

To increase range of events attracted to the City.

- Attract more national and international events to Waterford.
- Secure further growth in international cruise business.
- Secure further growth in conference, shopping, heritage and business travel.
- Promote festivals and value breaks.

7.3 Performance Measurement

WCDB will establish a marketing management group incorporating the Waterford Marketing Initiative to oversee the implementation of this theme. The management group will be a sub-committee of WCDB. The management group will prepare an annual action plan outlining actions to be delivered, targets, timeframes, resources and lead organisation. The group will report to WCDB on a regular basis outlining progress on implementation of the action plan and highlighting any difficulties in reaching targets set.

Key Indicators

Overall evaluation of the impact of the Strategy will be done by way of independent evaluation on a three-year cycle of activity. This impact evaluation will include measurement of progress against the following key indicators:

- % population who have ever visited Waterford
- % population who have visited Waterford in last 5 years
- Rating of Waterford compared to other cities as a destination
- % population reached with media campaigns
- % change in negative perceptions of Waterford.

The research undertaken by Waterford Marketing Initiative in 2000 provides a benchmark against which progress can be monitored.



Photographer: John Power



CHAPTER 8

Photographer: Ashley Thompson



Waterford as a model of effective collaborative approaches to people focused service delivery.

8.1 Overview

Co-ordination of services to meet peoples needs is a challenge to all service providers. In Ireland a large number of separate organisations and specialist agencies deal with a wide range of services such as industrial development, local development, physical planning, education, health, social services, environment and tourism. These all report more or less directly "vertically" to their parent Departments. Ensuring "horizontally" integrated service delivery across these bodies at local level is therefore not easy. The primary role of WCDB is to address the challenge of local service integration and co-ordination. The desired outcome of WCDB process is better local integration of a broad range of services and a better quality of life for all people. The process seeks to maximise the effectiveness of spend at local level in meeting the needs of the people.

Co-ordination of services does not happen automatically, it must be carefully planned and encompass and empower the needs of its target groups. For example an assessment of needs of a group such as the elderly could be undertaken and programmes developed to see how best their needs could be met. It may be the responsibility of the state to provide housing and primary health care, with the community fulfilling the role of providing social activities and social care through social economy based projects. It is important to recognise that no one agency on its own can tackle these issues but through co-ordinated collective effort progress can be made and planning is key to achieving this.

Equally co-ordination could be on a geographical basis. Are the needs of the community being met, from childcare, youth facilities and programmes, through to the needs of the older person? One could assess the needs of the area and

look at gaps and overlap in service provision and agree a strategy to meet these needs in a co-ordinated manner.

Co-ordination of services is challenging work. It requires huge commitment of resources, in particular staff time. For co-ordination to work effectively there is need to have agreed outcomes or objectives against which progress can be measured. All agencies and groups must commit to the process and there must be openness about programmes and plans and a commitment to consult on programmes to see where value can be added.

8.1.1 Models of People Focused Service Delivery

Waterford has a number of initiatives that are in their infancy, which are encouraging the development of a People Focused Service Delivery.

- **RAPID Programme:** The essence of the RAPID programme is the co-ordination of services and the delivery of investment to meet community needs. WCDB supports the programme and sees it as a pilot in integrated service delivery where emerging best practice could be mainstreamed.
- **Community Needs Assessment:** The community needs assessment piloted in Larchville/Lisduggan uses the 'results accountability' model. This process uses research to establish the needs in the area and the residents perception of services in the area, both public and community. The research sets a benchmark against which progress can be monitored. Responses to the communities needs are developed in consultation with the community.

- **Springboard Initiative:** This initiative practices an holistic approach to dealing with young people at risk and involves cross agency collaboration to address the needs of the families participating in the project.
- **Social Inclusion Measures:** The SIM Committee has a key role to play in the co-ordination of social inclusion measures locally. The SIM committee's first task is to undertake an audit of what currently exists and identify any gaps or overlaps. It must then agree a set of protocols for the implementation of new programmes and plans and highlight areas where difficulties may be present. In time the goal would be to move up the steps of the integration ladder from networking, co-ordination and co-operation through to collaboration.

WCDB Strategy supports all of these models of co-ordination and will build on their experience to mainstream best practice and deliver in other areas.

8.1.2 Data Gathering

Effective data gathering and dissemination are key to the development of People Focused Service Delivery. It is envisaged that all central government departments will in time inform WCDB of all funding being approved and channelled into Waterford city. The ultimate outcome of this is to identify the gaps evident in Waterford city and to plan for ways to address these gaps.

Waterford as a model of effective collaborative approaches to People Focused Service Delivery

To have service providers and users work in partnership to deliver effective services.

To have an effective data gathering and dissemination of information strategy.

To maximise the potential of social inclusion programmes to address the needs of designated areas and groups.

To have service providers move from singular to holistic approach to service delivery.

- Mainstream models of best practice emerging from the Springboard Initiative.
- Develop pilot initiatives to deliver integrated services to agreed target groups i.e. Travellers, early school leavers.
- Develop training and support for staff delivering integrated services.
- Develop effective fora to facilitate service providers to work collaboratively at local level i.e. Homeless Forum.
- Mainstream models of best practice from the work of WAPB Ltd.

Utilise results accountability model to ensure services meet the needs of communities.

- Build on the community needs assessment in Larchville/Lisduggan to develop integrated service delivery plans.

Maximise potential of IT in service delivery to people e.g. REACH and e-broker initiative.

To have an agreed protocol for consulting on plans and programmes.

- All agencies and groups to formally proof plans and programmes against Strategy.
- A consultative mechanism to be agreed in respect of new programmes and initiatives.

To have all agencies gather data and statistics at City level.

- Agencies to make necessary arrangements to provide data at a city-wide level.

To support the development of a database to gather and disseminate information on publicly funded programmes and initiatives.

- Build on the audit work of the SIM committee to develop effective mechanisms for gathering data.
- Have an agreed common section in funding application forms to ensure consistency of data gathered.

To maximise the potential of websites to disseminate information.

- Build on the work of the www.waterfordinfo.com website.
- Promote and develop the new WCDB website.

To endorse and deliver the RAPID Plan.

- Build on existing relationships and work together to achieve common goals.
- Support participation by communities in the RAPID Programme.

To support the ongoing delivery and implementation of WAPB Ltd. Strategic Plan.

- Build an awareness of the issues of the community and voluntary sector of WAPB Ltd.
- Support the development of the community and voluntary sector to become an independent voice for the target communities.

8.3 Performance Measurement

A management group will be established to oversee the implementation of this theme. The management group will be a sub-committee of WCDB and chaired by a board member. The group will prepare an annual action plan outlining actions to be delivered, targets, timeframe, resources and lead organisation. Report will be made to WCDB on a regular basis outlining progress on implementation of the action plan and highlighting any difficulties in reaching targets set.

Key Indicators

Overall evaluation of the impact of the Strategy will be done by way of independent evaluation on a three-year cycle of activity. This impact evaluation will include measurement of progress against the following key indicators:

- % change from the benchmarks established through the Larchville/Lisduggan Community Needs Assessment
- % improvement in deprivation indicators in areas designated under the RAPID programme
- % improvement in deprivation indicators in geographical areas targeted by WAPB Ltd.





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CHAPTER 9



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The South East (SE) region as a whole is lagging behind other regions as illustrated by a number of key social and economic indicators.

9.1 Background

The South East (SE) region as a whole is lagging behind other regions as illustrated by a number of key social and economic indicators. A brief review of these indicators follows. Two types of indicator have been used:

- Those that compare the performance of the region to the national average.
- Those that compare the performance of the region to that of other regions outside the Dublin area.

These two approaches have been adopted, as it would be unreasonable to expect the region to perform to the national average with respect to some indicators because of the undue influence of Dublin in many instances.

Indicator	National		Region
	Incl. Dublin	Excl. Dublin	
Percentage with third level education	19.0%	–	14.7%
Tourist Numbers/Head of Population	–	4.8	5.6
Tourist Expenditure/Head of Population (€)	–	1,138	1,021
Unemployment %	3.9%	–	4.9%
Average Income Index (State = 100)	100	83	79
Vehicle Registrations/Head of Population	0.68	–	0.55
Population Dependency (Dependent age groups as ratio of active age groups)	0.696	–	0.757
Forecast Population Growth ⁴²	25.9%	–	0.7%

9.2 Need for Regional Co-operation

It is clear from these figures that the SE region has been under-performing in comparison to the national average with respect to many indicators and even more so when compared to other regions. In the light of these figures it is clear that the counties in the region need to co-operate in order to ensure that the region's position is improved over the next period of time.

Regional co-operation is difficult to achieve. Traditionally our allegiances, our system of local government, and the manner in which we organise sports nationally have combined to make the county the focus of attention. In such an environment competition rather than co-operation between counties has been the norm. However, this is changing with some successful regional projects including the South East Information Society Strategy (SEISS) and the SE Joint Waste Management Plan.

There are many issues that transcend county boundaries and these require a regional focus in order to maximise co-operation and minimise inappropriate competition between counties. Some of these issues can only be addressed through regional co-operation, while others will benefit from a regional focus.

The primary goal of the NSS is to balance regional development against growth in the greater Dublin area. The SE must avail of this opportunity and ensure that the necessary resources and investment are received to advance the region and that the drivers of economic development are present.

9.3 Regional Approach

It is agreed that a regional approach is required in the following areas:

- 9.3.1 The provision of third level education
- 9.3.2 Waste management
- 9.3.3 Energy provision
- 9.3.4 Public transport
- 9.3.5 Infrastructure (roads, water, sewerage)
- 9.3.6 Tourism
- 9.3.7 Information technology
- 9.3.8 Healthcare
- 9.3.9 Major projects
- 9.3.10 Media and communications

9.3.1 Third Level Education

It is important that the SE region is not disadvantaged socially or economically by the absence of a University based within its boundaries. It is also important that the highest quality third level education is provided in a manner that will ensure maximum participation in education by the people of the region and that the social, cultural and economic life of the region is enhanced to the greatest extent possible.

As an initial step, third level educational Institutes will be requested to participate in a forum to examine the needs of third level education in the region and the ways in which such education might be provided in a coherent and integrated way.

It will be expected that this forum will produce a report within three months of its formation and that actions will commence immediately following the acceptance of the report. It is recommended that an independent facilitator chair this forum.

9.3.2 Waste Management

The six local authorities (Waterford City Council, Waterford Co. Council, Wexford Co. Council, Kilkenny Co. Council, Carlow Co. Council and Tipperary S.R Co. Council) have produced a Joint Waste Management Plan. The overall aims of the plan are:

- Promote waste prevention and minimisation through source reduction, producer responsibility and public awareness.
- Manage the recovery/recycling/disposal of waste arising on a regional basis.

The authorities will continue to co-operate to implement the plan.

9.3.3 Energy Provision

The Region should co-operate to ensure that it has sufficient energy supplies to meet the needs of community and business for the next twenty years.

a) Energy Needs

- The strategic energy needs of the region will be assessed.
- The means of satisfying these energy needs will be identified.

- Discussion will be held with energy suppliers regarding the impact of this provision on the various cities and counties within the region in terms of distribution network needs.
- A strategy will be developed for agreement by all cities and counties within the region.

b) Renewable Energy

- The region's renewable energy potential will be assessed.
- Regional targets for local supply of energy will be identified.
- The most suitable areas for the provision of renewable energy projects will be identified.
- Such projects will be promoted by the region as well as by local authorities.

c) Energy Management

- A network of local energy agencies will be established.
- Co-operative projects in energy conservation will be developed and implemented with regional assistance.

Prior to the establishment of the Energy Agencies it is proposed that an inter-county group be established to pursue the actions outlined above with a regional forum to be established to oversee co-ordination.

9.3.4 Public Transport

The cities and counties of the region will co-operate to investigate the feasibility of the following by incorporating them in the brief of the Regional Transportation Strategy Study:

- That all county towns are linked by an efficient public transport systems.
- That all county towns are linked to the rest of the country through rail and road.
- That all towns with a population of over 1000 are linked to other towns through the bus system.
- That all seaports are developed and provided with levels of access that will ensure their benefit to the region.
- That an airport development strategy is implemented that will ensure the establishment of a viable airport of a nature that will enhance the economic and social life of the region.

9.3.5 Infrastructure

Where key infrastructural projects are of regional significance and benefit, the local authorities in the region will co-operate to ensure early delivery. The authorities will continue to work in partnership with the National Roads Authority to maximise investment under the NDP.

9.3.6 Tourism

All counties agree to support a Regional Tourism Strategy. This strategy will focus on the development of facilities within the region. It will reflect the requirements of sustainable tourism, the use of the region's strengths and the distribution of tourism development throughout the region so that all areas of the region benefit from tourism.

The commitment of counties to such a Strategy will also extend to the implementation of a regional tourism marketing strategy and to the provision of resources to implement such a strategy under the guidance of the SE Regional Tourism Authority.

Before any city or county pursues any large-scale tourism development, the impact on the region as a whole will be considered. Where the development can be shown to have positive region-wide impact it will be supported by all in the region.

Where a major tourism development is proposed and is deemed to be suited to one particular location only, the region will support the provision of that facility.

9.3.7 Information Technology

A SE Information Society Strategy (SEISS) and Action Plan have been prepared. The local authorities will support the implementation of this plan.

A task group to oversee the implementation of SEISS will be established within the region. Membership of the group should represent the various stakeholders.

Information will be gathered to identify the needs of regional organisations and industries and services within the region and to identify any barriers to development or administration that the existing network may present. Information will also be identified about the service provision that is planned by the network providers in the region.

The project to facilitate the provision of a distribution system for cabling at a regional level under the control of the local authorities will be supported by the region as a whole.

9.3.8 Healthcare

In order to have a coherent regional policy regarding healthcare provision the CDBs in the SE will work in co-operation with the Health Authority to do the following:

- Identify the range of services that can be supported at a regional level in terms of technical resources required and sufficiency of demand to ensure adequate experience for medical staff.
- Identify the range of major facilities that should be provided at a county level.
- Identify the most appropriate location for regional level services with due consideration for the current availability of services both within and outside the region.
- Identify an appropriate medical service that might have its national centre based in the region.
- Identify an appropriate medical management service that might have its national centre based in the region.
- Examine the possibility of the establishment of a teaching hospital in the region or the possibility of attaching a teaching function to an existing hospital.

9.3.9 Major Projects

Where a major proposal (tourism, culture, sporting) is being considered it is proposed that a mechanism to agree support in the region be established:

- The regional implications of the proposal will be specifically considered as part of the project evaluation.
- The support of the other cities and counties within the region will be sought for the proposal.
- Where such support is not available a process will be put in place to evaluate the competing claims of different areas and an attempt will be made to gain consensus on the best way forward.
- Where agreement cannot be reached the cities/counties will pursue their individual projects without the expectation of regional support.

As an action it is proposed that an identified officer of each local authority be assigned the task of ensuring that the agreed mechanisms are implemented.

9.3.10 Media/ Broadcasting

To advance the region, the CDBs will commit to issue joint press releases where appropriate to promote the concept of the region "working together". A forum will be established to progress and agree a mechanism for implementation.

Photographer: Ashley Thompson



CHAPTER 10

Photographer: Ashley Thompson



WDCB has overall responsibility for the implementation of this Strategy. The board members and the groups and organisations they represent have accepted this responsibility by participating in the preparation of and signing off on the Strategy.

10.1 Overview

WCDB has overall responsibility for the implementation of this Strategy. The board members and the groups and organisations they represent have accepted this responsibility by participating in the preparation of and signing off on the Strategy. The Strategy has five key themes and a management group will be established to oversee the implementation of each strategic theme.

The implementation of the Strategy is dependent on resources - human, financial and time. It will be essential that all players prioritise actions under the Strategy in their operational plans and programmes and make necessary provisions for staff and funding. For actions under the Strategy to be sustained over time it will be necessary for them to be mainstreamed and funded accordingly. Agencies and bodies need to acknowledge that working in partnership requires resources and appropriate support mechanisms should be put in place for staff involved in the process.

10.2 Management Groups

The management groups are sub-committees of WCDB. The membership of the management groups will be agreed by WCDB and will reflect the agencies and bodies necessary to implement each theme. A board member will chair each management group. The first task of the management groups will be to present an annual action plan for inclusion in the overall action plan of WCDB which will be agreed and signed off by the Board. This plan will include targets, time frame, resources and lead organisation against actions. The management groups will present formal reports to the Board at regular intervals outlining progress on the implementation of the annual action plan and, of equal importance, highlighting any difficulties in reaching targets set.

10.2.1 Annual Action Plan

The annual action plan will draw together all of the actions proposed as priorities for the year under the five strategic themes. The actions proposed must be consistent with the overall Strategy or ensure that reasons for deviation are fully outlined. The plan will:

- Set out annual targets against each action.
- Establish benchmarks in agreement with the Board.
- Outline any policy changes which will impinge on the Strategy and will endeavour to ensure that the Strategy remains consistent with national policy.
- Identify lead organisation against each action along with indicative partners and resources.
- Be proofed against national policy (equality, gender, poverty and sustainability) and local operational plans.

The Board will adopt the first annual plan within three months of completion of the Strategy and thereafter annual action plans will be adopted within a timescale agreed by the board, having regard to the budgetary cycles of organisations.

10.2.2 Six-Monthly Reports

Each management group will prepare and present biannual reports to WCDB. This report will present progress mid way through the year and recommend change in areas presenting difficulties.

10.3 Reaching targets

The board recognises that this is a ten year Strategy and that some actions can be delivered early in the process (1-3 years) with others taking considerably longer.

10.3.1 Yearly

The targets set in the annual action plan will be monitored on a six-monthly basis and will be reported in the annual report of WCDB.

10.3.2 Three yearly

Implementation of the Strategy and its impact will be subject to independent evaluation on three-year cycles of activity. This independent evaluation will look at the level of impact i.e. has the Strategy made a difference? It will report on the following:

- Attainment of goals and objectives.
- Overall progress in relation to the five key themes.
- Overall impact of the Strategy and progress against benchmarks and indicators set at the outset. Impact assessment may require market research to ascertain the general public's perception of change.
- Level of buy-in and commitment to deliver the Strategy.
- Level of change in thinking and how we do things.
- Recognition of Strategy in local plans and programmes for all board member's, organisations and groups.

A report will be presented to the Board making recommendations on the future work of WCDB. This report will be taken into account when the Strategy is reviewed.

10.4 Consultation

The Strategy will be implemented on a consultative basis and the Board will continue to develop effective two-way channels of communication with all stakeholders. There will be ongoing consultation with the Community Forum as the Strategy is implemented.

10.5 Proofing

The Board will continually proof implementation of the Strategy against national policies and will place particular emphasis on poverty, gender, equality and sustainability proofing. To this end the Board will endeavour through training to develop in-house expertise (staff and board

members) in proofing mechanisms and best practice.

The proofing process may highlight areas where national policy will need to be challenged and changed to meet local needs. The Board also recognises that the social, economic and cultural climate will change and will necessitate review and change of the Strategy.

10.6 National Task Force

WCDB will make regular reports to the National Task Force on implementation of the Strategy.

APPENDICES

APPENDIX 1: Membership and Executive of Waterford City Development Board

Membership of Waterford City Development Board

Chairperson:

Alderman Maurice Cummins

Local Development Agencies:

Ms. Margaret Bond, City Enterprise Board

Mr. Thomas Erbsloh, WAPB Ltd.

Mr. Eamonn Flynn, WAPB Ltd.

Ms. Tina Gordan, WAPB Ltd.

Ms. Maria Power¹, WAPB Ltd.

Mr Bill Rafter, City Enterprise Board

Waterford City Council:

Mr Eddie Breen

Councillor Michael Ivory

Councillor Laurence O'Neill

Alderman Hilary Quinlan, Mayor

Councillor Seamus Ryan

Councillor David Walsh

State Agencies:

Mr. Gary Breen, S.E.R.T.A.

Mr. Tom Kennedy², S.E.H.B.

Mr. Gerry Maher, D/S.C.F.A.

Mr. Jim Maher, V.E.C.

Dr. Venie Martin, W.I.T.

Supt Michael McGarry, Waterford Gardaí

Mr. Michael McGuire, Enterprise Ireland

Mr. Tony Power, FÁS

Vacant, IDA Ireland³

Social Partners:

Mr. T. V. Honan, Community Forum

Mr. David Lane, ICTU

Mr. Brendan McCann, Community Forum

Mr. Noel Richards, Employers / Business

Vacant, Community Forum⁴

Ex-members include:

Alderman Davy Daniels, Mayor

Mr. John Kiely, Community Forum

Alderman Pat Hayes, Mayor

Mr. Pat Loftus, IDA Ireland

Mr. Eoin O'Neill, WAPB Ltd.

Mr. Terry O'Sullivan, WAPB Ltd.

Executive of Waterford City Development Board

(Office of Community and Enterprise, Waterford City Council)

Colette Byrne, Director of Community and Enterprise

Janet Coogan, Community and Enterprise Development Officer

Jane Desmond, Assistant Staff Officer

Honor Dunphy, Community and Enterprise Development Officer

Oonagh Labros, Clerical Officer

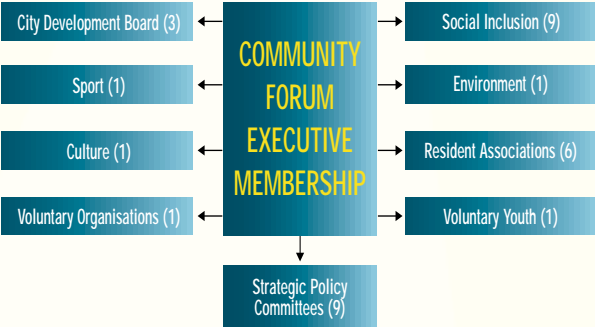
Ex-Executive members:

Mary Quigley, Administrative Officer

APPENDIX 2: Membership of Community Forum and Executive

Membership of Executive

The Waterford city Community Forum was established in March 2000 and currently has 237 members with a diverse range of interests which include resident associations, sport, health, social inclusion, environment, culture. The groups are listed according to their sectoral interests on the following pages. An executive is nominated from the wider forum whose role is to represent the interests of the wider forum and the membership is as follows:



Strategic Policy Committees (SPC's)

These committees have the task of assisting the local authority in the formulation, development and review of policy. The five SPC's in Waterford city Council are:

- Housing
- Economic Development and Planning
- Environmental Policy
- Transportation and Infrastructural Policy
- Community, Social and Cultural Development

Resident Associations

The city is divided into six geographical areas and one representative is selected from each as follows:

- Cork Road
- Dunmore Road
- Ballytruckle / Grange
- Gracedieu
- Ferrybank
- City Centre

Social Inclusion

There are twelve sectors represented on the Social Inclusion Strand and there are nine representatives selected to sit on the Executive. The twelve sectors deal with issues concerning:

- Travellers
- Women
- Community Youth
- Gays/Lesbians
- Disability
- Community Development
- Unemployed
- Drugs
- Refugees/Asylum Seekers
- Family and Childcare
- Homeless
- Elderly

Membership of Community Forum

Community Development

- Ballybeg Community Development Project
- CORI
- Farran Park, St. Catherine's Grange Comm Dev Group
- Larchville/Lisduggan CDP
- The Comet Group
- Waterford Community Development Constituency

Community Youth

- Ball Project
- Ball Skills Programme
- Ballybeg Special Youth Project
- Inner City Youth Project
- Manor St. John Special Youth Project
- SHY Project
- Sixty Six Jump Street Foroige Club
- SWAY Project
- Waterford Regional Youth Service
- Waterford Youth Industries

Culture

- Barrack Street Concert Band
- City of Waterford Brass
- Cuala Verbal Arts
- De la Salle Musical Society
- Edmond Rice Choral Society
- Gael Taca
- Garter Lane Arts Centre
- Ghlor na nGael Phortlairge
- Mount Sion Silver Band
- Port Lairge le Gaolann Teo
- Red Kettle Theatre Company
- Stage Fright MTC

- Symphony Club of Waterford
- The Forum Theatre
- Theatre Royal
- Thomas Francis Meagher Band
- Waterford Archaeological and Historical Society
- Waterford Ballet Academy
- Waterford City Pipe Band
- Waterford Civic Trust
- Waterford Dramatic Society
- Waterford Film Society
- Waterford International Festival of Light Opera
- Waterford Music Club
- Waterford Regional Gardening Club
- Waterford Spraoi
- Waterford St. Herblain Town Twinning Comm
- Waterford Youth Drama
- Westend Live
- Wyd Film/Video Unit

Disabled

- AWARE
- Enable
- Irish Fight for Sight
- Irish Wheelchair Assoc. Sports Club*
- Multiple Sclerosis Society
- National Council for the Blind
- People With Disabilities in Ireland, Waterford Network
- Waterford Assoc. for the Mentally Handicapped
- Waterford Centre for Independent Living
- Waterford Cerebral Palsy
- Waterford Downs Syndrome Assoc.
- Waterford Mental Health
- Waterford Stroke Club

Drugs

- Community Based Drugs Initiative
- Southside Community Based Drugs Initiative
- Waterford Community Drugs Network
- Waterford Drug Helpline

Environmental

- Amnesty International
- An Taisce
- Earthwatch Waterford
- Ferrybank Tidy District Association
- Irish Wildlife Trust - Waterford Branch
- Organisation for Ecologically Sustainable Waste Mgt Ltd.
- World Development Centre

Family and Childcare

- Barnardo's Family Support Project
- CURA
- Doras
- Helping Hand Group Waterford*
- National Assoc. of Widows in Ireland
- Parental Equality
- Rainbows for All Children
- Rape Crisis Centre
- Society St. Vincent de Paul*
- St. Brigids Family and Comm. Centre
- St. Joseph's Childcare and Community Centre
- St. Patrick's United Church*
- Teenagers and Prison Committee
- Waterford Student Mothers Group

Gays/Lesbians

- Waterford Gay/Lesbian Resource Group

Health

- Irish Kidney Association
- Irish Red Cross Society
- Order of Malta*
- Special Committee Organising Patients Entertainment (SCOPE)
- Waterford Healing Arts Trust (W.H.A.T.)

Homeless and Housing

- Breadline
- Cluid Housing Association*
- Estate Management Committee*
- Focus Ireland -Waterford Branch*
- Housing Forum Customer Group*
- Matthew Shea / Michael Walsh Charity*
- Respond*
- Spring Gardens Housing Association*
- The Ballybeg Forum
- V.de P. Men's Hostel*

Information Services

- Waterford Area Partnership Ltd.
- Waterford Citizens Information Centre Ltd.*
- Waterford Money Advice and Budgeting Service*

Miscellaneous

- Intercom Computer Training
- Waterford Institute of Technology, Student Union

Older People

- Deise Active Retirement Association
- The Carers Association*
- Waterford Active Retirement Association
- Waterford Care of the Aged Society

Residents Associations

- Alliance of Res. Assoc. of Dunmore Road and Grantstown Area
- Amalgamated Tenants Assoc., (Ferrybank)
- Ardkeen Village Residents Assoc.
- Ashley Court Residents Assoc.
- Beau Street Residents Assoc.
- Belvedere Manor Residents Assoc.
- Birchwood Residents Community Group
- Clonard Park Residents Assoc.
- Cluain a Laoi Residents Assoc.
- Collins Avenue Residents Assoc.
- Cork Road/Kingsmeadow Residents Assoc.
- Earls court Residents Assoc.
- Estate Management Committee* (Ballytruckle Grange)
- Farran Park Residents Assoc.
- Gracedieu Residents Assoc.
- Grange Heights Residents Assoc.
- Hillview Residents Assoc.
- Kilcohan Residents Assoc.
- Lismore Resident Assoc.
- Lower Ballybeg Residents Assoc.
- Marian Park Residents Assoc.
- Powerscourt Lawn Residents Assoc.
- Prospect Mews Residents Assoc.
- St. Catherine's Grange Community Assoc.
- St. Johns Park Resident Assoc.
- The Elms Residents Group
- Tycor Area Residents Assoc.
- Viewmount Residents Assoc.
- Waterford Estate Management Committee (Ballybeg)

Sports and Recreation

- Ballygunner GAA Club
- Ballygunner Juvenile Hurling Club
- Benefica Ladies Football Club
- Bohemians FC
- Bolton Football Club

- Butlerstown Camogie Club
- Butlerstown GAA
- Celtic Squash Club
- Comeragh Cycling Club
- Comeragh Mountaineering Club
- Cumann Luth Chleas Gael Choiste Chontae Portlairge
- De la Salle Football Club
- De la Salle GAA Club
- De la Salle Juvenile Hurling and Football Club
- De la Salle Senior Hurling and Football Club
- De la Salle Venturer Group*
- Denny Gold Medal Waterford Junior Football League
- Erins Own GAA Club
- Ferrybank AFC
- Ferrybank Athletic Club
- Ferrybank GAA Club
- Irish Water Safety Association
- Irish Wheelchair Association Sports Club*
- Johnville FC
- Kilbarry Gymnastics Club
- Mount Sion GAA
- Mount Sion Ladies Football Club
- Red Star FC
- Rinnashank Sea Angling Club
- Roanmore GAA Club
- Sacred Heart Juvenile GAA Club
- Saviours Crystal Boxing Club
- South Eastern Mountain Rescue Association
- Special Olympics Waterford
- St. Anne's Waterford Tennis Club
- St. Benildus Chess Club
- St. Joseph's Football Club
- St. Joseph's Outdoor Activity Group
- St. Otteran's FC
- St. Paul's AC
- St. Paul's Boxing
- St. Paul's Football Club
- St. Saviours Camogie Club

- St. Saviours GAA
- St. Saviours Hurling and Football Club
- St. Saviours Soccer Club
- The Royal Life Saving Society
- TSB Waterford Schoolboys Football League
- Tycor Football Club
- Villa Football Club
- Waterford and District Motorcycle Club
- Waterford Archers
- Waterford Aero Club Ltd.
- Waterford Athletic Club
- Waterford Badminton Club
- Waterford Boat Club
- Waterford Chess Club
- Waterford Community Games
- Waterford Contract Bridge Centre
- Waterford Crystal Basketball Club
- Waterford Crystal Sports and Leisure Centre
- Waterford Crystal Swimming Club
- Waterford Greyhound Owners and Breeders Assoc.
- Waterford Harbour Sub Aqua Club
- Waterford Hockey Club
- Waterford Junior League
- Waterford Kickboxing Association
- Waterford Orienteers
- Waterford Primary Schools Football League
- Waterford Rugby Club
- Waterford School Girls Football League

- Waterford/Tramore Lifeguard Club
- Waterpark Rugby Footaball Club
- Wildcats Basketball Club

Traveller

- Traveller Youth Project
- Waterford Traveller Interest Constituency

Unemployed

- Waterford Resource Centre for Unemployed
- Waterford Social Economy Working Group

Voluntary Organisations

- Cluid Housing Association*
- Focus Ireland - Waterford Branch*
- Helping Hand Group Waterford*
- Housing Forum Customer Group*
- Matthew Shea/Michael Walsh Charity*
- Order of Malta*
- Respond*
- Society St. Vincent de Paul*
- Spring Gardens Housing Association*
- St. Patick's United Church
- The Carers Association*
- V de P Men's Hostel*•
- Waterford Citizens Information Centre Ltd.*
- Waterford Federation ICA
- Waterford Money Advice and Budgeting Service*

Voluntary Youth

- Adventurers Junior Youth Club
- Children's Group Link
- De la Salle Scout Unit
- De la Salle Venturer Group*
- Foroige District Council
- Hillview Foroige Club
- Irish Girl Guides
- Sacred Heart Scout Unit
- South East Training Scouting Ireland
- St. Nicholas Brownie Guides
- St. Paul's Scout Unit C.S.I.
- The Villa Girls F.C.
- Waterford Voluntary Youth Council
- Waterford Youthreach
- Waterford/South Kilkenny Scouting Ireland - CSI
- Woodies Foroige Club

Women

- Waterford Women's Centre Access 2000
- Women's Sector

* Indicates the groups that are represented in more than one cluster.

APPENDIX 3: Section 129 of Local Government Act 2001.

129.— (1) There shall be established, by order of the Minister under this subsection, in each county and city a body to be known as the “.....County Development Board” or “.....City Development Board” as the case may be (in this section referred to as the “Board”) with the name of the appropriate county or city prefixed.

(2) A Board shall, in so far as is provided by this section, operate under the aegis of the relevant county council or city council but is otherwise independent in the performance of its functions.

(3) Subject to and in accordance with guidelines issued under subsection (9), the membership of a Board comprises—

- (a) the members of the county council’s corporate policy group or city council’s corporate policy group (as the case maybe) and the relevant county manager or city manager;
- (b) representatives of public authorities operating in the county or city concerned;
- (c) such representatives of social interests, to be known collectively in the context of a Board as the social partners, as may be provided for in such guidelines;
- (d) such representatives of publicly funded or supported local development bodies concerned with local enterprise, rural development or community development as may be provided for in such guidelines;

(e) such other persons (if any) as may be provided for by such guidelines.

(4) (a) Subject to paragraph (b), the chairperson of a Board shall be appointed by the Board on nomination by the corporate policy group of the county council or city council concerned from among members of the group.

(b) After the commencement of Chapter 3 of Part 5 the chairperson of the Board shall be the Cathaoirleach of the county council or city council concerned.

(5) The functions of a Board are—

(a) to take such steps, as the Board may

consider appropriate, to enable each of the bodies and interests, whose functions affect the economic, social or cultural development of the county or city or any part of the county or city and its people (in this section referred to as the “community”) to provide the maximum benefit each of them can to such development, both individually and collectively; 103 County or City Development Boards.

[No. 37.] Local Government Act, 2001. [2001.] Pt.13 S.129104

(b) to draw up a strategy (in this section referred to as the “strategy”) for the economic, social and cultural development of the county or city and the community;

(c) to seek to secure that the policies and operations of the bodies and interests represented on the Board and of others accord generally with the strategy;

(d) to encourage and promote on an ongoing basis the co-ordination of the activities of the bodies and interests represented on the Board and co-operation generally between such bodies and interests so as to optimise resources and combined effort for the common good of the community.

(6) (a) A public authority, local authority, or other body which is represented on a Board, shall in so far as is not inconsistent with the performance of its functions—
(i) co-operate with the Board in its work, and
(ii) endeavour to comply with a request from the Board in respect of information of relevance to its functions.

(b) A Board may make recommendations to any public authority, local authority or other person as to the way in which the policies and programmes of such body or person should develop or operate as regards the county or city concerned and the community.

(c) Subject to the requirements of any other enactment, any public authority, local authority, or body referred to in paragraph (a), shall

in the performance of its functions as regards a county or city, have regard to the strategy and to any recommendations made under paragraph (b).

(7) In performing its functions a Board shall have regard to Government policy and shall comply with any general policy directives as may be given to it by the Minister.

8) The chief officer of a Board shall be an employee of the relevant county council or city council.

(9) The Minister may issue general guidelines for the purposes of this section as regards—

(a) representation on a Board in accordance with subsection (3) and the selection and tenure of such representatives;

(b) the involvement of other bodies and interests in the work of a Board;

(c) the funding and administration of a Board;

(d) the preparation of the strategy and its ratification by the county council or city council concerned;

(e) such other matters as he or she considers appropriate.

(10) A Board has all such powers as are necessary for or incidental to the performance of its functions under this section.

[2001.] Local Government Act, 2001. [No. 37.]

(11)(a) This section applies and has effect in relation to a county development board or a city development board constituted before the commencement of an order under subsection (1).(b) Any guidelines relating to county development boards and city development boards which were issued by the Minister before the commencement of this section and current at such commencement apply and have effect as if issued under this section.

(c) Guidelines issued under this section may be revised by the Minister from time to time as required, or withdrawn, and new guidelines issued.

APPENDIX 4: Terms of Reference and Membership of Sub-committees

Terms of Reference

- Identify main areas to be addressed by Strategy on Social, Economic and Culture.
- Present position papers to the Board on issues relevant to the Strategy.
- Research data relevant to issues, outline the scale, the effect and options for addressing the issues.
- Report to Board on regular basis, outlining progress to date, options and recommended course of action.
- Advise the Board on national policies/legislation affecting the area and any impending policies/legislation that may affect the Strategy.
- Identify stakeholders and how best to involve them in the process.
- The Sub-committee shall not incur any liability, financial or otherwise, without the prior approval of the Board.
- Advise Board on proofing of Strategy for Sustainability

Make-up of Sub-committee

- Have a minimum of two board members.
- Invite specialist person or persons to advise on issues when deemed necessary.
- The chairperson shall be a WCDB member who will report to the Board on behalf of the committee.
- Regard shall be had for
 - gender balance
 - community involvement
 - focus on disadvantage.

Membership of Sub-committees

WCDB held its first meeting in March 2000 and the Board members and the Community Forum were invited to submit issues to be addressed by the Strategy. These issues were grouped and based on same, the following sub-committees were formed:

Enterprise and Employment¹

- Alderman Maurice Cummins, Waterford City Council
- Mr. Liam Daly, D/SCFA
- Ms. Deirdre Gough, IBEC
- Mr. T. V. Honan, Community Forum
- Mr. David Lane, ICTU
- Mr. Michael McGuire, Enterprise Ireland
- Ms Maria Power, WAPB Ltd.²
- Mr. Tony Power, FÁS
- Mr. Bill Rafter, Waterford City Enterprise Board

Environment³

- Ms. Margaret Bond, Waterford City Enterprise Board
- Cllr. Michael Ivory, Waterford City Council
- Mr. Brendan McCann, Community Forum
- Cllr. David Walsh, Waterford City Council

Education⁴

- Ms. Margaret Bond, Waterford City Enterprise Board
- Mr. Eamonn Flynn, WAPB Ltd.
- Alderman Pat Hayes, Waterford City Council
- Mr. Jim Maher, VEC
- Dr. Venie Martin, W.I.T.
- Mr. John McArdle, Home School Liaison Officer
- Mr. Robert McCarthy, Secondary Schools Principal Network
- Mr. Noel Richards, Business/Employers.

Social Inclusion Measures

- Mr. Oliver Clancy, FAS
- Mr. Louis Fitzmaurice, Social Inclusion Strand of Waterford City Community Forum
- Mr. Eamonn Flynn, WAPB Ltd.
- Ms. Rita Lacey, Social Inclusion Unit, Waterford City Council

- Mr. David Lane, ICTU
- Mr. Gerry Maher, D/SCFA
- Mr. Jim Maher, VEC
- Superintendent Mick McGarry, An Garda Síochána
- Ms. Sandra Merity, SEHB
- Mr. Paddy Power, Waterford City Council
- Cllr. Seamus Ryan, Waterford City Council
- Ms. Una Ryan, Social Inclusion Strand of Waterford City Community Forum
- Cllr. David Walsh, Waterford City Council

Amenities⁵

- Mr. T. V. Honan, Waterford City Community Forum
- Mr. Conor Nolan, Waterford City Council
- Cllr. Laurence O'Neill, Waterford City Council
- Cllr. Davy Walsh, Waterford City Council

Access and Infrastructure

- Mr. Eddie Breen, Waterford City Council
- Mr. Garry Breen, SERTA
- Superintendent Mick McGarry, An Garda Síochána
- Cllr. David Walsh, Waterford City Council

Ex-Members

1. Enterprise and Employment: Mr. Pat Loftus, IDA Ireland
2. Enterprise and Employment: Mr Joe Stokes, WAPB Ltd., Temporary Leave

3. Environment: Alderman Pat Hayes, Waterford City Council and Mr. John Kiely, Waterford City Community Forum
4. Education: Mr. Terry O'Sullivan, WAPB Ltd.

5. Amenities: Mr. Eoin O'Neill, WAPB Ltd.

APPENDIX 5: Consultation and Participation Process

Consultation with and participation by the wider community was considered an integral part of the preparation process of this Strategy by WCDB. To this end WCDB adopted a consultation and participation policy to guide this vital element in the preparation process. What follows is a brief summary of this policy.

Expected Outcomes of Consultation

1. That all people of Waterford City, in particular those who are socially excluded, are aware that a Strategy for the development of Waterford City is being prepared.
2. That all people have an opportunity to contribute to the development of the Strategy if they wish to do so.
3. That there is broad agreement on the content of the Strategy produced.

Principles

The principles which the Board considered essential to the consultation process were:

1. That appropriate consultation take place at each stage of the Strategy development process.
2. That the consultation process be inclusive and that all relevant contributions to the development of Strategy be welcomed.
3. That particular measures be taken to ensure that socially excluded groups and communities are part of the consultative process.
4. That the consultation process have regard to equality/ gender and strive for inclusive participation of people.
5. That all information produced by the Board be clear, transparent and user friendly.
6. That the consultation be focussed on peoples' future expectations for the City and not on the detail of current issues which are best left to elsewhere.

7. Given the Boards' brief on co-ordination the Board encourages its constituent members to adopt a pro-active approach to consultation in relation to all new plans and programmes.

Consultation Mechanism

There are many ways of involving people in the process and the purpose of the consultation determines the mechanism used.

1. Inclusion on Sub-committees
2. Meetings with
 - Target Groups
 - Sectors
 - Geographical areas
3. Focus Groups
4. Surveys – Customer/Client surveys may be appropriate
5. Submissions
6. Media – to raise public awareness of the process and the content of the Strategy to encourage participation.

List of Public Meetings, Workshops and Presentations

Workshops hosted by the WCDB which formulated the issues included in the draft Strategy Document

- Tourism (November '00)
- Environment (August '01)
- Youth (September '01)
- Education (July and September '01)
- Social Inclusion (November and December '01)
- Sport (October '01)
- Enterprise and Employment (November '01)
- Arts and Culture (September '01)

Consultation on draft Strategy

Workshops hosted by both WCDB and the Community Forum were utilised to consult on the draft Strategy document.

The draft Strategy was circulated widely (1000 copies) for consultation between the 9th January 2002 and the 22nd February 2002.

Workshops hosted by the Waterford City Community Forum

- Voluntary Youth (January '02)
- Culture (January '02)
- Environment (January '02)
- Voluntary Organisations (January '02)
- Sport (January '02)
- Social Inclusion (January '02)
- Residents Associations (February '02)
- Two Planning Workshops (February '02)
- Presentation to WCDB by Waterford City Community Forum on consultation undertaken (February '02)

Public Information Meetings hosted by WCDB

- City Centre, (January '02)
- Dunmore Road, (January '02)
- Cork Road, (January '02)
- Ferrybank, (January '02)
- Ballytruckle/Grange, (February '02)
- Gracedieu, (February '02)

Media

Since its establishment the Board has had regular press releases to heighten awareness of the work of WCDB. To maximise participation by the wider public the Board engaged in an extensive media campaign during the consultation phase on the draft Strategy. Each week a different theme of the Strategy was featured in the local media encouraging persons with an interest to feed into the process. Submissions were received from the following during the consultation phase and were considered by WCDB.

List of submissions received from individuals

- Ms. Pauline Beglin
- Ms. Rita Canney
- Dr. Brian Cantwell
- Mr. David Chapman
- Cllr. Tom Cunningham
- Mr. Andrew Gittins
- Dr. Dennis Harrington
- Mr. Thomas Jennings
- Ms. Liz Kenny
- Mr. Michael McCarthy
- Dr. Joseph G. O'Beirne
- Claire, Daniel and Sam Quigley
- Mr. and Mrs. Rea
- Cllr. Mary Roche

List of submissions received from organisations

- Abbey Community College
- Ball Skills Programme
- Ballybeg Community Development Project
- Ballybeg Community Education Project
- Bausch and Lomb Partnership Forum
- Bus Eireann
- Conference of Religious in Ireland (CORI)
- Department of Public Enterprise
- FAS Training Centre
- Gael Taca
- Iarnrod Eireann
- Mount Sion Primary School
- National Disability Authority
- South Eastern Health Board
- Vocational Educational Committee
- Waterford Area Partnership Board Ltd.
- Waterford Chamber of Commerce
- Waterford City Community Forum
- Waterford City Council, Director of Services – Housing and Corporate Affairs
- Waterford Social Economy Group
- Waterford Council of Trade Unions
- Waterford Educate Together
- Waterford Regional Hospital, Department of Obstetrics
- Women' Regional Policy Forum
- Waterford Traveller Interest Constituency
- Waterford Voluntary Youth Council
- Waterford Women' Centre
- Waterford Youth Drama

Waterford City Council

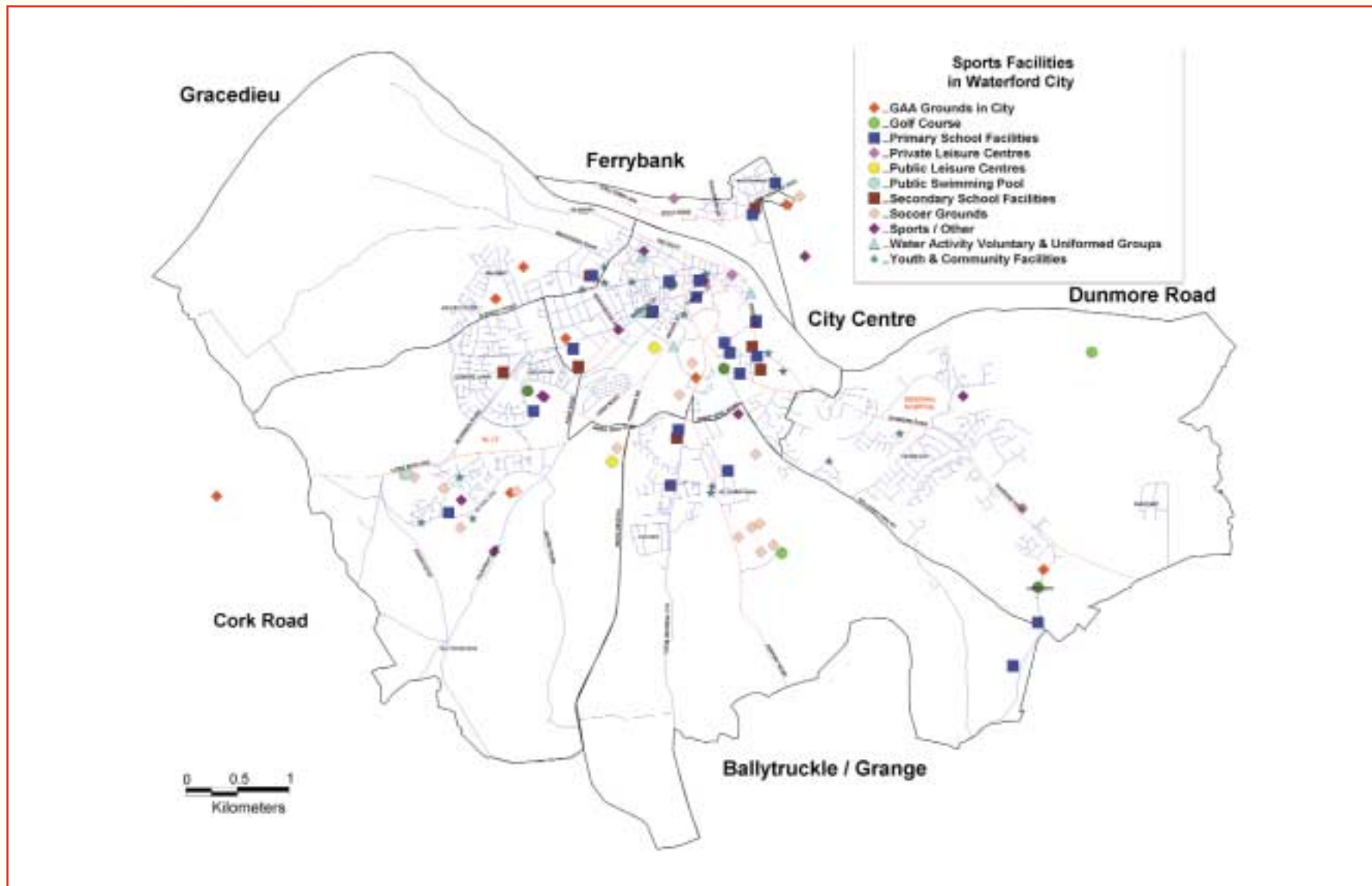
A number of information sessions were held for City Council with the final draft being unanimously approved by Waterford City Council on 25th March 2002.

APPENDIX 6: Map B - Route of City By pass and outer ring road

Outer Ring Road
By-Pass



APPENDIX 6: Map D - Sports Facilities



APPENDIX 7: References

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By 2012, Waterford city will be:

- *The hub of the region*
- *A centre at the cutting edge of economic development*
- *A destination of first choice for tourists*

AND

Its people will enjoy:

- *A high level of educational attainment*
- *Quality services responsive to their needs*
- *An environment for vibrant community living*

While every effort has been made to ensure the accuracy of the information and data provided in this document, Waterford City Development Board does not warrant or assume any legal liability or responsibility for the accuracy of any information provided.
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Waterford City Development Board
Office of Community and Enterprise
City Hall
The Mall
Waterford
Tel: 051 860854 / 309900
Fax: 051 844708
Email: waterfordcdb@waterfordcity.ie
Website: www.waterfordcdb.ie