Economic Strategy for Waterford City and County

Final Report

27th May 2013

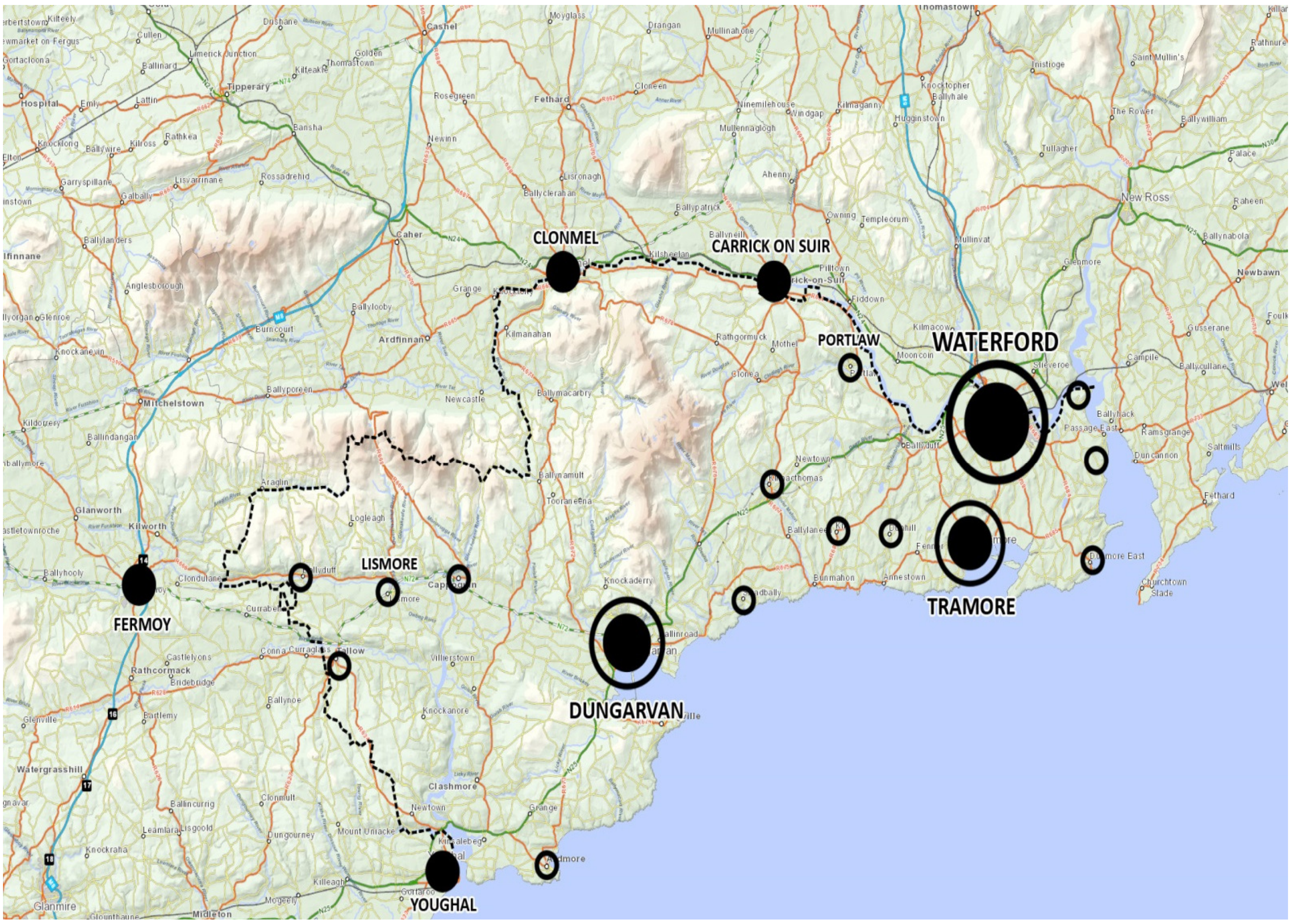


TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ACKNOWLEDGEMENTS

This project has benefited from the generous contributions of time, information and insight from many individuals and organisations, too numerous to list here.

Particular thanks are due to the study Steering Group, the participants in the economic and branding workshop held on 19th April 2013 at Tramore Civic Offices, and the Economic Development Units of Waterford City and County Councils, who were our primary contact point during this study. In addition we would like to express our appreciation to the Elected Members from both local authorities for their input into this strategy.

Any errors or omissions in the report are solely the responsibility of the authors.

This document has been prepared by:

DKM Economic Consultants Ltd., Office 6 Grand Canal Wharf, South Dock Road, Ringsend, Dublin 4, Ireland.

Telephone: 01 6670372. Email: info@dkm.ie. Website: www.dkm.ie

EXECUTIVE SUMMARY

Context

This Waterford Economic Strategy has been developed in the context of the two Waterford local authorities amalgamating as part of a wider reorganisation of local and regional government in Ireland. This amalgamation, while happening in a period of national and international economic downturn, creates an opportunity for Waterford City and County Councils to deliver a more cohesive approach to economic development. The Terms of Reference for the Waterford Re-organisation implementation Group who are overseeing the re-organisation of the two local authorities include the 'identification of measures to maximise the capacity of local government to contribute to the economic development of Waterford and its wider hinterland/ region and, in particular, to enhance the role of Waterford City as a generator of growth and a strong and dynamic focus for development of the wider region'.

This Strategy identifies these measures which include a series of high level interventions or 'game changers' that will help to reposition Waterford as a top class micro city at European level, with a combined population of 114,000, and as the key driver of the South East Region. These interventions are designed to act as a catalyst to improve the economic performance of both Waterford and the South East Region. They are underpinned by a series of important recommendations that combined with the high level interventions build a robust pathway of economic growth for Waterford and the South East.

This report has been prepared by a team comprising DKM Economic Consultants, Colliers International property and location experts and Brady Shipman Martin spatial planners. Our approach has been to:

(i) Undertake a baseline statistical analysis of Waterford and the surrounding region;
(ii) Assess Waterford's key strengths and weaknesses;
(iii) Consultation process with key stakeholders from Waterford and the wider South East Region including Elected Members from both local authorities;
(iv) Develop an integrated economic, planning and marketing strategy.

For clarity, unless the context indicates otherwise, Waterford refers to the combined city and county.

Baseline Analysis

Under the National Spatial Strategy, Waterford is designated as a Gateway and while it is acknowledged that Waterford has failed to fulfil its potential due to 'the lack of genuine buy-in to Waterford as the regional gateway' and 'competitive dynamics within the region[1]', this Strategy identifies opportunities for greater regional engagement and collaboration to address this. For regional collaboration to be successful the main urban areas of Waterford, Dungarvan, Kilkenny, Wexford, Clonmel and Carlow and their respective counties will need to develop a negotiated collaborative approach rather than the historic competitive approach. It is important that Waterford maintains its role as lead city within the region and that this role is reflected in the development of the new National Spatial Strategy to contribute to achieving balanced spatial development within the country.

Appendix B contains a detailed baseline analysis of Waterford City and County. This highlights a number of issues which this Strategy and the interventions identified seek to address and which are highlighted below.

Unemployment in Waterford City is higher and the educational attainment of the workforce is lower than the State average. Income and economic output in Waterford and the South East are lower than the State average and deprivation levels in the City are relatively high. Population projections indicate that the population is likely to remain static at national and regional levels for the next decade or so, reflecting modest economic prospects.

The baseline analysis highlights a number of positives or opportunities for Waterford. Waterford is endowed with excellent infrastructure – roads, seaport, water, wastewater and broadband. However, lack of international connections at Waterford Airport is a difficulty. Decreasing traffic volume is an issue shared by Waterford Airport and the Port of Waterford. Waterford Institute of Technology (WIT) is one of Ireland's most highly regarded third level institutes with approximately 10,000 students. It has a number of strong research activities, most notably Telecommunications Software & Systems Group (TSSG) and Arc Labs and there are a number of instances of collaboration with local industry and successful spin-off companies including the recent announcement regarding Feed Henry. The process of upgrading the merged WIT and IT Carlow to a technological university is underway and progress on this needs to be maintained and promoted.

Tourism statistics also indicate that Waterford and the South East are not achieving the visitor numbers or spend of other cities or regions. However, Waterford has a very substantial historic, cultural and natural asset base, including the city centre, the UNESCO Copper Coast Geopark etc., and tourism has the potential to become a key economic driver for Waterford City and County.

[1] Forfás (2010) Regional Competitiveness Agenda: Volume II – Realising the Potential South East

Retail also presents an opportunity: Waterford has an estimated catchment of 250,000 people. Estimates indicate that aggregate retail sales in the City currently amount to €287 million (convenience) and €393 million (comparison) per annum. There are weaknesses that need to be immediately addressed such as the current retail offering in the city centre, which is weak in terms of comparison shopping when compared with Waterford's main competitors.

Waterford has more of its workforce engaged in manufacturing and less in services than the national average. This is reflected in the FDI sector where there are a number of leading edge manufacturing plants especially in the life sciences, which are major and growing employers. The new development by IDA Ireland at the Waterford Business & Technology Park of an advanced technology building will assist in targeting higher end manufacturing. The underrepresentation of the services sector should be addressed through a dual strategy of upskilling of the labour pool and promotion of high quality office space in the city centre.

Economic Strategy

Having analysed the baseline position and Waterford's strengths and weaknesses, we have developed an economic, planning and marketing strategy. The Strategy contains a number of high level interventions which must be prioritised to address the issues currently facing Waterford and to enable Waterford to fulfil its role as the economic driver of the South East.

Key actions to be undertaken to drive the economic development of Waterford, which are documented in this Strategy are considered under the following headings:

- Waterford City, its regional role and critical mass
- Property Options
- Education & Training
- Planning policy and sustainability
- Location, infrastructure and connectivity
- Tourism & Leisure
- Indigenous Enterprise & Rural Development
- Business promotion and FDI

High Level Interventions

Develop Critical Mass of Waterford as a Gateway City

- The strategy involves building critical mass in the Waterford City area (as defined in PLUTS[2]), in particular in the city centre for housing, retail, office and education space, along with strengthening the cultural offering and the range of commercial and leisure activities in the city centre. This involves

[2] The study area for PLUTS is primarily focussed on Waterford City and its immediate environs in Counties Waterford and Kilkenny.

building on the success of the Viking Triangle and the House of Waterford Crystal, extension and improvement of the public realm and commercial opportunities within the Viking Triangle, the core city centre, the South Quays and the North Quays.

- In the medium term, once the City/County merger is bedded down, enhanced **regional collaboration** is needed to help the South East region lift itself to the same level as other Irish regions that are anchored by large cities. The Waterford merger should be the catalyst for a new approach in the South East. The counties in the region have complementary strengths that can be best presented to a wider audience as a unified entity, as well as a population and market of 500,000 people.

Develop Human Capital

A two pronged approach is needed to develop the human capital of Waterford and the South East: the establishment of the Regional Technological University and a tailored labour market activation programme for Waterford.

- The presence of a strong University is a key asset for any city/region competing for international investment. The merger of Waterford Institute of Technology (WIT) with Carlow Institute of Technology (CIT), to develop the **Regional Technological University,** which is referenced in the Programme for Government, **should be prioritised**. WIT's linkages with Waterford City centre should also be strengthened.
- The baseline analysis has identified a cohort of the labour force with lower than average educational attainment and who are in danger of becoming increasingly removed from the labour market. To address this it is necessary **to implement a labour market activation programme** for Waterford to address the changing employment opportunities from lower skilled construction and manufacturing to opportunities that may emerge in other sectors including retail, tourism/ hospitality, contact centres etc. This should include continuous progression on the education and training system, both in further and higher education.

Retail

There are opportunities to grow Waterford's share of retail spend. However, weaknesses of the retail offer and experience need to be overcome. The new City Centre Management Plan will help deliver more vibrancy as would having more businesses in the city centre which would generate 'suits on the street'.

In Waterford City, the local authority in conjunction with NAMA and other parties should **prioritise the development of properties on Michael Street** to deliver a large retail space in the city centre. This will act as a catalyst for the retail sector and the overall regeneration of the city centre.

Legacy Debt

The amalgamation of the two local authorities will require the taking on of existing legacy debt, which will represent a significant burden for the new entity. To put the new amalgamated authority on a sound financial footing which will drive the socio-economic development of Waterford, it is recommended that **steps are taken to address this issue**.

Improve Connectivity

Over recent years, Waterford has benefited from significant investments that have improved road and rail access and broadband connectivity. Two projects which have been identified that would greatly enhance the international connectivity of Waterford:

- Recognising that the relative performance of a regional airport can, along with other variables, be attributed to the existence of a runway of sufficient capacity, a **modest investment of approximately €2 million** in Waterford Airport would significantly **enhance international access** by tourists and business travellers to the South East region. It is recommended that this funding would be provided by a combination of government funding and local contribution as a priority.
- Connection to the MAN meets current business needs in terms of broadband connectivity in Waterford City and Dungarvan. However, in order to maintain competitiveness into the future, Waterford should make a **bid to bring the Aurora dark fibre network to Waterford** and through the South East Region, completing the loop from Cork to Dublin. TSSG could be involved in this bid, contributing their telecoms expertise. Dark fibre will be essential for data-intensive activities over time, and if Waterford wants to host the industries of the future it will need to have future-proof high bandwidth infrastructure available.

Tourism

The recently developed Waterford Viking Triangle and the House of Waterford Crystal are Unique Selling Points for Waterford, which should be a catalyst for further tourist activity. A well thought out **occupation and leasing strategy** for the Viking Triangle should be put in place to capture the benefits from planned public sector investment in the public realm.

Mount Congreve is another unique asset. Its **opening and development**, via collaboration between the Waterford local authority, Fáilte Ireland and the OPW should be prioritised. Heritage and gardens are a strength of Waterford and the wider South East. This asset can add to the weight to the regional offer.

Focus on developing Tramore into Ireland's premier family seaside resort and there is also considerable scope to broaden the appeal of Tramore, to include heritage and eco-tourism.

Use of Publicly Owned Property

Consideration should be given to maximising the potential property under public ownership or under the control of NAMA to facilitate planned regeneration of the towns:

- In Dungarvan, the OPW site could provide a location to develop Mercyhurst University as a European Centre of Excellence for Intelligence Studies.
- In addition, the local authority in partnership with NAMA and other relevant stakeholders should work together to identify development opportunities for existing NAMA properties in Waterford City & Environs, Dungarvan and Tramore.

Property Solutions

Ensure that a range of property solutions are available to business. These should be planned to strengthen the Waterford City area, balance good planning principles with the requirement of the market and be developed in partnership with key stakeholders including IDA Ireland and Enterprise Ireland.

This will include regeneration of the city centre with office and retail space, revitalisation of brownfield sites, planned provision of the options available for already zoned Greenfield sites, and provision of flexible incubation space for business start-ups, particularly those with the propensity to export.

Business Promotion & Attracting FDI

In preparing the Waterford Economic Strategy, work has commenced on a new Marketing Strategy for the amalgamated areas. Given the short time frame available, this document has only commenced the process of developing a brand strategy. This process is documented in a separate Marketing Strategy report. The Economic Strategy does contain a number of priorities in terms of marketing which can be progressed.

The establishment of a new Directorate for Economic Development within the combined local authorities has created a new mechanism which will be key to the successful implementation of this Strategy. This Directorate will lead in engaging with the necessary stakeholders. IDA Ireland is a key stakeholder in this process and the removal of the Regional Director from Waterford and the South East is considered a retrograde step in terms of promoting Waterford's role as a location for FDI. **Basing a Regional Director in Waterford** will signal support for the objectives of attracting FDI to Waterford and the South East and should be a priority.

Under current arrangements, Waterford and the South-East are eligible for regional investment/employment aid of up to 10% for eligible projects. This compares with 15% in the Border, Midlands and West regions. However, the economic performance of the South-East is comparable to that of these regions, and indeed is less favourable than the West region[3]. In view of this, we would recommend that the State should seek approval to have the **South-East treated**

[3] See for example , European Commission, 2012, *Éire /Ireland Country Fact Sheet*, (Directorate-General Regional Policy
Analysis Unit C3 July 2012), page 7.
http://ec.europa.eu/regional_policy/sources/docgener/informat/country2012/country_ie_en.pdf

on an equal footing with the BMW region for regional aid purposes, going forward.

There is a need to bring in more employment-generating businesses to Waterford. Recommended actions to help achieve this are as follows:

- Address current information gaps on the potential labour supply.
- While the manufacturing FDI offer is fairly evident in Waterford, there is a need to clarify if and how Waterford can accommodate services FDI.
- Waterford needs to attract ICT and higher value services investments.
- The prime consideration for these projects will be the availability of suitably skilled people. A labour force audit produced through analysis of the POWSCAR (people commuting into and out of Waterford/ the wider region) from the 2011 Census can generate a detailed profile of the potential workforce for incoming companies.
- Data on the skill base of WIT's alumni would also be an indicator of the potential local source of labour. Other survey data can also be collected as appropriate.
- Scale up the marketing profile of Waterford. The FDI successes and assets of the wider South East region should be incorporated in the promotion of Waterford. This means:
    - Identifying and profiling the activities and successes of the full range of reference companies (both overseas and indigenous) which will bring scale to the Waterford story.
    - Profiling the particular industries which are clustering around local skills, infrastructure, and business strengths in the region.
    - Highlighting particular centres of research excellence and world-class facilities.
    - Showcasing high growth companies and successful tech start-ups.
    - Recruiting locally based FDI CEOs as Ambassadors for Waterford and the region. The Economic Forum for CEOs, recommended in the Initial Analysis Document, would be a good conduit for this.

Waterford Place Branding & Marketing

The new Waterford (and indeed South East) will need to develop a new brand to sell itself in both business and tourism terms. It already has a great start in possessing a world class brand – Waterford Crystal. The stakeholder workshop held on 19th April represents a starting point for this process and is documented in the separate Marketing Report.

The marketing of Waterford as a city for business or a tourism destination needs to make a step change. There is significant scope for South-East collaboration also.

In order to take the process forward, we recommend:

Short term: 2013

Complete the work undertaken so far, including:

- Develop place brand strategy and marketing route map;
- Conclude the core messages of the place brand strategy for Waterford agreed with stakeholders;
- Develop a Place Brand book – detail what the key features are and agree the identity.

Medium term: 2014-2018

- Develop a strategy to attend Destination Marketing Events to raise visibility of Waterford to the rest of the world and garner awareness of best practice from other regions and countries.
- Establish a standalone Waterford & Co (marketing organisation), agree its targets, roles and functions. Bring in outside people to lend vital skills and experience.
- Integrate the websites currently promoting Waterford in its various guises.

Long term: 2018 onwards

Consider working with wider South East to develop a wider brand for region.

1. CONTEXT FOR THE STUDY

1.1 BACKGROUND TO THE STUDY

The background to this study is the comprehensive reorganisation and rationalisation of local and regional Government in Ireland, as presented in the *Putting People First*[4] report. This foresees:

(i) **Amalgamation of Waterford City and County Councils into a single local authority**, as recommended in *Local Government Arrangements in Waterford - The Report of the Waterford Local Government Committee* (March 2012)[5].
(ii) Abolition of the Town Councils of Dungarvan, Tramore and Lismore.
(iii) Amalgamation of regional assemblies and authorities, and the creation of a Southern Region, comprising Munster and counties Carlow, Kilkenny and Wexford.
(iv) Establishment of Local Enterprise Offices (LEO)
(v) Alignment of Local Government and Local Development

The amalgamation of the city and county councils, along with the abolition of the Town Councils, makes it opportune to develop a set of unified policies for the new Waterford. Indeed, this change in the organisation of local Government represents a major opportunity to **take a strategic look at the overall future management of Waterford and at its place within the region and the State**.

The Waterford Re-Organisation Implementation Group, which produced an economic development *Initial Analysis Document*, will shortly be reporting to the Minister for the Environment, Community & Local Government. In this context, the Group engaged a team comprising DKM Economic Consultants, Colliers International property and location experts and Brady Shipman Martin spatial planners **to develop an economic strategy and marketing strategy for the merged Waterford City and county.**

The proposed integration of the City and County Enterprise Boards into the unified local authority should be welcomed. The new LEO will act as a one-stop-shop for business support.

- The LEO will offer all the services currently provided by the CEBs, including access to business supports/incentives, in addition to:
    - Local business advisory services
    - Information and support for accessing public procurement processes
    - Close coupling with NEES/ Solas

4 http://www.rte.ie/news/2012/1016/puttingpeoplefirst.pdf
5 http://www.environ.ie/en/Publications/LocalGovernment/Administration/FileDownLoad,31307,en.pdf

  - Progression for high growth companies to appropriate Enterprise Ireland supports
- Budgets will be provided by the Department of Jobs Enterprise & Innovation and local authorities will allocate additional funding to local enterprise and job creation measures through the LEOs. The LEOs can also leverage other funding supports as they arise.

The proposed alignment of Local Government and Local Development is also to be welcomed and will see Local Development, Local Government, the State Sector and pertinent groups coming together under the proposed Socio Economic Committee for the unified authority to formulate and adopt a Community Plan to serve the needs of the community.

1.1.2 Economic Context

The economic performance of Waterford is tied to the growth of the regional, national and international economies. A key objective of this plan is to ensure that Waterford is in a position to harness the potential of the region as the economy returns to growth. Thus, it is important to consider the current global and national economic environment.

1.1.3 Global Economy

According to the Action Plan for Jobs, export led growth is a key element of the Government strategy. This is dependent on the future performance of the global economy. The International Monetary Fund has reported that, 'the global prospects have improved but the road to recovery in advanced economies remains bumpy' (IMF, 2013). The IMF forecast that the global economy will grow by 3.25% in 2013 and accelerate to 4% in 2014. Whilst advanced economies including the EU, USA, Canada and Japan will grow by an average of 2.2% in 2014, the developing economies, including South America, India, China and Russia are forecast to grow by an average of 5.3%. This is important for Ireland for businesses operating from Waterford, as there is a need to focus the opportunities for export in the emerging economies, along with the countries that Ireland currently performs well in. Enterprise Ireland has put in place programmes to harness opportunities in these emerging economies in sectors that Waterford and the South East are strong in, such as life sciences, clean tech, agriculture and food, and education.

1.1.4 National Economy

The challenges facing the Irish economy are well documented. Over the last number of years economic growth has been sluggish, and specific sectors such as construction, retail and public services have contracted significantly. That stated, a number of sectors have performed well.

- Gross Domestic Product and Gross National Product: Between January – December 2012, Gross Domestic Product (GDP) increased by 0.9%, a growth rate that was ahead of the average of the Euro Area which contracted by 0.6%. In the same period, Gross National Product of Ireland increased by 3.4%. According to the Department of Finance, GDP is forecast to grow by 2.5% in 2014, which is more than double the rate of growth forecast by the IMF for the Euro Area. This is important for Waterford as it would signal a potential return to growth of certain sectors, albeit modest, but sustainable.
- The volume and value of retail sales continued to contract in 2012 / 2013. This reiterates the importance of devising a retail strategy for Waterford that ensures that the city functions as the main retail centre, supported by the retail offer in other centres, specifically Dungarvan and Tramore, along with other towns in the region.
- In February, 2013 the seasonally adjusted growth of exports was 2.2%.
- Unemployment is at a high level of 14.0%. That stated, unemployment reduced by 0.9% between April 2012 and April 2013.

1.1.5 Regional Economy

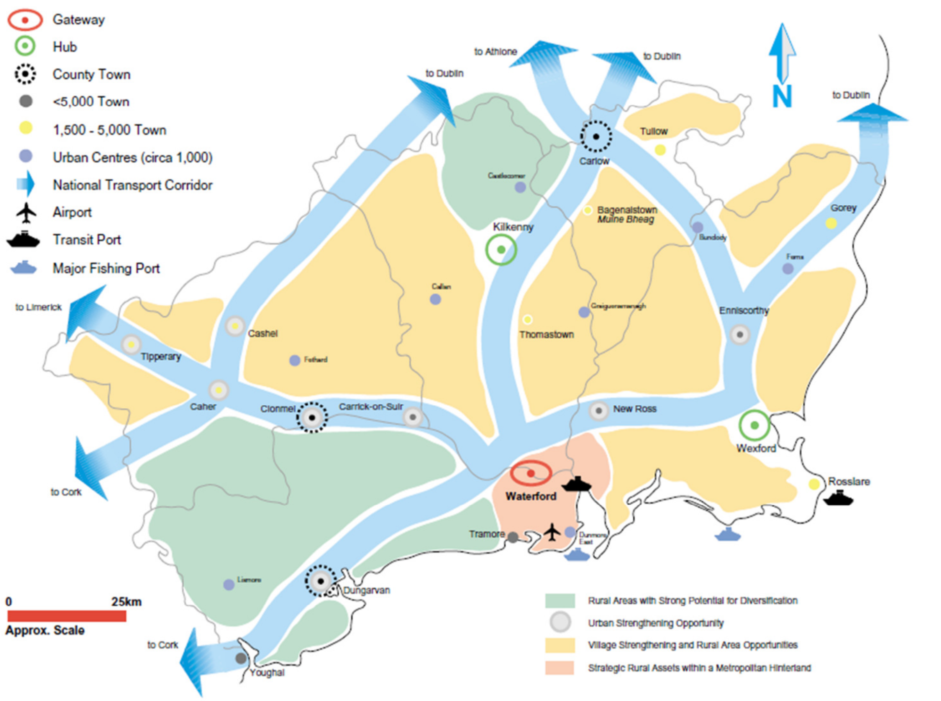
Details of the regional economy are set out in the Appendix B. The Economy of the South East is characterised by a higher level of unemployment than the national average at 19%, lower value of output and lower labour force participation rates. This reiterates the need to implement a robust economic plan for Waterford as the driver of the regional economy. The poor economic performance can be arrested by harnessing the considerable potential of the region. There is a need to address these issues as a priority to avoid any legacy that long-term structural unemployment may bring to the region.

1.2 WATERFORD'S ROLE IN NATIONAL SPATIAL POLICY

Waterford is the fifth largest city in Ireland and the largest in the South-East NUTS III region. Within national spatial and economic policy, the role of Waterford as a **Gateway City** is to act as **a strategically placed engine of growth to enable the region to grow to its potential**, and to guide balanced regional development and inform capital investment priorities within the region.

The National Spatial Strategy (NSS) seeks to develop the Waterford Gateway as the primary driver of economic and population growth within the South East region, supported by the adjacent Hubs of Kilkenny and Wexford and the county towns of Dungarvan, Clonmel and Carlow. **The city is seen as the being the primary location for both future population and employment growth**, based on its wealth of infrastructure, both existing and planned, ensuring the long term sustainability of this part of the country.

Figure 1.1: South East Region in National Spatial Strategy



Source: National Spatial Strategy

In this role, Waterford also forms the **eastern extent of the Atlantic Gateways Initiative**[6], which aims to enhance the linkages between the city and the other Gateways of Cork, Limerick / Shannon and Galway. While the Atlantic Gateway Initiative remains a strategy objective under the National Spatial Strategy, the reality is that the economic downturn and resultant scarcity of public investment has delayed progress on enabling investment, particularly improved transport connectivity[7].

The NSS sets out a role for the rural hinterland of the Waterford Gateway including the towns and villages in the County, in particular to support local retail and housing, and to develop the small to medium enterprise sector. The NSS reiterates the needs for local authorities to support development in these towns which include Dungarvan, Tramore, Lismore, Cappoquin, Tallow, Dunmore East and Portlaw by ensuring that there is a capacity to sustain development and by developing the distinctive quality of life that these towns have to offer.

[6] http://www.environ.ie/en/Publications/DevelopmentandHousing/Planning/NationalSpatialStrategy/FileDownLoad,5294,en.pdf

[7] Southern & Eastern Regional Assembly & Border, Midland & Western Regional Assembly (May 2013) Waterford Gateway Report

The 2006 report *Implementing the NSS: Gateway Investment Priorities Study*[8] identified Waterford's main strengths as:

- its strategic location,
- its proximity to a major national port at Belview,
- its high quality urban fabric and compact form, and
- the rapid development of the retail and local services sectors.

1.3 THE WIDER CONTEXT FOR CHANGE

In approaching this assignment, we are mindful not only of the national background, but of the wider context of international competitiveness and evolving thinking with regard to the development and promotion of cities and regions. Development of a strategy for Waterford cannot be undertaken without cognisance of these issues. Some of these are briefly explored below.

1.3.1 City Region Competition and Collaboration

Increasingly competition will be between city regions and their ability to attract and retain businesses, visitors and talented people will be key. The work of Charles Landry[9] and Richard Florida[10] among others has helped to provide rigour and thinking as to the role of cities: why terms such as **Smart Cities** and **Creative Cities** are important and why cities need to be nurtured in an ever increasingly connected global and urban economy.

Capital cities (including Dublin) and the historic global cities will grow in influence and be joined by new waves of cities such as Rio de Janeiro, Moscow, Dubai, Shanghai, Mexico City and Johannesburg. Smaller cities around the world will be looking to attract and retain a larger share of investment, visitors and residents. In this ever more competitive environment **the Waterford City area must get its act together.**

In this regard a report by **ESPON** in June 2012[11] provides further advocacy for national Governments to support their second tier cities, such as Waterford. It argues that although individual countries face different circumstances,

> *"European, national, regional and city regional leaders should exploit the policy levers, tools and resources they have to encourage more higher performing second tier cities if they want higher performing national and European economies.*

8 http://www.environ.ie/en/Publications/DevelopmentandHousing/Planning/NationalSpatialStrategy/FileDownLoad,854,en.pdf

9 http://charleslandry.com/

10 http://www.creativeclass.com/richard_florida

11 *Second Tier Cities in Territorial Development in Europe: Performance, Policies and Prospects*, ESPON, June 2012

They cumulatively demonstrate that policy makers should take these issues more seriously in future and systematically examine how their decisions affect second tier cities."

1.3.2 Global Business Continues to Evolve

Despite the major economic downturn in Ireland and wider European area, the world is still turning and businesses are being formed and continue to grow around the world. The emergence of China, India, Russia and Brazil as economic powerhouses suggests continued globalisation. Ireland as a small open economy that continues its move to higher value employment, and a proven popular base for global business, should continue to attract international business. This makes the provision of the **business space - essentially office space and increasingly in city centres** - that these international businesses and indigenous companies will require a vital issue for Ireland to tackle.

1.3.3 Generation Y and the Millennials in the workforce

Recent research undertaken by Collier International of the changing trends and the impact of 'Generation Y' in the workplace, means that we can expect a major shift in the overall style, motivation and methods of working and communicating within the modern workforce over the next 20 years. This is already being directly reflected in the location and type of workspace that modern businesses demand for use and obviously has significant implications for the future delivery of appropriate accommodation to meet the needs of the occupiers of the future.

As is the case with many regional cities and towns, the high levels of vacancy are in existing buildings that do not immediately match the needs of modern business and in some cases are not readily adaptable. With rents and capital values driven downwards by a combination of these factors, it remains uneconomic to develop more modern business space solutions better suited to the needs of the new generation of enterprises.

These are the challenges the market is facing and only by being innovative in the design, development, leasing and funding solutions can the future of the local market be secured. This is critical to ensure the ready supply pipeline of a range of 'workplace products' for business to spark economic recovery – whether for FDI attracted by IDA or growth domestic businesses.

1.3.4 Business Increasingly Targets Cities

Global corporate business is responding to this growth and renewed focus on the worlds' cities. IBM, Siemens, Microsoft are three such businesses who are bundling their products and services to cater for growth in the world's cities. IBM in particularly over recent years has launched their *Smart Cities* initiative. A recent report from IBM[12] concluded that more than ever before, the traditional "bricks-

[12] IBM: Smarter Cities for Smarter Growth.
http://public.dhe.ibm.com/common/ssi/ecm/en/gbe03358usen/GBE03358USEN.PDF

and-mortar" drivers of economic growth are giving way to an economy based on "brains and creativity," where the skills, aptitude, knowledge, creativity and innovation of a workforce are becoming increasingly important drivers of economic growth and activity. "*Cities are the focal points for this transformation*".

The IBM report underlines the belief that in the immediate future, three interconnected factors will place more emphasis on the role of cities in talent-based economic development:

- The world is at an unprecedented level of **urbanisation**. In 2010 globally more people lived in cities than in rural areas for the first time.
- Cities contain an increasingly **large share** of the world's highly skilled, educated, creative and entrepreneurial population, giving rise to highly concentrated and diverse pools of knowledge and knowledge-creation networks.
- Cities can support large-scale business and investment **networks** that create economies of scale in absorbing and extending innovation.[13]

Moreover, current trends in FDI indicate that potential investors and occupiers are **more likely to be attracted to urban areas of scale**. Especially those that have the critical mass to provide access to talent and skills, as well as access to international markets and other essential services.

Cities also play an important part in encouraging and fostering the development of indigenous enterprises, through the "the creation of an environment conducive to innovation, the stimulation of the 'clustering' of smaller firms and their engagement in networking, partnerships and alliances".[14]

1.3.5 A Rebalance of Economic Activity towards Ireland's cities

It is increasingly being recognised in Ireland that cities play a critical role as drivers of economic activity, of regional and national competiveness and of economic and social development.[15] As highlighted by the National Competitiveness Council, as people become more mobile and firms more selective about where they locate, competitive cities have emerged as **magnets for talent and investment**.[16]

So in Ireland cities will need to play an ever greater role in future economic success. This is partly a reflection of the fact that Ireland's enterprise base is shifting increasingly towards a service-based structure. As highlighted in Forfás's *Regional Competiveness Agenda*[17]:

> *"international evidence shows that high-value added services are attracted primarily to urban areas, and that today, internationally, cities are competing with cities for enterprise investment".*

[13] Ibid
[14] Ibid.
[15] National Competitiveness Council: Our Cities: Drivers of National Competitiveness, April 2009.
[16] Ibid, page 5.
[17] http://www.forfas.ie/media/forfas100121-Regional-Competitiveness-Agendas-SouthWest.pdf

It also points to the fact that:

> *"urban areas play a key role in driving the development of their hinterlands, and successful regions have a dynamic and vibrant city at their core."*[18]

1.3.6 A Rebalance Towards Waterford City Centre is Needed

The last twenty years have seen significant **greenfield** development in Waterford, a trend common across Ireland, with competitive planning and failures across the Irish system. The next twenty years should see a rebalancing of development towards a focus on Waterford City centre. It is the location where **scarce resources** can be effectively used to support economic growth and jobs.

This is complementary to the rest of the Waterford area but there needs to be a fundamental acceptance that this new era for Ireland requires a rebalance towards city centre locations. Many urban centres in Ireland compared to their international counterparts have not seen the degree of focus and emphasis. Despite the boom years many compared to their European and North American peers often have a shabby feel, have poor wayfinding and are difficult for a visitor to navigate.

1.3.7 Lessons are Out there for Waterford

In many cities in Britain, North America and Continental Europe over the last twenty five years successes have been achieved in the revitalisation of cities. These have helped cities such as **Sheffield**, **Pittsburgh** and **Lille** re-evaluate themselves, their structures and offer to the market and their people so as to be seen as a great place to live, visit and invest.

These successes have happened in cities and countries that have a largely industrial heritage. With the de-industrialisation of the 1970s and 1980s Governments had to act. In these countries the political power base was more urban than it has traditionally been in Ireland, another explanation of perhaps why there has been less of an urban renaissance in Ireland over the last twenty years.

To deliver urban regeneration a multitude of vehicles, organisations, and **structures** have been tested. These locally based vehicles, with improvement, development, marketing and management objectives, helping to broker relationships, attract more public and private sector funding and tell a strong investment story about their city. In nearly all cases cities have been given a variety of powers to help them take more control of their destiny. There have been many **lessons**, so the strategies and approaches for Waterford are out there. To quote Danuta Hubner, speaking as European Commissioner responsible for regional policy:

[18] http://www.forfas.ie/media/forfas100121-Regional-Competitiveness-Agendas-SouthWest.pdf

> *"Cities play a vital role in creating growth and jobs. They are economic centres and motors of growth both for the wider region and for the country as a whole. In fact, **I would go so far as to say a region can only be successful if its cities are successful**."* (our emphasis)

1.4 Scope & Approach to Study

The Brief specified two requirements: an Economic Strategy, and a Marketing/Branding Strategy. We have approached this as a fully integrated study across the two strands, with each building on the other. Indeed, we considered that there was a third leg to the strategy that had to be integrated – planning.

We have taken an integrated economic, spatial planning, place branding and marketing approach to developing a strategic action plan for Waterford. Based on our experience of elsewhere in Ireland, Britain and globally, combined with locally based research, analysis and consultations, we have delivered a **high level strategy with key actions that can be put in front of partners locally, nationally, at the European and international level**.

1.5 Structure of the Report

The report is organised as follows:

Section 2 assesses the strengths and weaknesses of Waterford, and barriers to progress.

Section 3 sets out the recommended Economic Strategy.

The key findings and recommendations of the report are summarised in the *Executive Summary* at the front of the report.

2. WATERFORD'S STRENGTHS AND WEAKNESSES

In this section we set out what we see as Waterford's strengths and weaknesses. They are assessed under the headings socio-economic, attraction of Foreign Direct Investment (FDI), spatial planning and marketing. There is a degree of overlap in these – many of the socio-economic strengths and weaknesses are also strengths and weaknesses from a spatial point of view. Hence we present the results as a matrix, with strengths and weaknesses presented vertically and dimension (socio-economic, FDI, spatial, marketing) horizontally.

We then summarise what we believe to be the key strengths and weaknesses, followed by our assessment of the barriers to progress.

2.1 Strengths & Weaknesses

2.1.1 Strengths

Strengths	Socio-Economic	FDI	Spatial	Marketing
Excellent road connection with Dublin and its airport, the rest of the South East and Cork. Significant available capacity on the main network. M7/M9 is almost unique in being toll-free.	√	√	√	√
Good quality broadband with available capacity. Waterford City and Dungarvan connected to the Metropolitan Area network.	√	√	√	√
Strong electricity network in general, and particularly in the city and Dungarvan.	√	√	√	√
Natural gas availability in the city and the northern part of the county – Tramore and Kilmeaden	√	√		
Seaport capacity at the Port of Waterford and Rosslare	√	√	√	√
Available capacity in both water and waste water treatment in Waterford and Dungarvan.	√	√	√	√
Extensive industrially zoned land banks in Waterford City and environs, and in other urban centres.	√	√	√	√
Strong world-class manufacturing/engineering skills available allied to a long history of craft manufacture.	√	√		√
A number of world-class reference manufacturing facilities e.g. Bausch & Lomb, Genzyme and GSK	√	√		√
Lower cost base than much of the rest of the country.	√	√		√
Strong food sector – from production (agriculture/fishing) through processing (new Glanbia plant) to consumption (emerging "foodie" sector notably in Dungarvan)				√
One of the largest and best-regarded Institutes of	√	√	√	√

Strengths	**Socio-Economic**	**FDI**	**Spatial**	**Marketing**
Technology in the country, with a large student body and specialisms in high tech and life sciences				
A number of high quality research centres at WIT – the Telecommunications, Software and Systems Group (TSSG) and the Pharmaceutical and Molecular Biotechnology Research Centre (PMBRC); as well as the ArcLab Research and Innovation Centre which is a focus for tech start-ups.	√	√		√
Attractive built landscape and public realm in much of the city centre.	√	√	√	√
Waterford Regional Hospital – a major social asset and employer (potential to collaborate with Life Sciences sector/WIT?)	√	√	√	
High quality of life – natural and cultural resources and attractive places to live (including 147 km of coastline and 49 beaches) within a short distance of the city.	√	√	√	√
Low Corporation tax rate and a range of financial assistance supports, FDI sales and client support of IDA Ireland and Connect Ireland.		√		
World class brand name – Waterford Crystal – makes Waterford internationally known and creates positive associations for a quality product.		√	√	√
Network of urban centres with individually distinct identities and strengths. Vibrant county town of Dungarvan is centre of economy in west of Waterford.	√		√	
History & authentic stories – the oldest city in Ireland				√
Waterford Crystal and Viking Triangle setting the tone and fresh confidence in city centre tourism.				√
The River Suir.			√	√
Broad range of successful festivals and Events, e.g. Spraoi, Tall Ships, Winterval, Sean Kelly, Immrama	√			√
Strong coastal tourist offer at mid and premium market.			√	√
Strong range of heritage & cultural attractions (gardens, castles, houses).			√	√
Trading history, especially with France and UK plus Newfoundland connections.				√
International linkages	√	√		√
Rural hinterland and agriculture	√			

2.1.2 Weaknesses

Weakness	Socio-Economic	FDI	Spatial	Marketing
Lack of scale. Smaller population than the other main cities and their surrounding counties.	√	√	√	
Region lacks a dominant urban centre to act as a driver of economic development. Waterford City has failed to reach its potential the principal economic driver/centre for the south-east and is weak at a county level.	√	√	√	
Fragmented approach to date in managing and developing the city/county. Network of urban centres within county not perceived as coherently acting together as a united entity.	√		√	√
Limited market profile of Waterford in the FDI market, for example amongst location advisors; in the FDI/business press etc.).		√		
Waterford City lacks strong retail offer, as an attractor in the south-east.	√		√	√
Economic structure "behind the curve" in terms of transition from predominantly manufacturing to predominantly services.	√	√		
Limited presence of services and ICT activities, resulting in a perceived limited skills base in IT, Business Processing Outsourcing (BPO), shared services, languages etc. from which inward investors can draw. ("Chicken and egg" situation).	√	√		
Current lack of a connection to major dark fibre networks (e.g. the Aurora Telecom Ireland Network) which would reduce costs and future-proof bandwidth capabilities.	√	√		
Lack of property solutions for clean manufacturing and limited supply of good quality offices for services activities.	√	√	√	√
Dispersal (and potential overzoning) of employment land throughout the Waterford City Environs, and in competing locations e.g. Carrick-on-Suir, Waterford Airport, leads to a dispersed employment pattern with poor sustainability.			√	√
Dispersal of population from Waterford City	√		√	
Lack of a designated University around which a talent pool can be developed. University status would yield positive benefits – improving Waterford's attractiveness to talent, while also helping improve local self-confidence and talent retention.	√	√		√
Lower than average income levels in Waterford and the	√			

Weakness	Socio-Economic	FDI	Spatial	Marketing
South East in general.				
Certain cohorts of the city's labour force have a poor educational/training profile, are not well-equipped to participate in the "new" economy, and this is reflected in higher than average unemployment.	√	√		
Lack of awareness of Waterford's assets, and a somewhat negative reputation and perception in terms of the city. Low level of confidence in Waterford	√	√		√
Unresolved city boundary with effective population, consumer spend, and development 'leakage' to Kilkenny, beyond the control of Waterford City Council.	√		√	
Despite recent developments, marketing is fragmented and has some way to go to raise the profile of Waterford to the level of (for example) Kilkenny and Wexford.	√			√
Waterford Airport is experiencing difficulties, and lack of a direct connection to a London hub is a disadvantage.	√	√	√	√
Poor frequency in rail services; effectively no commuter service.	√		√	
Parts of city, including some public spaces, feel in need of renewal; dominant car traffic and parking on the quays.	√			√
Need for strong gateways and integrated signage within city	√		√	√

2.2 CONCLUSIONS

We have listed above the strengths and weakness that affect Waterford, internally and externally, from our analysis. Many are closely related; there is a high degree of inter-connectedness between many of the strengths and weaknesses. For example:

- Lack of scale impacts on the viability of the local airport and on rail services, as does the improved road network and proximity to Dublin;
- The low cost base in turn is reflective of low incomes and high unemployment.

We would see the **key strengths and weaknesses** of Waterford in its role as a modern city/region as follows:

Table 2.1: Waterford's Key Strengths and Weaknesses

Key Strengths	Key Weaknesses
• Excellent infrastructure & connectivity with spare capacity on most fronts.	• Lack of scale, failure of city to emerge as "leader" of the region in terms of population, industry, retail, tourism, etc.
• Industrial tradition.	• Under-performing city and region.
• Relatively low cost base.	• Lack of profile, including at FDI level.
• Quality of life.	• Fragmented management and marketing at the county and regional level.
• Historic city with unique character & region.	• Behind the curve in transition from manufacturing to services.
• Built and unspoilt natural environment.	• Poor educational attainment.
• Waterford Crystal brand.	• Labour market preparedness of a cohort of the city workforce.
• Emerging FDI and indigenous cluster in the Life Sciences.	• Lack of a university (being addressed)
• WIT.	• High levels of unemployment • Lack of an international airport.

In addition to these Waterford-specific strengths and weaknesses, there are two **potential risks/barriers** that need to be taken into account:

- Difficult economic circumstances, lack of market and consumer confidence, and the Exchequer position (central and local) will inevitably place constraints on the merger process, which may make it difficult to deliver "early wins", both from a public and private sector viewpoint.
- Effectively merging the two Councils to create a unified body, as well as catering for the elimination of the three Town Councils, will represent a challenge. The risk that the status quo will remain despite the structural changes.

3. ECONOMIC STRATEGY

Having considered the baseline position (Appendix B) and Waterford's strengths and weaknesses in the previous sections, this section is concerned with developing an economic strategy. This effectively involves accentuating the strengths and either solving or finding the best way of working around the weaknesses, to optimise the future for Waterford and the wider region.

As part of this strategy, below we set out the key actions to be undertaken to drive the economic development of Waterford. The headings we consider are:

- Waterford City, its regional role and critical mass
- Property Options
- Education & Training
- Planning policy and sustainability
- Location, infrastructure and connectivity
- Tourism & Leisure
- Indigenous Enterprise & Rural Development
- Business promotion and FDI

Much of what appears under these headings overlaps and reinforces recommendations under the other headings. In discussing the Waterford Economic Strategy, the approach in terms of an agreed hierarchy of development has been reflected in the table below.

	Economic Development Approach in Waterford City & County
Level 1	Waterford Gateway
Level 2	County Town & Larger Towns – Dungarvan & Tramore
Level 3	Ardmore, Ballymacarbry, Cappoquin, Dunhill, Dunmore East, Kilmacthomas, Kilmeaden, Lismore, Passage East, Portlaw, Stradbally, Tallow, Sean Phobal/ An Rinn
Level 4	Aglish, Annestown, Baile Na nGall, Ballinroad, Ballyaneen, Ballyduff Lower (East), Ballyduff Upper (West), Bawnfune, Bunmahon/ Knockmahon, Cheekpoint, Clashmore, Clonmel Environs, Clonea-Power, Crooke, Fenor, Heilbhic, Kill, Knockanore, Lemybrien, Maoil na Choirne, Piltown, Rathgormuck, Touraneena, Villierstown

3.1 THE CITY, ITS REGIONAL ROLE AND CRITICAL MASS

- The key to Waterford's future is the city. Efforts should be concentrated on developing critical mass in the City area (as defined in PLUTS) and in the city centre in particular, for housing, retail, office and education space. The new generation of workers ("Generation Y") is not interested in commuting long distances, and wants to live, work and shop within a short distance of each other (viz. Google Quarter, Dublin). Employers know this and will seek locations that can deliver this combination.

- Waterford City is the smallest of the "big five" Irish cities and merger with the county will enable it to present itself as a substantial city region of over 100,000 people.
- By the same token Waterford and the South East region have under-performed in recent decades, relative to those regions which have been "anchored" by larger cities. Waterford City has failed to reach its potential as a "leader" of its region in terms of population, industry, retail, tourism, etc., partly because of the relative number and strength of other urban areas in the region. It is well recognised that there has been a lack of "buy-in" at a regional level to the leading role of Waterford City.
- The lack of a regional anchor city and the relative underperformance of the region are not unlinked. International experience indicates that successful regions are driven by successful cities. Therefore there is a strong case for going beyond Waterford, to establish collaborative arrangements at a wider South East level, reflective of the aspirations of Waterford as a Gateway and of the National Spatial Strategy.
- For this to happen there needs to be enhanced linkages between Waterford City, Kilkenny, Wexford, Clonmel and Carlow and towns and villages in their respective counties will need to develop a negotiated collaborative rather than competitive approach. All will need to be seen to benefit. These benefits include:
    - Presentation of a region of half a million people with excellent infrastructure and a strong economic base across the spectrum (e.g. Waterford's industrial base, Kilkenny's services base).
    - A credible argument for a Life Sciences cluster incorporating firms in Waterford, Dungarvan, Clonmel and elsewhere can be made.
    - Waterford can benefit in tourism terms from the greater recognition of Wexford and Kilkenny.
    - There is scope for pooled resources to be used more effectively.
    - The region will be able to make a stronger case for more resources at a national and EU level (including for example the up-grading of the merged WIT and IT Carlow to a university).
    - It can facilitate better planning arrangements for bordering areas, notably the northern suburbs of Waterford City in South Kilkenny.

  We recognise that achieving this will not be easy and will require a change of attitudes. It will take time – not least because the merger of Waterford City and county itself will take time, energy and resources - and cannot be presented simply as a benefit for Waterford, but must work for the entire region.

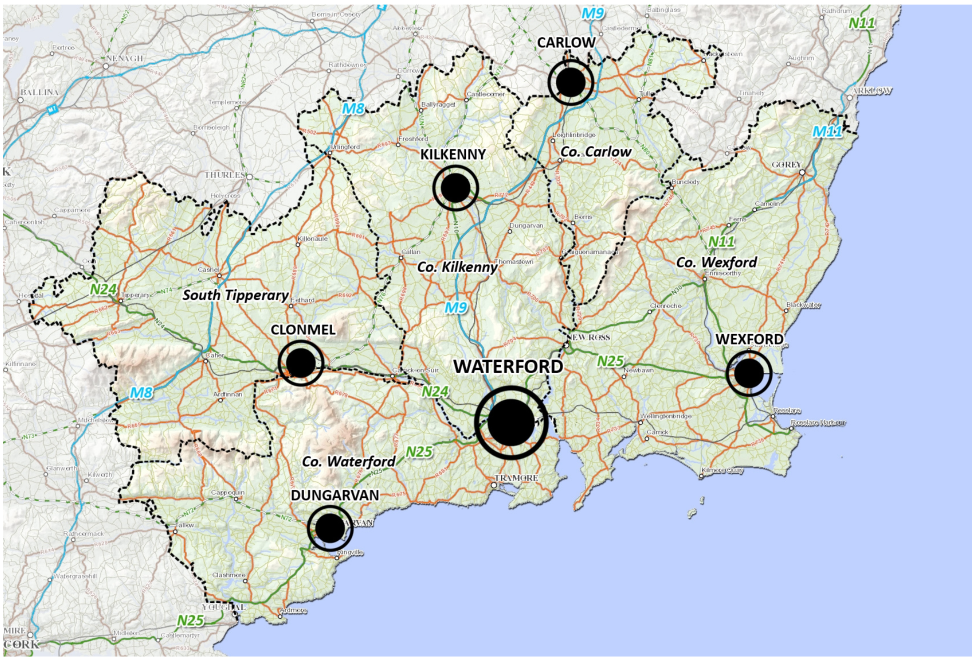
We would recommend that steps be taken to establish arrangements to collaborate with the other counties in the South East, to present a "united front". Informal collaboration already occurs, but it needs to be brought to a higher level, and competition between the counties and the main urban centres needs to be minimised. With the improved road network the main towns and cities of the region are contiguous, and effectively share one labour market.

3.1.1 Regional Urban Network Policy

The South East region, in common with the Border and Midlands regions, suffers through not possessing a single dominant urban centre. While Waterford City is the largest of the urban centres, the strength of the Region instead stems from a number of medium-to-large population centres. The urban network effectively comprises:

- Waterford City
- Kilkenny City
- Wexford Town
- Dungarvan
- Carlow
- Clonmel.

FIGURE 3.1: SOUTH EAST REGION URBAN NETWORK



This Strategy proposes that the combined strengths of these urban centres will more effectively position the South East and Waterford to benefit from economies of scale in relation to FDI, employment generation, and education provision and quality, due to the increased population and labour force base.

It is essential that the urban centres now collaborate to ensure a complementarity of product offering, where each centre benefits from and within a coordinated framework of economic development. While the *South East Regional Planning Guidelines (2010-2022)* establish this as a basis for development, the opportunity more strongly arises now for Waterford (joint city and county) to lead this process.

This will result in a sustainable and coordinated development approach to the South East region which has not, to date, been to the fore in positioning itself as a strong urban region, and therefore has not been effectively placed to benefit from synergies in labour pool, consumer base, and population.

3.2 PROPERTY OPTIONS

3.2.1 Retail

Market Area - Waterford City

We have set out below in broad outline the current supply and demand situation, to gauge the city's performance and potential.

Primary Catchment Population	PI	50,000
	PII	40,000
Secondary Catchment Population	SI	60,000
	SII	120,000

Figure 3.2: RETAIL MARKET WATERFORD CITY

Source: John Spain Associates (2012)

Available per capita market spend is estimated at €3,800 convenience and €3,200 comparison (all goods)[19]. In aggregate:

Zone	*Population*		*Convenience Spend*	*Comparison Spend*
Primary	PI	50,000	€190m	€160m

[19] Based on 2010 estimates in John Spain Associates (2012) *Waterford City Retail Strategy* and Demographics Ireland.

	PII	40,000	€152m	€128m
Secondary	SI	60,000	€228m	€192m
	SII	120,000	€456m	€384m

Waterford City's **Estimated Market Share** of its catchment's retail market is as follows:

Zone	*Population*		*Convenience Share*	*Comparison Share*
Primary	PI	50,000	€180.5m (95%)	€147.2m (92%)
	PII	40,000	€ 88.2m (58%)	€115.2m (90%)
Secondary	SI	60,000	€ 18.25m (8%)	€ 99.8m (52%)
	SII	120,000	€ 0.00m (0%)	€ 30.7m (8%)

On this basis, the estimated aggregate retail sales values in Waterford City are:

Convenience	€287 million
Comparison	€393 million

Waterford City

City Centre Comparison

Waterford City Centre's Comparison offer is below par and falling behind the competition. It is clear (supported by the most recent retail strategy – Spain & Associates 2012) that the comparison inflow from the regional catchment with a population approaching 300,000 is low compared to other provincial cities and there is little attraction for tourist business, compared to Cork, Galway, Kilkenny and Dublin.

That said, raising the market share in Secondary I by just 8 percentage points to 60% would increase city sales by €15m and raising the share by 13 percentage points to 65%, would increase sales by €25m.

Raising market share in Secondary II by 7 percentage points to 15% would increase sales by €27m and raising the share by 12 percentage points to 20% would increase sales by €46m.

Clearly, while the market shares in the outer segments are low, small increases can deliver significant additional sales. Shoppers' propensity to travel further for comparison goods is well known provided the retail offer is attractive and in many ways, unique and an experience. Inevitably there will be leakage of comparison spend to Dublin, Kilkenny, Cork and on-line sales. However, with an improved retail offer, small increases seem to be realistic targets.

Is Waterford's catchment spend more restricted than other regions? Probably not. In terms of retail offer, what is missing?

Missing are additional higher-order comparison stores, either a full range department store (in addition to Debenhams and Shaws) or a full M&S store (in addition to Penneys and Dunnes) – or both a new store and M&S. Most fashion chains are already represented. Missing are big fashion retailers - H&M, Zara, New Look, also Value Retailers such as TK Maxx (which is presently very off-pitch).

City Centre Convenience

The Waterford City Centre convenience offer is probably adequate in quantity, but not in terms of the quality one normally associates with city centres. There are opportunities for more fresh food shops, speciality food shops and smaller supermarkets, specialist food-stores such as Ardkeen Stores, which champions local foodstuffs. (See daily shopping below) In addition, there is potential for a Boots style superstore offering Pharmacy, Cosmetics, Perfumery, Health & Beauty.

Raising the market share in Primary II by 6% to 64% would increase city sales by €9m and by 10% to 68%, would increase sales by €15m.

There is also potential to generate some additional sales from the Secondary catchment with unique food and other convenience offer. Raising market share by just 1% would increase sales by €4.5m and to 2% would increase sales by €9m.

Experience Shopping

The Viking Triangle Strategy by Colliers International (2011) strongly advised that the specialist retail offer recommended for the overall Viking Triangle offer should be physically connected to the traditional shopping area and that its creation should be facilitated through a number of interventions. While its focus was on tourists, it should attract local and regional shoppers as well.

The range of arts and crafts, food and beverage on offer, needs to be anchored by strong brands such as Avoca Handweavers, Blarney Woollen Mills and Ballymaloe Farm Shop and Restaurant.

In addition, it was suggested to incorporate a Food-Hall (similar to the English Market) in an identified building in the Viking Triangle, which would be equally attractive to visitors and locals and would act as a standout showpiece of the very best of Waterford fresh foods and artisan food products. The bolt-on of specialist shopping in the Viking Triangle would alone be a point of difference for attracting more shoppers to Waterford City.

There is a strong correlation between the quality of shopping and the presence of heritage buildings. It appears to be universally the case, that where there are heritage buildings, the retail offer is more exciting, interesting and diverse. The area will be infused with more cafés, bars, hotels, art and antique galleries, plus speciality, destination and lifestyle shops. The exciting cultural and heritage product in Waterford (Viking, Medieval, Georgian Museums, Theatre Royal, Cathedral and Waterford Crystal) should be complemented by quality specialist/tourist/heritage shopping.

Arranging these specialist shops in clusters, where there is a congregation of heritage buildings in the vicinity, can generate a level of diversity in retail offer that can't be found in purpose-built shopping centres. 'Experience' is becoming increasingly important part of shopping expeditions, as the internet absorbs more and more of ordinary shopping. When combined with the attraction of Heritage buildings such as Museums, Castles, Waterfront Heritage, Theatres, Palaces and Churches, that diversity can create a real 'shopping experience.' It generates a shopping precinct with an abundance of character and charm.

What Waterford can offer, with addition of the Viking Triangle, is experience shopping. What it needs is a line-up of such interesting or unique shops - a carefully constructed blend of crowd pullers and crowd pleasers – by which visitors are initially spell-bound and consequently wish to return to, again and again.

Daily shopping uses

In line with a drive to bring back better quality residential to the inner city area and in other pockets of the city area, there needs to be more daily shopping uses. The invasion of the internet into retailing as we know it is gaining momentum at an ever increasing pace and rapidly changing how we shop. All the more reason why city centre shopping has to be an experience and not the same as something you can buy on-line.

The same will apply to our daily shopping. Tesco, Supervalu & Superquinn already deliver goods bought on line. What is likely to happen in the majority of shopping decisions is that dry goods and packaged goods - washing powder, dishwasher tablets, tissue paper, polish, cereals, tins, health & beauty goods, shampoos, etc. – will be bought on line and fresh food (meat fish fruit, vegetables, herbs, spices, confectionery, charcuterie, breads) where you want to see and test the quality, will be bought daily, often close to where people work as well as live.

The City should promote a revival of daily shopping uses in both city and suburban centres:

- Fresh food – butchers, greengrocer, bakery, fishmonger, delicatessen, food market, confectioner, artisan chocolatier, cheese shop etc.
- Retail services – hairdresser, dry cleaner, barber, laundry, key maker, shoe repair
- Chemist, beauty, cosmetics, 'small' hardware, wine shop, bookshop
- Tearooms, coffee houses, 'ordinary' & 'celebration' restaurants, bars
- Post office, bank, professional offices, medical centres.

Retail Parks

There has been over-development of retail warehousing in the Waterford area, with many parks located on the border between old county and city boundaries. These are now firmly restricted to bulky goods users. The centres with strong commercial profiles and better locations such as Butlerstown Park and

Farranshoneen Park have been more successful. Others may struggle to reach a full complement of tenants or even survive in the long term.

In General
To provide adequate, competitive and attractive shopping for Waterford, the 'plan of attack' should be to initially concentrate on improvements in the city centre retail offer.

Suburbs
The supply of Suburban Centres (District and Neighbourhood) in the general city area appears adequate, but many are tired, starting to become uncompetitive and need to be refocused on their core catchments. Planning must be helpful to allow these centres to revitalise through changes in sizes of stores and shops and to the tenant mixes in each centre. It is good and sustainable that convenience and daily shopping is conducted close to where people live and puts money back into the local economy.

Lisduggan
Waterford Shopping Centre is almost 40 years old and in competitive terms is tired, unattractive and past its 'sell-by' date. It has hardly any commercial profile and needs to be allowed to re-built or replaced with competitive sized supermarket(s), daily shopping uses and lower-order comparison offer.

Ardkeen
The main retail offer is the Ardkeen Centre anchored by Ardkeen Foodstores and Lidl next door. Close to the regional hospital, the retail offer in this location is predominantly daily shopping uses focused on the local surrounding area. Further out the Outer Ring Road is the very busy Farranshoneen Retail Park anchored by Tesco with Next, Homebase and DID electrical – principally value retailers.

Neighbourhood Centres
There are a four principal neighbourhood centres in the suburbs with another two planned. Dependent on local population support, it would appear this supply is adequate until increased population warrants further development.

County Towns
Dungarvan
Shopping is dominated by daily shopping uses and lower order comparison including bulky goods focused on the local market and surrounding rural areas. The town centre, especially around Grattan Square, provides an attractive backdrop for daily shopping and a focal point for the town's community. The higher-order comparison spend will mainly go to Waterford City or Cork.

Tramore
Shopping is dominated by daily shopping uses focused on the local town market, surrounding area and the seasonal market. The town functions well, with comparison spend mainly going to Waterford City.

Short term - 2013

- A well thought out **occupation and leasing strategy** for the Viking Triangle to capture the benefits from planned public sector investment in the public realm:
  - There are a number of vacant shops, Viking Trust owned shops, plus potential others which the city could acquire to secure total control over future use. Heritage shopping echoing former quayside activities should be provided here.
  - Further development Arts/Crafts/restaurants/tearooms plus heritage shopping linking main stream shopping to specialist retailing in Viking Triangle.
  - South Quays- 'Calling Card' for city centre, connects the City to the River. The built side is North-facing, so needs wider paving (for more light) softened with planting and furniture to encourage footfall.
- A **City Centre Strategy and action plan** that seeks to provide a holistic plan for the future improvement, development, marketing and management of Waterford City centre. This would primarily cover retail, food and beverage and hospitality uses along with tourism, residential, office, educational and cultural uses
- Waterford has a very strong agri-business and artisan food sector. However there is not a central place to experience much of this premium produce. A high **quality market or food hall** should be progressed immediately.
  - There are potential sites in the Viking Triangle, using that as a catalyst to encourage similar food and other daily shopping uses. In the core city centre there are vacant buildings that could be assembled to provide a consolidated food hall product
  - A good pilot location for fresh food shops would be at Georges Street and O'Connell Street.

Medium Term – 2014 To 2018

- Delivery of **large floor plate retail space** in the city centre. We think there are three options worthy of more consideration:
  - Michael Street site
  - Exchange Street site
  - South Quay around the Clock tower and Barronstrand.

  This would almost certainly need the active involvement of NAMA to help bring forward development. In addition to attracting domestic and international chains there should also be an encouragement of the independent sector.
- Promotion of a revival of **daily shopping uses in the city and county locations.** City centre shopping has to be an experience and not the same as something you can buy on-line. The same will apply to our daily shopping.
- Fresh food – butchers, greengrocer, bakery, fishmonger, delicatessen, food market, confectioner, artisan chocolatier, cheese shop etc. In addition, there is potential to develop a food hub where centralised production, distribution, marketing and compliance expertise can be shared to provide food

entrepreneurs with a top class environment to start and grow their food business.

- Under the Director of Economic Development, a City Centre Manager should be appointed. Acting like a shopping centre manager they will be the go-to person to broker relationships, solve problems, be the interface of the new local authority and support efforts to attract more retail businesses into the city centre.

Longer Term- 2018 Onwards

- Potential **major refurbishment or redevelopment** of the City Square Shopping Centre.
- **Living in the city centre** should be encouraged as part of the retail and business strategy for Waterford
  - Much of the inner city centre dies after dark. The Night Time economy is there, but not vibrant or 'buzzing'. Many restaurants close early, or open only part of the week. This is largely down to lack of demand but also lack of atmosphere. The Viking Triangle should start to change this, whilst growth of the student population and the emergence of a Waterford Technical University might well help
  - An initiative to encourage upgrading of the vast stock of town houses and artisan dwellings needs to be undertaken. The concentration should be on the area bounded by Michael Street - Broad Street - Meagher's Quay.
- It might be appropriate to form a PPP to buy, renovate, let or sell town properties and provide other pilot schemes. In tandem with that, pockets of local shopping for food and café cum bars (spilling onto the streets) should be introduced or at least encouraged with financial inducements. Generally the streets in the inner city are in need of attention. Public realm works in these streets, with a strong emphasis on lighting and landscaping, introducing pedestrian areas and pocket parks, upgrading existing spaces such as Ballybricken Green (which has particular potential) and areas down to the River Suir, will make a dramatic difference.
- This underwrites the advantage of improving the daily shopping uses in the retail core.

Festivals and Retail:

Waterford hosts a large number of high profile festivals, including: Tall Ships, Spraoi, Harvest, Winterval, West Waterford Festival of Food etc.,

There can be a synergistic relationship between festivals and retail. Festivals and events can pump large sums of money into the local economy, but equally importantly bring large numbers of people to the city, who will be encouraged to revisit by the quality of the retail, food & beverage and accommodation offer.

Steps should therefore be taken to extend the "festival season" to the degree possible, to both bring more money into the city and to expose more people to what Waterford city has to offer.

3.2.2 Enterprise Space

Below we summarise a variety of actions that have the aim of improving the business base of the Waterford City area. A key objective is to ensure that a range of property solutions are available to business and investors. This should be planned to strengthen the Waterford City area and balance good planning principles with the requirements of the market. The property strategy should include regeneration of the city centre with office and retail space, revitalisation of brownfield sites, planned provision of the option to locate Greenfield sites and the provision of suitable incubation space for start-up businesses, particularly those with export potential. While the Waterford Gateway and Dungarvan will be the key focus for future FDI, provision of sites at Tramore and Kilmeaden for indigenous businesses and FDI if that is their clear preference will also be facilitated. The other smaller towns and villages will play a key role in supporting small to medium sized enterprises but the longer term focus to deliver more critical mass and vibrancy should be Waterford City.

Short term – in 2013

- An **asset strategy** that promotes the existing business district, this is the large area bordered by Cork Road, Bypass and Ard na Greine. This area has significant land and property available. This area can help deliver even greater critical mass economically, environmentally and socially for the Waterford City area. The new Waterford authority working with stakeholders such as IDA Ireland and Enterprise Ireland would agree to:
  - Deliver a **unifying place brand and marketing strategy** for this business area. It might have a snappy name such as *Waterford@Work*.
  - It might learn from locations such as Sandyford Industrial Estate, Dublin; Trafford Park, Manchester and Slough Trading Estates, Slough. The aim will be to help Waterford make more noise as a business location and to elevate the Region nationally and internationally.
- The newly appointed Director of Services for Economic Development is to work across the Waterford area.
  - This is the go-to person for existing and new businesses in the Waterford City area. They provide a direct link to the IDA Ireland and Enterprise Ireland. This person will do their best to help retain and attract business and respond to any of their day to day needs. Whether humdrum local planning, health & safety issues, helping in recruitment, helping to promote their company in the Waterford community.
  - A first action of the Director of Economic Development would be to prepare a **detailed analysis of the Waterford business space product**. They should research and analyse these as if they were a stock market analysis, it should be updated on a quarterly basis.
- If not already started look to ensure that the Waterford area has the **best quality broadband connectivity**. Major dark fibre connectivity will be increasingly important for the business and jobs Ireland and Waterford is likely to attract in the coming years and connection to the Aurora network should be a priority.

- A thriving entrepreneurial environment is emerging in Waterford which is supported by Enterprise Ireland, SEBIC, the Waterford City and County Enterprise Boards (LEO), Waterford LEADER Partnership, Waterford Area Partnership. The network of **Community Enterprise Centres** provides the necessary infrastructure to support indigenous start up enterprises throughout Waterford. These are located in Waterford City, Dunhill, Dungarvan, Lismore, Cappoquin, Tallow and plans are advancing for a new centre in Kilmacthomas. In addition, there are strong academic-business linkages at the Arc Labs Research Centre in WIT which is also host to TSSG. There is a need to consolidate the efforts of the Community Enterprise Centres to ensure that a cohesive and robust range of supports are available to start up businesses in Waterford. There is also potential for greater collaboration through the sharing of resources such as Enterprise Centre Managers, engaging in joint marketing which will help foster indigenous enterprise in local areas.

Medium Term – 2014 To 2018

- Size matters. A **bigger scale** for Waterford needs to be projected. This should form part of a longer term economic development and regional marketing strategy, it will also have implications in ensuring travel to work options are improved.
- The Waterford authority working with stakeholders such as NAMA, NTA, IDA Ireland and Enterprise Ireland should start to **progress and deliver a new good quality office** district in the city centre.
- Analysis should consider floor plate size; this is likely to include larger floorplate, of around 1,000 sq.m. product in the core city centre. This should help strengthen the core Central Business District.
- We think three locations have potential:
  - Michael Street
  - Exchange Street
  - The South Quays at the junction of Barronstrand.

  This will have transport implications in terms of both public and private transport. It is especially likely that parking will be an issue and will need to be resolved early to support office development
- The **WIT Western Arc Labs campus** is helping to lead innovation and job attraction. However there should be a **review of** whether this location is appropriate for future large scale development compared to closer to the city centre. It is progressing some strong technology innovations and home to an increasing number of jobs – Feedhenry being the latest. However this is one of many dispersed business locations in what is a relatively small region.
- The concentration of a network of Community Enterprise Centres in the towns and rural areas throughout the County will help to address rural disadvantage. There is a need to strengthen and support this network and enterprise zones, particularly where property is under the ownership of the public sector including the local authorities, IDA Ireland, Údarás na Gaeltachta, the OPW or NAMA. In addition, there is an opportunity to

develop centres of excellence for niche sectors such as crafts at Kilmacthomas and Waterford City and a food hub at a suitable location.

It is recommended that a strategy is prepared for these sites that sets out the opportunities for urban and rural regeneration, fostering education and academia, and supporting indigenous enterprises.

- Ensure public transport to both Cork and Dublin airports **is as easy** as possible.
- The relative performance of a regional airport can, along with other variables, be attributed to the existence of a runway of sufficient capacity. A modest **investment of approximately €2 million in Waterford Airport would significantly enhance international access** by tourists and business travellers to the South East region. It is recommended that this funding would be provided by a combination of government funding and local contribution. Waterford Airport working with Waterford County Council have commenced the CPO to acquire the necessary site. This land could be used to facilitate a runway extension which would significantly enhance the ability of Waterford Airport to attract additional services.

  Continued efforts to explore aviation market niche that Waterford Airport could align with.

Longer Term – 2018 Onwards

- A business tourism product perhaps an internationally branded hotel chain with a strong meeting and convention facilities or a civic space that is capable of flexible use.
- Review roles of **South and North Quays** to better connect with the waterfront. Agree demolition of much of North Quays silos and develop an amenity area, open up stretches of South Quays, less parking and more defined zones of different activity

3.2.3 Residential

There is unlikely to be any substantial population growth in Ireland over the next decade or so. This should enable a more considered approach to settlement management going forward, but also represents a challenge in building up critical mass.

There is the potential to promote Living in the City Centre as part of the City Centre Management Plan.

North Quays

Whilst the market is not ready for it yet, an area of interest in the longer term is the North Quay area with its potential for a self-contained river-side village – south facing and often sheltered from the prevailing winds. Waterside restaurants, festival shopping, boutique hotels, apartments, offices, ateliers and galleries beside a riverside boardwalk. As previously stated in the shorter term efforts should be made to rid the site of dereliction and to develop an amenity area.

Environs of Waterford Gateway
Enhance the connectivity between Waterford City and Tramore, Dunmore East and Passage East, ensuring that they function cohesively with a suitable suburban function for their scale, with Waterford City as the primary centre for all other services and activities.

Dungarvan
The quality of life for residents and visitors to Dungarvan is continuously being enhanced. The implementation of Smarter Travel significantly improved the public realm of Dungarvan. An assessment should be made to make the town more pedestrian friendly, which would improve visibility and access to the retail areas, particularly Grattan Square.

Smaller Towns & Villages
A planned programme of town and village renewal designed to enhance the quality of life and attractiveness of smaller towns and villages from a tourism perspective should be prepared. This would include Tallow, Lismore, Cappoquin, Dunmore East, Passage East, Kilmacthomas, Kilmeaden and Stradbally, all of which have the potential to attract tourists.

3.3 EDUCATION & TRAINING

By and large there does not appear to be a difficulty in recruiting sufficient numbers and quality of graduate employees in Waterford (over and above the general shortages of ICT and other specialities being experienced nationally). A high proportion of Waterford students who take the Leaving Certificate go on to 3rd level education, many in WIT.

However, there is a cohort of the labour force in Waterford City in particular which has a lower than average educational profile and is poorly trained for the emerging employment opportunities (which are themselves not over-abundant currently). There is a legacy element to this, in terms of Waterford's long industrial history, as well as the collapse of the construction industry. However, this cohort is in danger of becoming increasingly disconnected from the labour market, with the attendant potential social problems.

These problems are not unique to Waterford and it recommended that a labour market activation programme is put in place to improve the employability of this sector and to ensure that future legacy issues do not arise.

- Promotion of sectors that employ across a range of skill levels is important. These include for instance manufacturing, retail, tourism and call centres. While training is still required to varying degrees for these, it is less onerous and more accessible than for the high-tech sectors. Reorientation of the labour force towards them does require a realignment of expectations however.

- Concentration of enterprise activity in urban areas (e.g. industrial lands on Cork Road) has a number of advantages in terms of urban sustainability, but it also makes employment more accessible to those on the lower rungs of the skills ladder, who may have limited transport options and whose earnings potential doesn't allow for significant commuting.
- Niche educational opportunities should also be identified and pursued. For example Mercyhurst University plans to develop a Centre for Intelligence Studies in Dungarvan. The provision of the OPW owned site in Dungarvan would facilitate this and create capacity for other projects. In addition, the opportunity to expand education and training in the creative sector should be assessed. This would build on the success of the Higher Diploma in TV Studies that has been developed in partnership with WIT and Nemeton TV Production Co in An Rinn.
- Social enterprise has a role to play, albeit on a smaller scale, and is already active in Waterford. For example, WAP and Waterford LEADER Partnership are working with local communities throughout Waterford to deliver a host of social enterprises. Funding is available from organisations such as Clann Credo, Social Finance Ireland and public sector grants and bodies. Organisations such as the Waterford & Suir Valley Railway, Copper Coast UNESCO Geopark, Dunhill Eco Centre, Ballymacarbry Care Facility and the Presentation Convent Complex in Dungarvan are examples of what can be achieved using the social enterprise model.
- Other educational initiatives such as coderdojo (www.coderdojo.com) are shown to be effective in accessing children who do not always benefit from the more formal educational setting. Two coderdojos are already active in Waterford, based at the WIT West campus and the Dungarvan Enterprise Centre.
- More active outreach by WIT and the Waterford College of Further Education where appropriate.

Waterford Institute of Technology

Waterford is well-served by its Institute of Technology, one of the largest and best regarded IoTs in the country, with a substantial student body numbering approximately 10,000. The presence of a strong university is a key asset for any city/ region competing for international investment. The process of upgrading the merged WIT and IT Carlow to a Technological University is underway. Numerous reports supporting the case for a University have already been prepared and this Strategy endorses the upgrading of WIT and IT Carlow as a priority for the Waterford and the South East.

- The core role of the Technological Campus at Carriganore is to deliver synergies between enterprise and the Waterford Institute of Technology.
- Employment opportunities on the site should be encouraged where this synergy is delivered.
- Other uses such as office based business should be directed to locate in the city centre.

WIT & Collaboration with Industry

Discussions with locally-based industry indicate that the Institute collaborates well with many of them in terms of research and developing study programmes and courses. The institute has also produced successful spin-off firms that are now generating employment opportunities[20]. The institute works with firms around Ireland in its particular areas of expertise, notably:

1. TSSG/Arc Labs, active in mobile platforms, apps, etc.;
2. PMBRC (Pharmaceutical & Molecular Biotechnology Research Centre);
3. SEAM (South Eastern Applied Materials), materials testing;
4. A number of other areas, e.g. molecular pigment.

3.4 PLANNING POLICY & SUSTAINABILITY

Our recommendations under the heading of planning policy are set out below.

3.4.1 Promote a Waterford Metropolitan Area

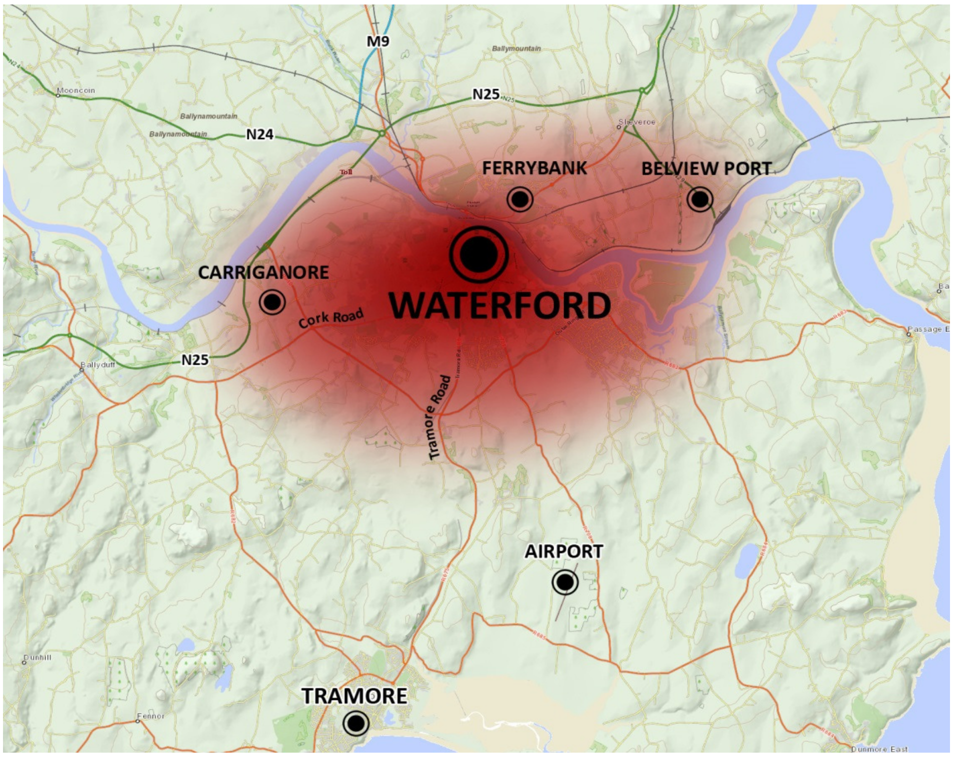
A Waterford City Area, managed on a collaborative basis by the unified local authorities of Waterford City and County Councils and Kilkenny County Council, would aim to position Waterford City as the principal economic and urban driver for Waterford and the south-east. **Note this is a functional concept and is different and separate from the Waterford Municipal District as is to be defined in the near future for the purposes of local Government.**

Identify an appropriate Waterford City Area

The Waterford City area would comprise the contiguous functional area of the City, and include Ferrybank and Belview, and Carriganore (see Figure 3.4). This enlarged area would extend to include the City as it currently functions, disregarding boundaries and county borders.

[20] See for instance http://www.rte.ie/news/2013/0502/389928-waterford-jobs/

Figure 3.3: WATERFORD CITY FUNCTIONAL AREA



Waterford City Area Joint Plan

- Section 9(7) of the 2000 Planning Act can be used to deliver a Metropolitan Area Joint Plan which would seek to establish coherent policies for the entire area, respected by both Kilkenny and Waterford Councils:

  > *The Minister may require 2 or more planning authorities to co-ordinate the development plans for their areas generally or in respect of specified matters and in a manner specified by the Minister.*

  Using Section 9(7), Waterford and Kilkenny County Councils could request the Minister to drive this coordination, in order to have it recognised at national level.

Joint Retail Strategy for the Waterford City Area

- The *Retail Planning Guidelines 2012* require the preparation of a Joint Retail Strategy for the Waterford Gateway (p.14), under which Waterford City / County Council should prepare a joint strategy with Wexford, Kilkenny, and Tipperary County Councils (Table 1 of the Guidelines).
- While Table 1 includes each of the counties of the region in the strategy, the Joint Retail Strategy would focus on the promotion of Waterford City Centre as the primary retail centre and the location of the highest order development in the South East, and would seek to establish the hierarchy in relation to those towns closest to the zone of influence of Waterford City area. This would ensure that adjacent towns would not compete directly with Waterford City Centre as the primary retail centre in the region, while respecting the retail roles of Kilkenny City, Wexford Town, Clonmel and

Dungarvan. The South East Retail Strategy which is currently being prepared should address these issues.

Joint Housing Strategy

- The Housing Strategy and allocation of housing is proposed to be reviewed on a regional basis.
- This would seek to rebalance growth towards the city so that it grows to a sufficient size to develop critical mass to enable it to compete with other Gateway cities and so that the south-east can attract and support additional and higher order functions.

3.4.2 Dungarvan

Dungarvan is a key town in west Waterford located at the heart of a largely rural environment, but with a strong retail and enterprise function. Recent positioning of Dungarvan and its hinterland has successfully focused on enterprise development, quality food and tourism sector, which has been reinforced by a series of related festivals.

Given the low level of population (and therefore labour force) in this west Waterford area, it is recommended that the Dungarvan area focuses on:
(i) Expanding its enterprise and retail functions;
(ii) The tourism sector and positioning itself as a hub for tourism in the south. There is much potential here to rival the product of the Cork and Wexford coasts and augment tourism revenue in a targeted manner.

Further focus on enhancing Dungarvan town centre is required if it is to further expand its role as a key tourism destination.

Settlement Strategy

The network of towns and villages throughout County Waterford represent an opportunity to provide vibrant places to live and work. It is important that the role and function of the towns and villages are agreed in a settlement and retail hierarchy which sets out a strategy for the sustainable development of each and how it relates to its rural hinterland and the Waterford City area.

3.4.3 Enterprise Zoning

Zoning categories and descriptions for economic / employment development require to be consolidated and simplified across the city and county areas. This will provide for clarity in the range and role of employment lands available for development / redevelopment.

Industrial locations should be consolidated across the county area, where most efficient use of resources can be achieved, and where maximum economic impact can be derived.

Figure 3.4: Opportunity Sites in Waterford City & County

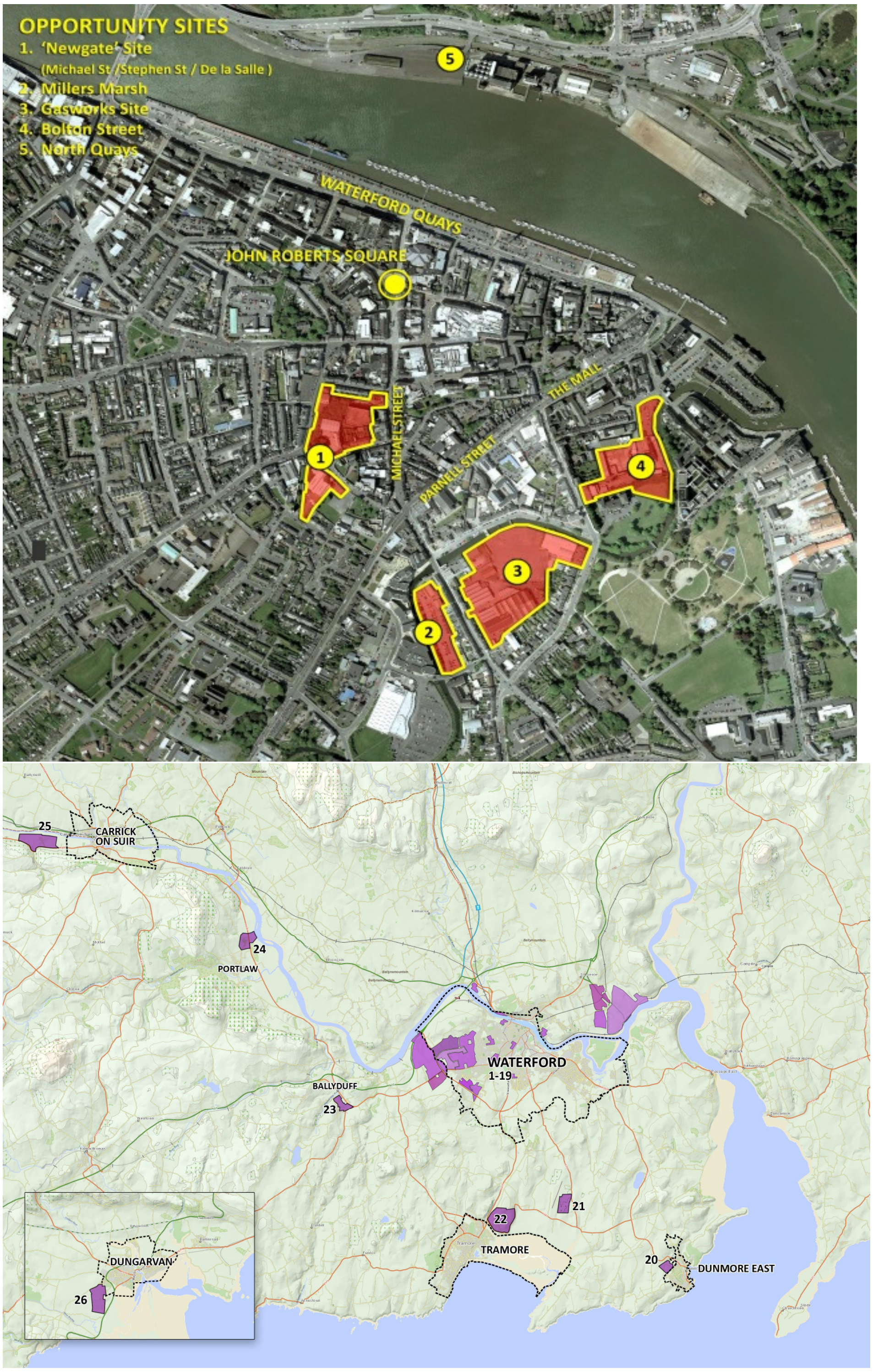
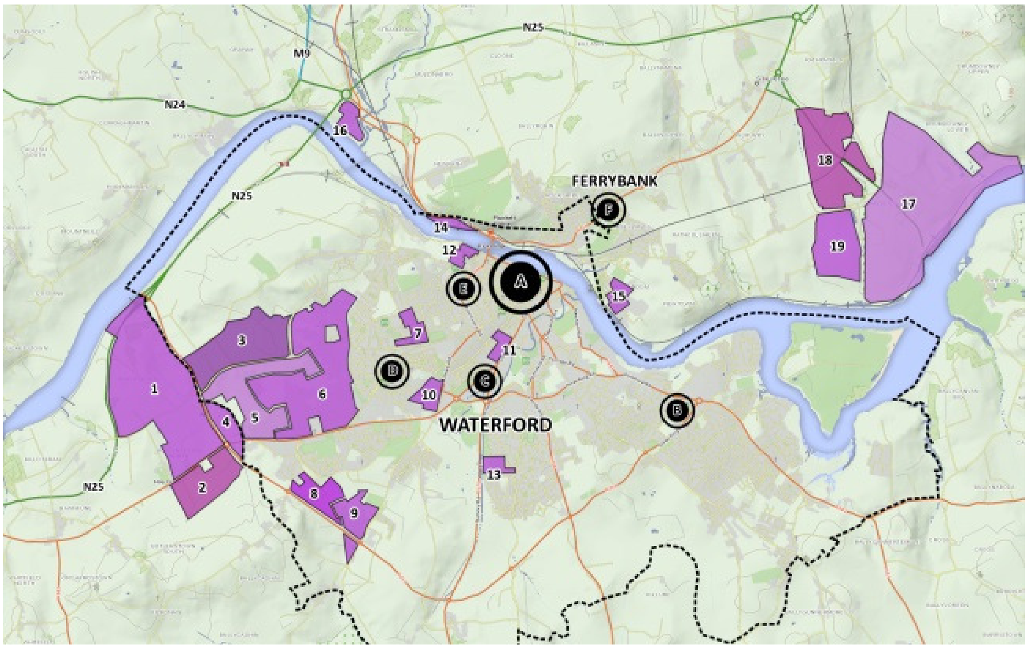


FIGURE 3.4 CNTD: OPPORTUNITY SITES IN WATERFORD CITY & COUNTY



	Site	Zoning
1.	Waterford Knowledge Campus	Waterford Knowledge Campus
2.	Carriganore	Enterprise
3.	Knockhouse	Strategic Industrial
4.	Cork Road	Special Use
5.	Cork Road	Technology Based Industry
6.	Cork Road	Industrial
7.	Tycor	Industrial
8.	Six Cross Roads	Technology Based Industry
9.	Six Cross Roads	Industrial
10.	Waterford Crystal Site	Industrial
11.	Waterford IT	Industrial / Community Facilities
12.	Bilberry	Industrial
13.	Kilcohan	Industrial
14.	Ferrybank	Industrial
15.	Ferrybank (Christendom)	Commercial and Mixed Use
16.	Ferrybank (Grannagh)	Commercial
17.	Belview (Waterford Port)	Port Facility and Industry
18.	Belview	Specialist Industrial Activity
19.	Belview	Pharmaceutical, Industry and Technology
20.	Dunmore East	Enterprise
21.	Airport	Light Industry
22.	Tramore	Master Plan Area
23.	Kilmeaden (Glanbia)	Master Plan Area
24.	Portlaw	Industry
25.	Carrick on Suir	Special Use

Retail Centres

A. Waterford City Centre
B. Ardkeen
C. Tramore Road
D. Lisduggan
E. Morgan Street
F. Ferrybank

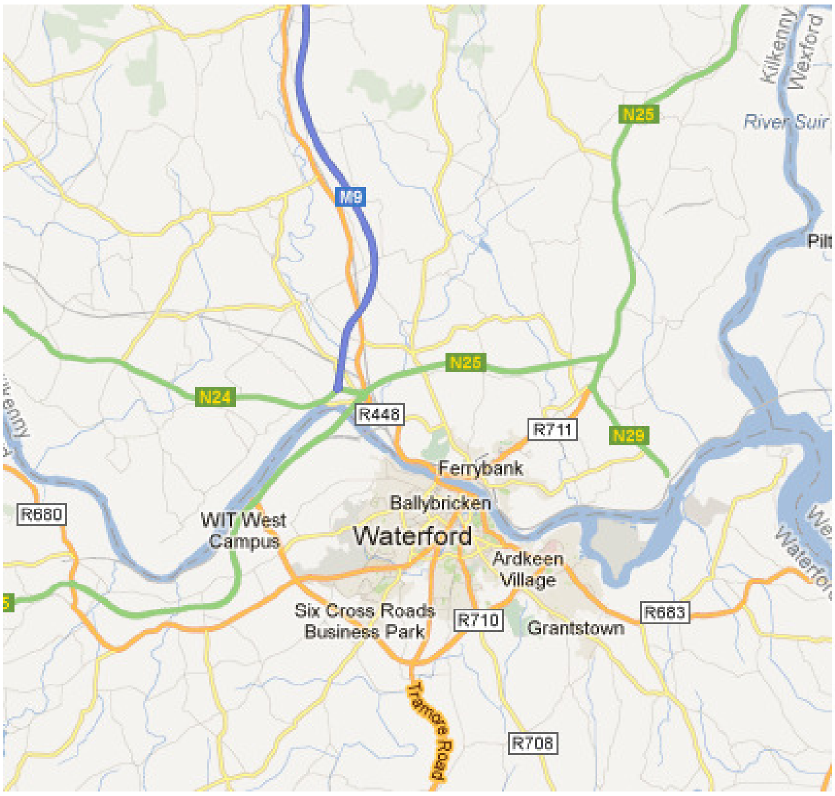
3.5 LOCATION, INFRASTRUCTURE & CONNECTIVITY

3.5.1 Road & Rail

Roads

Waterford is linked to other major centres in Ireland via an excellent road network. The recently upgraded N25 links Waterford to Dungarvan, Cork, New Ross, Wexford and Rosslare, while the M9 links with Kilkenny, Carlow and Dublin. Waterford is also served by a number of regional roads connecting the county's urban centres to their surrounding hinterlands.

Figure 3.5: WATERFORD'S ROAD NETWORK



Source: NRA

TABLE 3.1 DRIVING TIMES FROM WATERFORD CITY

Destination	Main Road	Journey Time
Cork	N25	1 hour 45 minutes
New Ross	N25	25 minutes
Wexford	N25	55 minutes
Rosslare	N25	1 hour 5 minutes
Kilkenny	M9	40 minutes
Carlow	M9	1 hour
Dublin	M9	1 hour 50 minutes

Source: National Roads Authority

Public Transport Connectivity

In the interests of achieving a strong urban network in the region, the following public transport options should be assessed. This would promote the Smarter Travel agenda and improve the overall sustainability of the south-east.

- Review regional bus services (private and public) to assess the degree to which public transport needs in the region are being met.
- Likewise review the city and county bus services.
- Within the Waterford area, cycle, pedestrian and bus connections to the city centre from locations such as the railway station, WIT, and employment locations on the periphery of Waterford City should be promoted.
- The Dublin-Waterford rail line is currently under-utilised, and the service does not act as an effective commuter service into or out of Waterford City. In this context, the potential for improved rail services, including possibly a Waterford-Kilkenny-Carlow shuttle rail link, should be examined. We are mindful however that increased rail services will require subvention and that the much improved road link has implications for the viability of additional rail services. Modest population levels will also place constraints on the degree to which rail services are viable.
- We note that Dungarvan is one of three Smarter Travel towns in Ireland and as such has access to considerable funding to promote sustainable travel modes. Tramore should also assess its transport connectivity with surrounding employment / educational locations, from a travel sustainability viewpoint.
- Improve integration of the rural transport network in the County and the provision of adequate services to meet the needs of rural areas and their connectivity to key urban centres.

Waterford Airport

Waterford Airport is located roughly 10km south east of the city centre. The 2010 report *Economic Impact Assessment of Waterford Airport*[21] found that 33% of passengers were travelling for business reasons. Of these, 60% were from British-based firms.

However, the airport has been struggling in recent years due to the economic downturn. Aer Lingus Regional discontinued services to London Luton and Southend in January 2013. Cessation of the connection to Luton in particular was a big loss. At present, the airport only offers four scheduled flights per week to Birmingham, which are operated by flybe and four scheduled flights to Manchester which commenced in May 2013. Passenger numbers availing of the Manchester service peaked at 22,627 in 2008 but fell 40.8% to 13,389 in 2012.

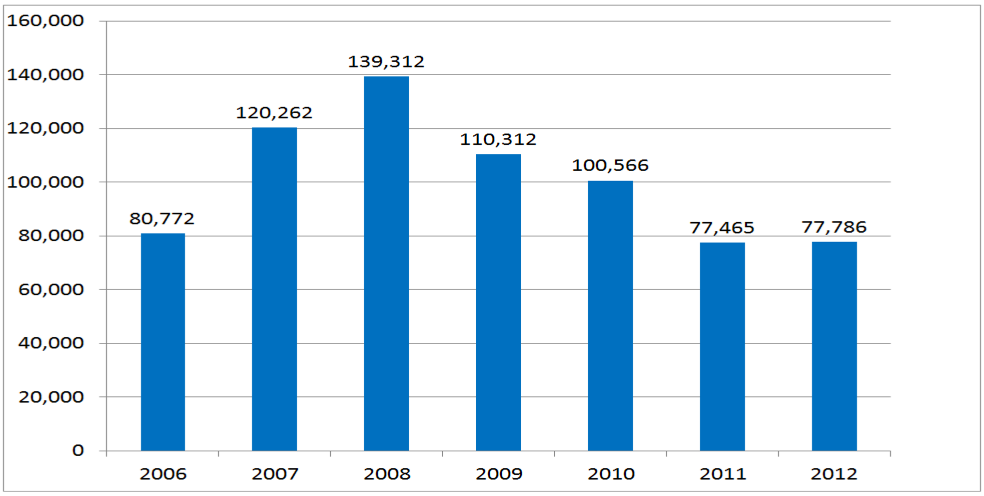
In 2008, a total of 75,000 passengers travelled on the Waterford – Luton route but by 2012 this number had fallen 73% to 20,000, due mainly to a reduction in capacity by the operator. Services between Waterford and Southend opened in

[21] http://www.waterfordairport.ie/docs/Airport%20Economic%20Impact%20Assessment%20-%20Full%20Report.pdf

2011 when 25,417 passengers travelled on the route. This number increased to 32,073 in 2012.

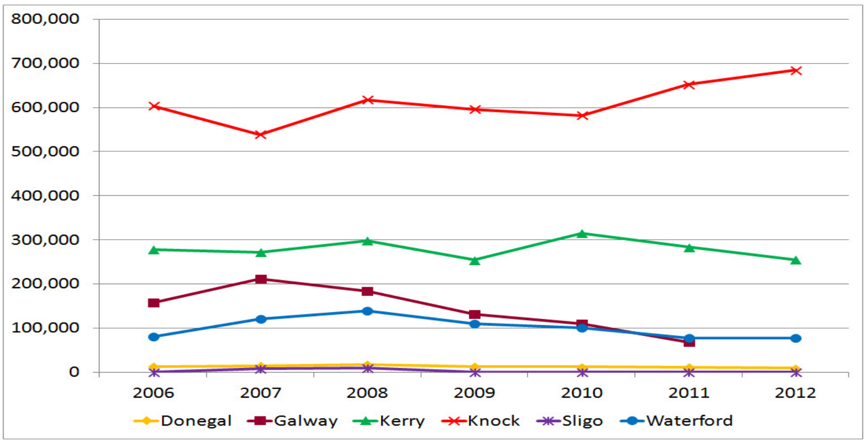
Passenger numbers peaked in 2008 when 139,312 travelled through the airport. Numbers have fallen every year since almost without exception. The total number of passengers in 2012 was down 44.2% on 2008 figures.

Figure 3.6: PASSENGER NUMBERS AT WATERFORD AIRPORT



Source: CSO

Figure 3.7: PASSENGER NUMBERS AT REGIONAL AIRPORTS, 2006-2012



Source: CSO

In 2010 the Department of Transport published *Value for Money Review of Exchequer Expenditure on the Regional Airport Programme*[22]. This document provides details on the types of Exchequer funding available to the six regional airports. Capital and current funding is available from the Department of Transport in three main areas:

1. Essential Air Services Programme (also known as Public Service Obligations or PSOs) – Under EU regulation, Ireland can establish and

[22] http://www.transport.ie/viewitem.asp?id=12921&lang=ENG&loc=432

subsidise PSOs in respect of scheduled air services serving a peripheral or development region. In Ireland's case, PSOs subsidise air services linking a number of the regional airports with Dublin.

2. Regional Airports Subvention Scheme (OPEX) – this scheme provides a subvention to regional airports to cover eligible losses incurred by those airports that are unable to fully finance their activities from airport charges and commercial income.

3. Capital Expenditure Grant Scheme (CAPEX) – This scheme provides financial assistance under the *Transport 21* programme for capital works at the regional airports.

There is no PSO service to Waterford - its application was rejected by the EU Commission because of the relatively short distance between Dublin and Waterford and because the city was adequately served by other transport modes.

Waterford receives government support of approximately €1.2 million per annum under the Department of Transport's OPEX scheme, down from approximately €1.5 million in the late 2000s. Over the period 2000-2009 Waterford received 35% of the total OPEX subvention granted to regional airports. Towards the end of the decade Waterford became the largest recipient of this aid, and in 2009 received 45% of the total.

In 2009, the *Report of the Special Group on Public Service Numbers and Expenditure Programmes*[23] ("Bord Snip" report) recommended the discontinuation of the Public Service Obligation (PSO) payments for regional air services and the related regional airport management operational grants. These programmes were seen as not justifiable due to significantly reduced Exchequer resources and the existence of other more important expenditure priorities. It was calculated that the discontinuation of these two programmes would deliver savings of €17 million, €15 million from the abolishment of the PSO payment and the remainder from the discontinuation of the operational grants.

The Government has not discontinued funding for these schemes but the amounts being allocated are being reduced and airports are being encouraged to find ways to become more commercially viable in the coming years. Decisions on the level of funding are only made at the end of the funding year. A statement released by the Minister for Transport, Tourism and Sport in December 2011 suggest that OPEX funding will be available to Waterford until the end of 2014[24].

[23] http://www.finance.gov.ie/documents/pressreleases/2009/bl100vol1.pdf
[24] http://www.merrionstreet.ie/index.php/2011/12/minister-varadkar-announces-details-of-exchequer-funding-for-regional-airports/

Priorities identified for Waterford Airport:

- A modest investment of approximately €2 million in Waterford Airport would significantly enhance international access by tourists and business travellers to the South East region. It is recommended that this funding would be provided by a combination of government funding and local contribution.

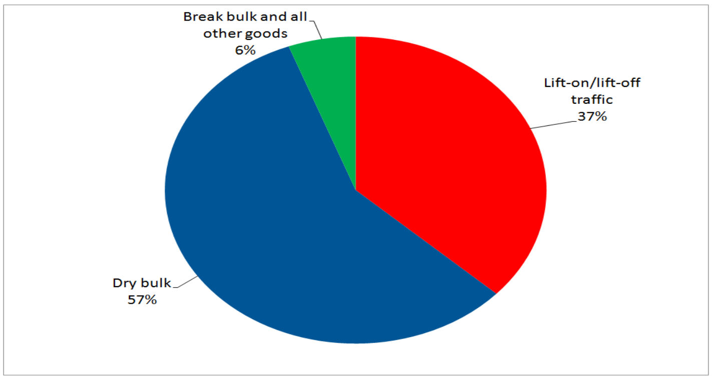
- Discourage industrial development at airport except with respect to aviation-related activities, in order to focus employment generation close to Waterford City (noting also the limitations on water services at the airport).

Port of Waterford

The Port of Waterford is a commercial semi-state company and reports to the Department of Transport. It is located 8km outside of Waterford City and is served by both road and rail infrastructure. The port offers 'lift-on/lift-off' and 'bulk' services and also has cruise liner facilities. In 2008, the port underwent a major infrastructure upgrade as a 190 metre quay extension was added. Planning permission has also been granted for further extensions to be added as required. Despite this, the Port of Waterford has not escaped the negative impacts of the economic downturn. The tonnage data and financial statistics below illustrate this.

In 2011, 37% of cargo that went through the port was lift-on/lift-off traffic while 57% was dry bulk (by weight). The remaining 6% was classed as break bulk and other goods.

Figure 3.8: Types of Cargo at Waterford Port 2011



Source: CSO

The table overleaf displays the year-on-year (YoY) percentage changes in the tonnage levels of the different types of cargo at a national level. Dry bulk has been the strongest performer over the past few years, increasing 20.1% in 2010 and 3.7% in 2011. This accounts for the majority of cargo being handled at Waterford port. Lift-on/lift-off traffic, the second most important activity at Waterford port, has posted YoY % decreases every year since 2008 and 2011 levels were almost 30% below those recorded in 2007.

Table 3.2: NATIONAL YOY % GROWTH IN TONNAGE BY CARGO TYPE

	All Cargo	Roll-on/ roll-off	Lift-on/ lift-off	Liquid bulk	Dry bulk	Break bulk & all other
2006	2.2%	0.8%	8.6%	-3.1%	4.0%	10.8%
2007	1.5%	5.3%	4.8%	0.3%	-2.4%	5.5%
2008	-5.6%	-3.7%	-10.5%	-7.2%	0.5%	-27.9%
2009	-18.1%	-9.5%	-16.2%	-9.1%	-29.7%	-47.5%
2010	7.7%	12.2%	-3.0%	-0.7%	20.1%	-6.2%
2011	0.0%	-1.6%	-2.3%	-1.8%	3.7%	6.7%

Source: CSO

Tonnage levels at Waterford port have been falling since 2007. In 2011, the tonnage figures were 41.8% below the peak in 2006. This compares unfavourably to the national total which is down 15.5%. Both Cork and Rosslare have also been experiencing difficulties in recent years in terms of the level of tonnage. In 2011, tonnage levels were 13.1% below 2007 levels in Cork and 20.1% below 2007 levels in Rosslare.

The Port of Waterford's significance has been steadily decreasing since 2006. Its total tonnage handled as a percentage of the national total was 4.5% in 2006 but it stood at 3.1% in 2011. Cork's importance appears to have peaked at 19% in 2009 and to have stabilised since. Rosslare's market share increased between 2006 (5.1%) and 2010 (5.6%) but this fell back to 4.9% in 2011. Dublin's market share was 4.2 percentage points higher in 2011 than it was in 2006 while Shannon Foynes' market share increased 0.6% over the same period.

Table 3.3: TONNAGE BY PORT AS % OF NATIONAL TOTAL

	Waterford (%)	Cork (%)	Rosslare (%)	Dublin (%)	Shannon Foynes (%)
2006	4.5	18.2	5.1	39.0	21.4
2007	4.2	18.7	5.4	40.3	20.5
2008	4.1	18.9	5.3	41.4	21.2
2009	3.9	19.0	5.6	44.5	18.1
2010	3.2	18.8	5.6	43.4	20.3
2011	3.1	18.7	4.9	43.2	22.0

Source: CSO

The drop off in activity in Waterford port has affected its financial performance in recent years. The table overleaf indicates that the Port of Waterford has been making significant losses in recent years.

Table 3.4: PORT OF WATERFORD FINANCIAL DATA

	2009 € ('000s)	2010 € ('000s)	2011 € ('000s)
Turnover	8,851	6,966	6,463
Profit/(Loss) after tax	(898)	(574)	(440)

Source: Port of Waterford Annual Accounts

The Government recognises the difficulties facing Waterford port due to the economic climate and the changing nature of marine shipping. In the 2013 *National Ports Policy*[25] the Government states that it is determined to ensure Waterford port reaches its potential and that it plans to publish a pathway for future development of the Port of Waterford Company in 2013.

Priorities identified for the Port of Waterford:
Support the Port of Waterford and associated lands for employment generation and integrate it into the Waterford area strategy.

3.6 TOURISM & LEISURE

Tourism is a key economic sector and employer. In Ireland the industry generated an estimated €3.9 billion in foreign revenue earnings in 2011. Tourism in the South East is estimated to have generated over €360 million in 2010, down from €412 million in 2009. The number of visitors spending at least one night in the region came close to 1.6 million in 2010, down approximately 10% on the previous year. Close to one million visitors to the region came on holiday, with the balance visiting friends or family, on business or for some other reason. While British tourists are traditionally the strongest market, in 2011 Mainland Europeans and North American both overtook British tourist numbers.

The South East region has a broad range of guest accommodations totalling almost 10,000 rooms available per night in the peak season. Some 110 hotels provide 5,320 rooms with B&Bs, Guesthouses, camping and caravan, rented and campus accommodation accounting for the balance.

The average occupancy of hotels in the South East varied between 55% and of 60% in the 2005-2009 period (latest data analysis by Fáilte Ireland). This underperformed the national level. We expect Waterford City to have underperformed the regional trend also, given the limited corporate, education and visitor economy offer in the city during the period.

While not yet reflected in visitor numbers there are some strong and already successful initiatives underway in Waterford about **providing tourists with a reason to come to the region**. They are in different stages of planning and delivery. Some are underway and need funding in order to move on to the next

[25] http://www.transport.ie/viewitem.asp?id=9552&lang=ENG&loc=1925

phase, some are at an advanced stage of planning while others are at an early stage of planning. Some are relatively easy to deliver, others are more challenging, although all are likely to be deliverable.

3.6.1 Waterford's strength

Heritage and culture is very strong across Ireland. However we feel that Waterford (and the wider south east) has an especially strong offer in this regard whether in the city or county.

Heritage and culture should continue to form the backbone of the tourist strategy for Waterford. The assets of the city and county are strong and provide an opportunity for the new Waterford authority to drive collaboration in this regard along with Fáilte Ireland and the private sector.

In particular the large numbers of houses and gardens are likely to be **especially attractive to older age groups both national and international**. This "greying" market segment in Britain, France and Germany should be targeted as they have a high propensity for such attractions and they are a growing market segment and many of them still relatively cash rich and have the time for numerous holidays and short breaks.

There is also an opportunity to develop a range of niche/targeted holidays which when jointly packaged and promoted could generate significant critical mass. For example, education tours at the Copper Coast UNESCO Geopark, or a focus on eco-tourism, activity breaks building on the existing base of watersports, mountain activities and other outdoor pursuits.

3.6.2 OVERALL STRATEGY

The strategy for development of tourism in Waterford (and the South East generally) should be to make it well-known for having:

- The greatest diversity and quality of heritage and culture in the country.
- A unique portfolio of vibrant historic towns and small cities that are of exceptional interest to visitors because of the quality and variety of their heritage, cultural, retail, food and beverage, and accommodation offer.
- The best facilities in the country for taking family holidays.
- The best infrastructure in the country for outdoor activity in pleasant and relatively easy landscape (but more challenging available) that is especially suitable for families and older age groups.

3.6.3 Positioning Waterford (and the wider South East)

With strong assets we think more integrated place branding and marketing can help. An early action of the Waterford authority should be to streamline the online presence that reflects the refreshed Waterford brand. There needs to be more integration and stronger more singular voice to help Waterford make more noise and elevate the region nationally and internationally.

What might describe the refreshed Region?
These are encapsulated in four slogans that will guide those involved in developing the product, and, subject to further work on the subject, may feature in the marketing: **Ireland's Cultural Corner**, **Ireland's Historic Corner, Ireland's Activities Corner** and **Ireland's Holiday Corner.** The second – Ireland's Cultural Corner – is envisaged as being the lead slogan for the area.

This strategy is aimed at making a **substantial improvement in the performance of Waterford and the South East region in all key leisure tourism markets**: domestic long stay and both city and rural based short breaks; UK long stay and city and rural based short breaks; and International Touring.

The strategy is also to take advantage of the new motorway link into the region to attract more **day visitors**, especially from the Dublin area, using them to create s**tronger, more sustainable attractions and cultural facilities** and generate **commercial activity.** That, in turn, will increase the appeal of the region to visitors who might stay in the region.

Working to develop a select few major projects where there is likely to be **an available site**, a concept that has **strong market appeal** and prospects of it either being a private sector development or **leveraging private sector investment.**

This will be achieved through **stronger mechanisms** for **planning and delivering improvements** to the tourism offer, especially the flagship projects, and stronger mechanisms for **marketing the tourism offer** at **both regional and local level**.

The strategy is also to seek a close alignment between tourism development and development of related economic sectors which have appeal to tourists, notably **food and drink** and **creative industries**.

3.6.4 RATIONALE

Waterford and indeed the other main towns in the wider South East have a large number of heritage buildings, cultural attractions, and authentic stories. In Waterford City this combining of an attractive townscape with historic buildings and "landmark" historic structures that are significant attractions in their own right is well underway. Evidence from around the world, and from Ireland itself, shows that small cities and towns with these characteristics are particularly popular with visitors.

Substantial investment has been made in enhancing the heritage offer, particularly in the Viking Triangle in Waterford. There is, therefore, a "fresh" dimension to the offer. This is complimented by the strong heritage offer in the County. For example, Lismore Heritage Town, Ardmore's Round Tower and early Christian settlement, Mellery, Dungarvan Castle and the network of demesnes and gardens throughout Waterford.

3.6.5 The wider South East Region

The region also has an excellent selection of heritage attractions outside of the main towns. They include the Irish National Heritage Park, outside Wexford; beautifully sited medieval abbeys at Dunbrody, Graiguenamanagh, Jerpoint and Kilcooley; the Dundoby Famine Ship; the Kennedy Homestead; and Ormonde Castle. Research shows that a high proportion of tourists visit heritage attractions and the desire to do so is a key factor shaping decisions as to where people go.

3.6.6 FOCUS ON AUTHENTIC STRENGTHS

It is, therefore, logical for the region to **make the most of its attributes in having this significant heritage and cultural cluster**. The main focus of this is the strategy to complete the Viking Triangle project. However this should be the hub of similar heritage and cultural attractions across Waterford (and the wider South East).

3.6.7 HERITAGE AND CULTURE

This combination of rich and atmospheric heritage and culture plus an increasingly diverse and interesting retail and food and beverage, should strengthen Waterford’s position as a heritage and cultural destination of the top rank, creating a potent mix. Evidence from the rest of the world, and from places in Ireland like Galway City, shows that towns and cities with this combination are the most attractive of all to visitors. They, furthermore, attract visitors of a “Cosmopolitan” nature that are the highest spenders. And, because there is a lot for visitors to spend money on, they are good at creating jobs and business opportunities.

Enhancing those attributes has the added advantage of making the settlements more attractive for investment by companies in other sectors that are looking for places to locate.

It is, therefore, logical for Waterford and the South East region to make the most of the fact that it has a **primary heritage and cultural cluster**, one that mixes traditional and contemporary, and the fact that its cities and towns are not just historic, but **offer vibrant and interesting experiences within their historic townscapes.**

3.6.8 FAMILY HOLIDAYS

Waterford and the wider South East region is also a long established destination for Irish family holidays, and have potential to attract family holidays from other countries, especially from the UK and perhaps also France. There are a number of reasons for this. It has a good stock of the type of self-catering accommodation that families like, and that stock can be increased and improved. It also has a good range of hotels, many with leisure facilities, for those who prefer an all-inclusive package. It has good beaches. The climate is drier than other parts of Ireland, It has attractive scenery that is well suited to family activities, and offers a good range of attractions. It is convenient to get to via ferry.

Persuading more people to holiday at home helps the country in a similar way to persuading more people to come from abroad: it keeps expenditure in the country.

The ability to develop and sustain the type of attractions and cultural facilities that appeals to those taking holidays and short breaks is enhanced by the fact that people from Dublin can now also get to them for a day trip.

It is, therefore, logical to continue to make it a continued focus of strategy to enhance the appeal of the area to longer stay holiday makers from Ireland, the UK and France.

Relatively easy active options in the Irish landscape
There has, related to this, been a fundamental long term change in the behaviour of tourists when they are on holiday. They are much more likely to want to undertake physical activity in addition to looking at things. This applies to all ages. The countryside in Waterford and the rest of the South East is particularly suited to this because it is attractive, and relatively challenging for those who like a physical challenge, while being less so for those that like more moderate exertion.

This is the rationale for making "**outdoor activity in scenery**" a focus of tourism development strategy in the region.

3.6.9 Product development actions

Below we summarise a variety of actions that have the aim of improving the visitor economy of the Waterford City area. These include some flagship projects.

Short Term – 2013

- Integrate and refocus visitor place brand and marketing for Waterford.
  - This should focus on the strength of the Waterford City area that is in heritage and culture whether in the city, towns or countryside.
  - Have one Waterford visitor economy portal to cover leisure tourism and business tourism in the region.
  - Refresh the planned events and activities programme to ensure they are on brand
  - Target markets should be refocused. These are likely to be senior markets in for example UK and France plus domestic market – this should respond to the strength in heritage and culture. Plus the overall family market again in Ireland, UK and France with the attractive outdoor leisure and easy activity opportunities.
- Commence work to complete the **public realm improvements in the Viking Triangle**. These should include effectively connecting it into the core city centre.

- Deliver a strategy to deliver an **occupation and leasing strategy** for property in the Viking Triangle that is on brand and creates a further strong point of difference. Investigate usage of the recently introduced tax incentives for renovating Georgian houses in the city.
- **A City Centre Strategy** should be delivered, this will consider the retail, food and beverages, and hospitality uses in the wider city centre, how they might be improved, developed and a fresh approach to the management.
- Encourage recreational tourism to commence in the city — citybreak concept (culture / heritage /food /nightlife) plus gateway to activity-oriented tourism (greenways) / coast etc.).
- Develop joint and cross promotion of local attractions from Waterford Viking Triangle, to the gardens and demesnes, Copper Coast, Comeraghs and Knockmealdown mountains, and other heritage sites such as Dungarvan, Lismore, Ardmore and Dunmore East.
- Promote activity tourism and development of products for niche markets.
- Every effort should be made to develop Waterford's cruise liner business.

Medium Term – 2014 to 2018

- Collaborative working of the public sector and state agencies along with the private sector should **release Mount Congreve** and see it opened up as a major visitor attraction.
  - It is capable of becoming one of the pre-eminent Houses and Gardens in Ireland. Work has already been undertaken to investigate its potential to augment it with for example an Irish motoring heritage experience.
  - The Waterford & Suir Valley Railway is reminiscent of the "Puffing Billy" in Melbourne, Australia, a world-famous attraction (http://www.puffingbilly.com.au/). It connects the city with Mount Congreve and beyond, and between them they represent a unique tourism asset.
- Deliver a fresh creative strategy for the **use of both south and north quays**. Both are great assets for the region and the city needs to better connect with the River Suir.
  - The South Quays, should be broken down into bite size sections, perhaps with a leisure theme, connections to the riverfront improved. Parking will remain, perhaps slightly less than at present.
  - Consider focused development on the Quays around the Clock tower. A commercial, education and cultural project in low level pavilion building around a central plaza might be possible?
  - The south facing North Quays, demolish the majority of the silos, open up as an informal parkland area. There should be scope for some development (probably residential and hotel led) in the longer term that benefits from the south facing aspect and views to the core city centre.
- Look to **upgrade and diversify the existing hotel offer** in Waterford City to provide more variety and higher quality service and experience. For example long term serviced apartments whether for corporate lets or holiday lets, a genuine boutique hotel and perhaps an international brand to benefit from their marketing databases.

The County has a good diverse stock of accommodation, continued modernisation and improvement should be underway.

- Deliver a **family activity park and/or resort concept** We think there are three approaches:
  - First this might be an integrated family resort at Tramore. The project is to achieve the development of a family theme park type resort and or/attraction that is a holiday destination. Attractions such as Bluestone, the "National Park Resort " in Wales (www.bluestonewales.com) or the Landmark Forest Adventure Park near Aviemore in Scotland (awww.landmarkpark.co.uk) are successful. The Center Parcs type concept and similar other projects in the Netherlands are indicative.
  - Second, Tramore contains a wealth of built and natural attractions. These include a range of wildlife at the renowned Tramore sand dunes and beach; the maritime heritage of the town which can be illustrated linking to the Metal Man, to the recently refurbished Coast Guard Station along the Doneraile walk to the town centre and onto the promenade and beach. These attractions together with the range of heritage trails, gardens and interpretative centres under development will enhance the visitor's experience in the town.
  - Third given the relatively small size positioning the whole of Waterford as an integrated resort. This means integrated high quality transport, ticketing, activities and accommodation across Waterford. In some ways how Orlando in Florida operates and some of the strategic thinking that is refreshing the Isle of Wight in England.
- Deliver a high quality **branded coastal driving** route along the UNESCO Copper Coast Geopark.
  - This should be similar to the emerging Wild Atlantic Way on the western seaboard of Ireland. It will learn from international examples such as the Great Ocean Road, the Garden Route, the Whale Route and the America's Byways network
  - The car-brought market (domestic and overseas) is extremely important to the South East and the ferry sector. Such a route would aid the promotion of the region to ferry holidaymaker prospects, create a 'critical mass' coastal proposition, improve the coastal drive experience for holidaymakers and help make more noise nationally and internationally.
- Continued improvement and development of **walking and cycling trails** across the county and including the Copper Coast, with Dungarvan and the Comeraghs as a centre of walking and cycling excellence.

Longer Term - 2018 Onwards

Delivery of a **visitor economy product for business tourism**, this might be an international branded hotel chain with a large meeting and convention facility and/or a flexible civic and cultural space that is capable of hosting exhibitions, conventions and similar events.

3.7 Indigenous Enterprise & Rural Development

Indigenous enterprise is recognised as a sustainable approach to job creation. Waterford is home to a number of high profile indigenous employers including Rigney Dolphin, EirgenPharma, Eishtech, Dawn Meats, Glanbia etc., along with a significant number of small to medium sized enterprises.

- The continued development of the indigenous sector will require the key agencies of Enterprise Ireland, SEBIC and the County and City Enterprise Boards to be proactive and flexible in their approach to supporting start ups and growing companies.
- As previously noted there is a need to consolidate the network of Community Enterprise Centres and publically owned industrial lands to support start ups and expanding indigenous companies.
- There is a need for a programme of continuous innovation and marketing for particular emerging sectors in Waterford including ICT, the green economy, food and agri business and tourism. In addition, there is scope in the marine sector to harness opportunities in marine leisure, fisheries and sea food.
- Mechanisms to promote and support business start-ups and entrepreneurship should be enhanced. Particular growth sector could be identified and targeted in particular.
- Development of an entrepreneurial culture should be promoted with all relevant stakeholders including education and economic development agencies having a key role in supporting and promoting entrepreneurship.
- Agriculture is a very important economic sector in County Waterford with 2,764 farms employing 3,585 farmers and a further 667 agricultural workers. The average size farm in County Waterford is 45.5ha, which compares favourably with the state average of 32.7ha and reflects the strength of the sector in County Waterford. The main sector is cattle and dairy, followed by sheep and chickens. These farms supply to the main local producers including Glanbia and Dawn Meats, and also to smaller food producers such as Flahavans and Cappoquin Poultry, both of which contribute significantly to their local economies in Kilmacthomas and Cappoquin. There is a need to devise policies in association with Teagasc to ensure that farmers in County Waterford can benefit from the emerging international markets and policies, particularly the reform of the Common Agricultural Policy which includes a review of the rural planning policies to accommodate more intensive and/or value added agricultural and food practices.
- Marine: Bord Iascaigh Mhara (BIM) has initiated the FLAG Project to support economic opportunities in coastal areas. These include strengthening Dunmore East as a Department of Agriculture & Marine harbour, fostering sea food businesses particularly in Dunmore East and Helvick and supporting marine leisure tourism on the South East coast. This should be extended and supports put in place for coastal communities and the marine industry.
- Dunmore East is one of the six fisheries harbours that comes under the auspices of the Department of Agriculture, Food & Marine. In 2011, Dummore East was the fourth largest fishing port in Ireland, landing 8,518

tonnes with a value of over €12.8million. Dunmore East also acts as a secondary port for the cruise liners that visit Waterford, and as a berth for smaller leisure crafts. Proposals to develop both the fishing infrastructure and the marine facilities should be progressed.

3.8 Business Promotion & Attracting FDI

Foreign Direct Investment (FDI) makes a significant and growing contribution to Ireland's economy. In line with the FDI targets in the *Action Plan for Jobs*, overseas companies in Ireland are creating significant numbers of new jobs, and in a wide range of industry sectors including ICT, social media, digital media, games, financial services, pharmaceuticals and medical devices. Ireland is attracting many of the leading fast-growing high-technology companies, and with a focus on employment-intensive services activities, is securing fast job creation.

Table 3.5: FDI Statistics

Ireland's FDI Base as at January 2013	• 1,004 overseas companies - • employing 152,785 people (an increase of 4.49% from 2011), • exporting €122.4bn (an increase of 7.5% from 2011), and • spending €18.8bn in the Irish economy (an increase of 10% from 2010)
Global FDI performance in 2012	• 11,789 FDI projects (a decline of 16.38% from 2011), • creating 1.62 million jobs (a decline of 28.8% from 2011), with • capital investment of €434bn (a decline of 33.53% from 2011)
Ireland's FDI performance in 2012	• 145 FDI projects (a decline of 2.02% from 2011), • creating 12,722 jobs (a decline of 4.92% from 2011), with • a net job creation of 6,570 (an increase of 10.71% from 2011)

Sources: IDA Ireland; fDi Markets

While global FDI performance in 2012 saw a decline after 2011's modest recovery, Ireland was one of the few countries in Europe to perform well, and increase its market share of FDI in Europe to 3.78%. It was ranked the seventh top European destination in 2012, with its success down to the growing stabilisation of the Irish economy and significant growth in repeat investments by existing investors, particularly those from the US. Repeat investment accounted for 55% of Ireland's FDI projects in 2012.

All global regions saw a drop in FDI in 2012. Europe had the largest fall, seeing a 20.82% decline in number of FDI projects, largely due to limited economic growth resulting from the continuing debt crisis. ICT was the largest sector for FDI in to Europe accounting for 23.28% of projects, closely followed by business and financial services (20.68%). Global FDI in 2013 is expected to mirror 2012's performance with slowing world GDP growth and the continuing debt crisis in Europe contributing to an expected decline in FDI of around 20%. However, there remains opportunity for Ireland to maintain its robust FDI performance and continue on its job creation path. IDA Ireland sees opportunity for gain in:

- the IT/technology sector,
- areas of financial services,
- life sciences,
- social/digital media and
- sectors pursuing pan-European consolidation.

Waterford City and County has an FDI base of 31 companies (Appendix E). Within the wider South East Region there are over 60 overseas companies, employing 11,600 people. Waterford's FDI base has developed since the early 1980's and comprises mainly -

- manufacturing (around 80%) and
- back office operations (around 20%).

There is a strong presence of engineering companies, life sciences, and materials companies. **ICT and financial and business services are lightly represented**.

There have been a few closures, with the Talk Talk contact centre closure in October 2011 (due to internal business re-organisation) being the most high profile. The former Talk Talk premises have since been taken over by a manufacturer of high-precision assemblies for the medical devices and aerospace industries, and a local start up contact services company (Eishtech) has been growing swiftly and been able to take on former Talk Talk staff.

Compared with other regions of Ireland, Waterford has not been benefiting significantly from the recent flows of new FDI in to Ireland. However, there are some noteworthy investment announcements for Waterford. In 2013 Sanofi announced a €44mn investment for additional production at Genzyme's biotechnology campus and Nypro Healthcare announcing the establishment of a medical device manufacturing facility in Waterford. In addition, GSK invested €138m over the last five years in the Dungarvan site and both Eurofins Lancaster Laboratories and Microbrush expanded their facilities in the County. These are helping to raise the profile of Waterford as an attractive FDI location. The fact that re-investment is going into these plants in today's highly competitive global market is also a positive feature.

3.8.2 Services & Manufacturing

One of the features of advanced economies is a high level of employment in the services sector. Over time as economies grow, the proportion of employment (and output) arising in the services sector grows relative to that in manufacturing. An analysis of the industrial composition of Waterford City and County provides some insight into the economic structure of the area. As Figure 3.10 illustrates, employment in manufacturing is significantly higher in Waterford with 16.8% working in this sector compared to 11.7% nationally.

Figure 3.9: INDUSTRIAL COMPOSITION OF WATERFORD AND THE STATE 2011

Source: CSO Census of Population 2011. * Based on all individuals at work in the State.

In contrast, the numbers involved in services such as Banking & Finance and Real Estate & Business activities are approximately 2.2 and 2.4 percentage points below the State average. The ratio of services employment to manufacturing employment also provides insight into the industrial structure of Waterford and the region. Table 3.7 shows that Waterford has service sector employment 4 times that of manufacturing, substantially below that of the State (6.2) and also lower than the average for the South East Region (4.8). Nevertheless it represents a considerable change compared to 2006 when it stood at 2.8. This is an indicator that the economic structure of Waterford is in transition, albeit at a slower pace than elsewhere in Ireland.

Table 3.6: RATIO OF EMPLOYMENT IN SERVICES TO MANUFACTURING BY REGION, 2011

	Employment in Manufacturing	Employment in Services	Ratio of Services to Manufacturing	
			2011	2006
Waterford City & County	7,044	27,845	4.0	2.8
South East	25,370	122,104	4.8	3.6
State	211,870	1,309,575	6.2	4.7

Source: CSO 2011

There is a need to **bring in more employment-generating businesses to Waterford**. Recommended actions to help achieve this are as follows:

- Address current information gaps on the potential labour supply,
- Scale up the marketing profile of Waterford,
- Provide soft landing support for the FDI agencies,
- Make a pitch to connect to a dark fibre network,
- Develop trade and investment connections with other locations,

- Linkages between IDA Ireland and the local authority.

Each of these is discussed below.

3.8.3 Improving Labour Supply Information Provision

Waterford is behind the curve in terms of the transition from a mainly manufacturing economic base to a mainly services based one. The services sector requires modern office space which should be encouraged in the City Centre.

While the manufacturing FDI offer is fairly evident for Waterford, there is a need to clarify if and how Waterford can accommodate services FDI. Waterford needs to attract ICT and higher value services investments which are:

- a large part of Ireland's current FDI flows,
- the growth industries of the future, and
- employment-intensive, potentially generating large numbers of jobs.

The prime consideration for these projects will be the availability of suitably skilled people. A labour force audit produced through analysis of POWSCAR (people commuting into and out of Waterford/the wider region) from the 2011 Census can generate a detailed profile of the potential workforce for incoming companies.

Data on the skill base of WIT's alumni would also be another indicator of the potential local source of labour. Other survey data can also be collected as appropriate.

The aim is to produce a detailed picture of the potential available labour supply for incoming ICT and services businesses.

3.8.4 Scaling Up the Waterford Story

The FDI successes and assets of the wider South East region should be incorporated in the promotion of Waterford. This means:

- identifying and profiling the activities and successes of the full range of reference companies (both overseas and indigenous) which will bring scale to the Waterford story;
- profiling the particular industries which are clustering around local skills, infrastructure, and business strengths in the region;
- highlighting particular centres of research excellence and world-class facilities;
- showcasing high growth companies and successful tech start-ups;
- recruiting locally-based FDI CEOs as ambassadors for Waterford and the region. The Economic Forum for CEOs, recommended in the Initial Analysis Document, would be a good conduit for this.

3.8.5 Supporting IDA Ireland and Connect Ireland

IDA Ireland and Connect Ireland are highly active across the globe identifying, facilitating and delivering overseas investment to Ireland. Waterford needs to develop a "soft-landing" support service for these proactive agencies to help them bring FDI projects to Waterford. This includes:

- giving them comprehensive local knowledge;
- addressing information gaps when they arise;
- putting together investor-ready packages for particular target sectors and activities;
- continually providing them with stories and marketing collateral demonstrating why Waterford is a successful business location for growing companies; and
- addressing any particular FDI product weaknesses such as lack of suitable properties or improving public transport services to key employment locations.

These soft supports will help to fully realise the potential of the *Connect & Invest* marketing initiative.

3.8.6 Linkages between IDA Ireland and Local Authority

The establishment of a new Directorate for Economic Development within the combined local authorities has created a new mechanism which will be key to the successful implementation of this Strategy. This Directorate will lead in engaging with the necessary stakeholders. IDA Ireland is a key stakeholder in this process and the removal of the Regional Director from Waterford and the South East is considered a retrograde step in terms of promoting Waterford's role as a location for FDI. Basing a Regional Director in Waterford will support the objectives of attracting FDI to Waterford and should be considered a priority.

Under current arrangements, Waterford and the South-East are eligible for regional investment/employment aid of up to 10% for eligible projects. This compares with 15% in the Border, Midlands and West regions. However, the economic performance of the South-East is comparable to that of these regions, and indeed is less favourable than the West region[26]. In view of this, we would recommend that the State should seek approval to have the South-East treated on an equal footing with the BMW region for regional aid purposes, going forward.

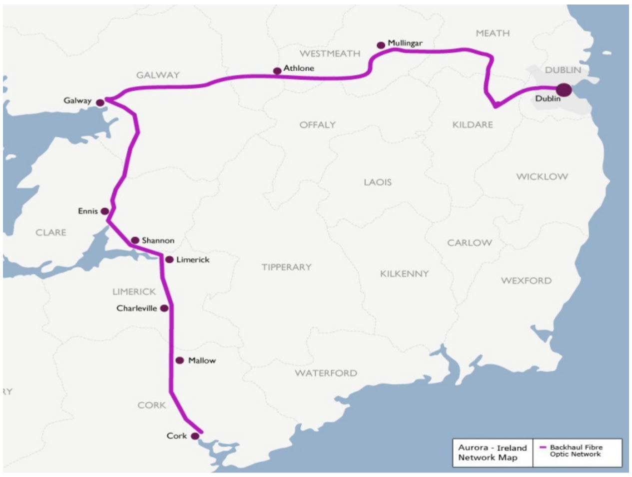
3.8.7 Dark Fibre Connection

To ensure that the key employment locations in Waterford and the rest of the South East region are able to offer the best and most cost-effective connectivity into the future, Waterford should lead a bid to attract the Aurora telecom dark fibre network to and through the region (see Figure 3.11). TSSG could be involved in this bid, contributing their telecoms expertise. The dark fibre network will be essential for data-intensive activities over time, and if Waterford wants to host

[26] See for example , European Commission, 2012, *Éire /Ireland Country Fact Sheet*, (Directorate-General Regional Policy Analysis Unit C3 July 2012), page 7.
http://ec.europa.eu/regional_policy/sources/docgener/informat/country2012/country_ie_en.pdf

the industries of the future it will need to have future-proof high bandwidth infrastructure available.

Figure 3.10: Aurora Dark Fibre Network



Source: Aurora Telecom

3.8.8 Developing Overseas Connections

Partnering with other cities and regions overseas can provide Waterford with best practice learning opportunities as well as joint marketing and trade and investment opportunities. Waterford should investigate building up partnership connections based on its historical links to the UK, France and Scandinavia, which reflect Waterford's economic profile and aspirations. Potential partners could include Bristol, Bordeaux and the Øresund Region (Copenhagen-Malmö), which is a world-renowned life sciences pole.

Figure 3.11: "Medicon Valley", Øresund Region

3.9 BRAND STRATEGY

We have commenced the process of developing a brand strategy for the new Waterford which is documented in a separate Marketing Strategy Report.

In the short to medium term in order to take this process forward, we recommend:

Short term: 2013

Complete the work undertaken so far, this should involve:

- Develop place brand strategy and marketing route map
- Conclude the core messages of the place brand strategy for Waterford agreed with stakeholders;
- Develop a Place Brand book - detail what the key features are and agree the identity.

Medium term: 2014 - 2018

- Develop a strategy to attend Destination Marketing Events to raise visibility of Waterford to the rest of the world and garner awareness of best practice from other regions and countries.
- Establish a standalone Waterford & Co (marketing organisation), agree its targets, roles and functions. Bring in outside people to lend vital skills and experience.
- Integrate the websites currently promoting Waterford in its various guises.

Long term: 2018 onwards

Consider working with wider South East to develop a wider brand for the region.

APPENDIX A: DKM DEMOGRAPHIC MODEL ASSUMPTIONS

The following assumptions are inherent in the DKM regional population projections presented in this report.

Net Migration

At a national level, estimates are undertaken by the CSO once a year in the *Population and Migration Estimates*. For the last three years, large net outflows have been recorded. Emigration exceeded immigration in 2010 for the first time since 1990, after the recession of the 1980s.

Net Migration

Year ending April	Immigrants	Emigrants	Net Migration
2010	41.8	69.2	-27.5
2011	53.3	80.6	-27.4
2012	52.7	87.1	-34.4

Source: CSO Population and Migration Estimates, Sept 2012

Given the current bleak economic outlook it is assumed that the outflows from the country will continue to gather force, while inflows will continue on their downward path, leading to increased net outflows from the country as summarised below:

DKM Central Migration Assumptions M2

Period	Annual Average Net Migration
2006/11 (Census)	24.5
2011/16	-30.0
2016/21	-15.0
2021/26	0.0

Source: DKM

The regional distribution of these projected migration flows is based on the average recorded over the last period of prolonged outflows. The South-East region is assumed to maintain its current 11% share of total national net migration.

Fertility

F1: Total Fertility Rate to remain at 2.1 for the lifetime of the projections. This is based on CSO Vital Statistics, latest for Q3 2012 (issued February 2013)

Mortality

Mortality rates are assumed to decrease, which will result in gains in life expectancy at birth from 76.7 years in 2005 to 86.5 years in 2041 for males, and 81.5 years in 2005 to 88.2 years in 2041 for females.

APPENDIX B: BASELINE POSITION

We set out below a statistical discussion of Waterford and the wider region, along a number of key dimensions, namely:

- Population, including population growth;
- Economic base;
- Location, infrastructure and connectivity;
- Education & research base;
- Spatial & property;
- Branding & marketing of Waterford.

We conclude with a summary of what we see as the key findings.

POPULATION

Current Population

South-East Region

Waterford is one of six counties in the South East NUTS III region (Figure B1). It has the second largest population in the region (114,000), but is the second smallest county in area. Its population density (61.3 inhabitant/km^2) is comparable to Carlow and Wexford.

FIGURE B1: SOUTH EAST NUTS III REGION

The South-East region's population (498,000) accounts for 11% of the State total (Table B2). Average annual population growth of 1.5% since 2006 has been just below the national average.

TABLE B1: COUNTIES, POPULATION AND POPULATION DENSITIES OF SOUTH EAST REGION

Counties	Area (Km^2)	Population 2011	Population Density
Carlow	896	54,612	61.0
Kilkenny	2,072	95,419	46.1
Waterford	1,857	113,795	61.3
Wexford	2,353	145,320	61.8
Tipperary South*	2,257	88,432	39.2
Total	**9,435**	**497,578**	**52.7**

Source: CSO Census 2011. *population of Tipperary North and South combined is 158,754.

TABLE B2: REGIONAL POPULATION GROWTH AND DISTRIBUTION

Region	2006 (Census)	Breakdown	2011 (Census)	Breakdown	Ann Av Growth 2006-2011
Border	468,375	11%	514,891	11%	1.9%
Dublin	1,187,176	28%	1,273,069	28%	1.4%
Mid-East	475,360	11%	531,087	12%	2.2%
Midland	251,664	6%	282,410	6%	2.3%
Mid-West	361,028	9%	379,327	8%	1.0%
South-East	460,838	11%	497,578	11%	1.5%
South-West	621,130	15%	664,534	14%	1.4%
West	414,277	10%	445,356	10%	1.5%
State	**4,239,848**	**100%**	**4,588,252**	**100%**	1.6%

Source: CSO Census of Population 2011

Waterford City and County

In 2011, the population of Waterford City stood at 46,732 while that of the County was 67,063, giving a total population of 113,795.

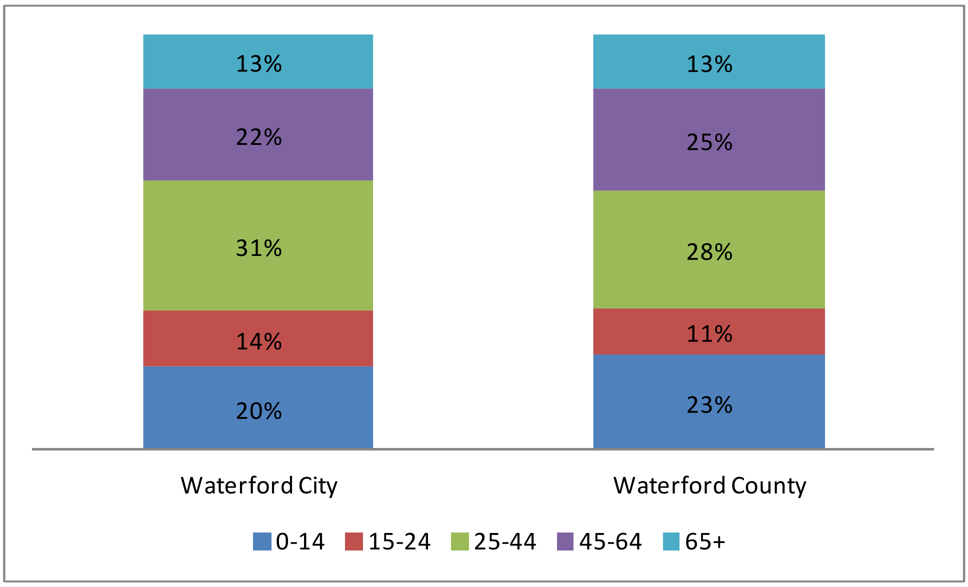
TABLE B3: POPULATION OF WATERFORD CITY & COUNTY

	Waterford City	Inter-censal change	Waterford County	Inter-censal change	Total	Inter-censal change
1981	38,473		50,118		88,591	
1986	39,529	2.7%	51,622	3.0%	91,151	2.9%
1991	40,328	2.0%	51,296	-0.6%	91,624	0.5%
1996	42,540	5.5%	52,140	1.6%	94,680	3.3%
2002	44,594	4.8%	56,952	9.2%	101,546	7.3%
2006	45,748	2.6%	62,213	9.2%	107,961	6.3%
2011	46,732	2.2%	67,063	7.8%	113,795	5.4%

Source: CSO Census of Population, various years.

It is clear that, over the last two decades, growth has been significantly stronger in the county than in the city. The next figure shows the age breakdown of the total population in the two areas.

FIGURE B2: AGE PROFILE OF WATERFORD CITY AND COUNTY, 2011



Source: CSO Census of Population 2011

Net Migration Flows

A key driver of population change – and socio-economic profile - is migration flows, both transnational and internal. Migration traditionally reflects economic changes but in the last two decades in Ireland has also captured the phenomenon of 'urban sprawl', notably from Dublin to the surrounding regions, including the South East.

The South East region experienced a net inflow of 13,895 persons between 2006 and 2011, accounting for 11% of the total net migration flows in the State, as the next Table shows.

The chart overleaf gives the migration breakdown on a county/city level for the period 2006-2011. Within the South-East region:

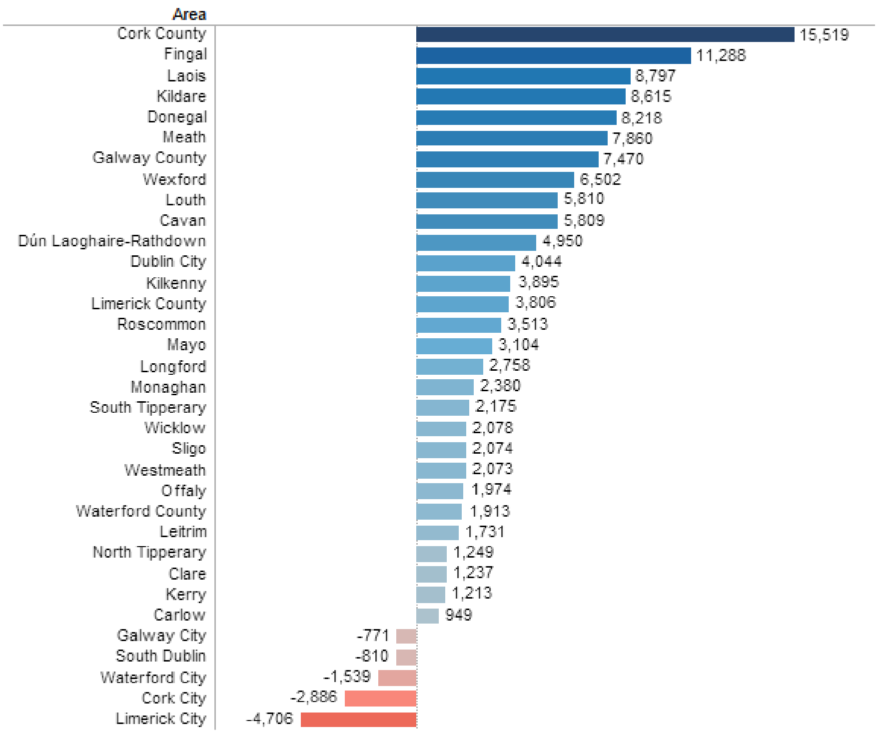
- Counties Wexford, Kilkenny and Tipperary South had the highest migration inflows, while Carlow recorded a net inflow of less than 200 persons per annum.
- Waterford County saw a net inflow of 1,913 or 382 per annum.
- Waterford City experienced a net *outflow* of 1,539 persons or an average outflow of 308 persons per annum. It is notable that outflows were also experienced by Cork and Limerick cities during this time period.

TABLE B4: NET MIGRATION, 2006 TO 2011

	Net Migration Flows	% Share
Border	26,022	21%
Dublin	19,472	16%
Mid East	18,553	15%
Midland	15,602	13%
Mid-West	1,586	1%
South-East	13,895	11%
South-West	13,846	11%
West	13,316	11%
State	**122,292**	**100%**

Source: CSO Census of Population 2011

FIGURE B3: NET MIGRATION FLOWS 2006-2011



Source: CSO Census of Population 2011
http://www.airo.ie/news/components-population-change-2011-birthdeaths-migration

Future Population

Key to the socio-economic future of Waterford is its future population. Population growth will help drive and underpin economic growth. Official forecasts see the population of the State, the South east and Of Waterford growing strongly. However, alternative projections based on more recent experience point to stable populations over the coming decade or so.

Official Regional & County Population Projections

The *Regional Planning Guidelines for the South-East Region 2010-2022*[27] (RPG) contain **regional population targets** that are in line with the *Regional Planning Guidelines Review 2009*[28], and have been adopted into the National Spatial Strategy. These foresee continued strong population growth, with the State's population growing from 4.588 million in 2011 to 5.375 million in 2022. The South-East region is expected to maintain its 11% share of the total national population, growing from just under 500,000 now to 580,000 by 2022. The target populations are seen as minimum population numbers which would be desirable to plan for, and should be exceeded if possible.

The **population targets for Waterford**, in the *Waterford County Development Plan 2011-17*[29] are in line with the RPG. They are given in detail in the next table. The population targets prescribe a population increase of 44,622 persons for the South-East region in 2011 to 2016. This compares with growth of 36,740 between 2006 and 2011. The targets are ambitious in that:

- Waterford City & Environ is expected to grow by 21% between 2011 and 2022, twice the actual annual average growth rate achieved between 2006 and 2011.
- The targets for Waterford County are more in line with the recent growth experience, and population should reach close to 80,000 by 2022 (+19% on 2011).
- The population of Dungarvan & Environs is earmarked to expand by 42% over the period to 2022.

TABLE B5: MINIMUM POPULATION TARGETS FOR WATERFORD TO 2022

	2006 (Census)	2011 (Census)	2016 (Target)	2022 (Target)
Waterford City & Environ*	49,213	51,519	56,500	62,500
Waterford County	62,213	67,063	73,223	79,495
Dungarvan & Environs*	8,362	9,427	11,600	13,400
Annual average growth rates Waterford City		*0.9%*	*1.9%*	*1.7%*
Annual average growth rates Waterford County		*1.5%*	*1.8%*	*1.4%*
Annual average growth rates Dungarvan		*2.4%*	*4.2%*	*2.4%*

Source: Regional Planning Guidelines for South-East Region 2010-2022.
*City and suburbs as defined in 2006 Census of Population.

DKM Regional Population Projections

Migration has been a key variable for explaining Ireland's demographic history, and over the last decade or so unprecedented inflows have boosted the State's

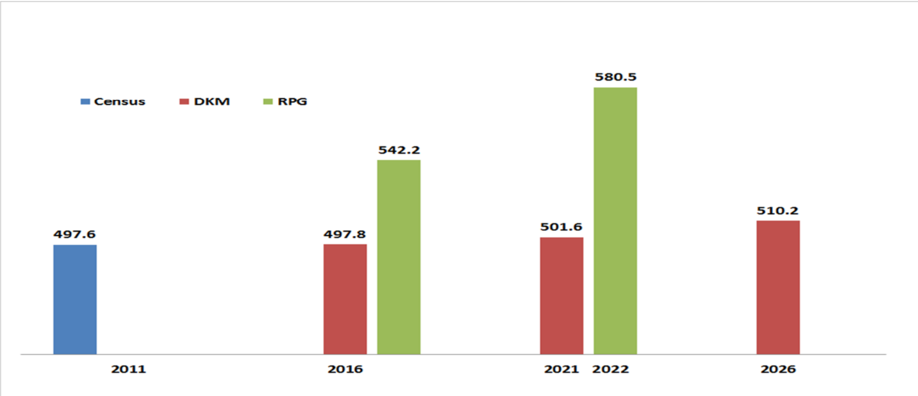
[27] South East Regional Authority http://www.sera.ie/media/FinalRPG_doc.pdf
[28] DEHLG (October 2009), Regional Planning Guidelines Review http://www.clonroadmorewwtp.ie/docs/Regional%20Planning%20Guidelines%20Population%20Targets.pdf (accessed 03/04/2013)
[29] http://www.waterfordcoco.ie/en/media/planning/publications/2011-17countydevplan/Preface,%20Table%20of%20Contents%20etc.pdf (accessed 03/04/2013).

population. The expected continuation of this trend in the RPG[30] (with an average net annual *inflow* of 45,000 persons between 2006 and 2020) underpins the population projection targets set in 2009[31]. They were revised somewhat following the onset of the financial crisis and when the economy's serious difficulties started to become apparent.

The deepening economic crisis has however accelerated emigration and it is now apparent that the RPG targets are overly optimistic. DKM's Regional Population Projection Model uses an alternative set of demographic assumptions, notably birth rates and migration, that more closely reflect recent actual conditions[32] .

DKM's M2F1 base case projections are based on more modest net migration flows (see Appendix B), with an average annual net *outflow* of 15,000 persons nationally, the majority of whom would leave in the early forecast periods. The chart below compares the RPG population targets with the DKM M2F1 projections.

FIGURE B4: SOUTH EAST RPG POPULATION TARGETS VS. DKM PROJECTIONS, '000



In summary:

- Under DKM's projections, the population of the State will reach 4.7 million in 2021. This compares with a target population of 5.4 million in 2022 under the RPG.
- Annual average population growth for the State under the DKM M2F1 scenario remains close to zero over the projection period, while a target of

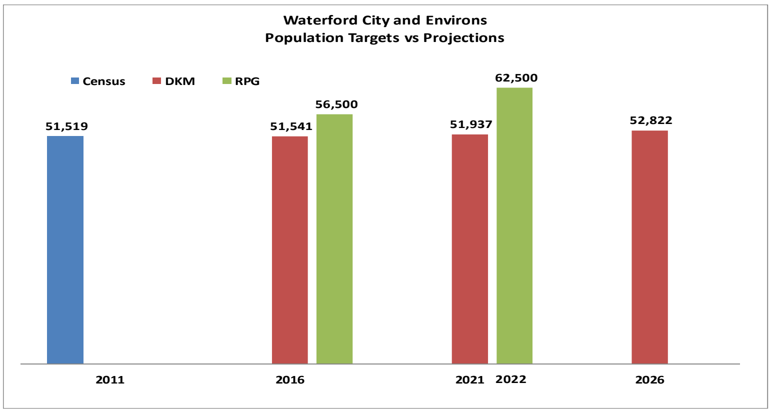
[30] http://www.irishspatialstrategy.ie/WherearewеNow/RegionalPlanningGuidelines/File,165,en.pdf
[31] Department of Environment, Heritage and Local Government (Oct 2009), Regional Planning Guidelines Review
[32] The medium M2F1 scenario in the recently published CSO *Population and Labour Force Projections 2016-2046* (30th April 2013) is based on the same fertility assumptions as the DKM projection, but has a more positive migration scenario, with net migration returning to positive by 2018 and rising slowly thereafter to plus 10,000 per annum by 2021. The medium CSO projections for the State are significantly lower than the RPG target populations: they foresee State population reaching 4.9 million in 2021. Unfortunately they do not give a regional breakdown.
http://www.cso.ie/en/media/csoie/releasespublications/documents/population/2013/poplabfor2016_2046.pdf

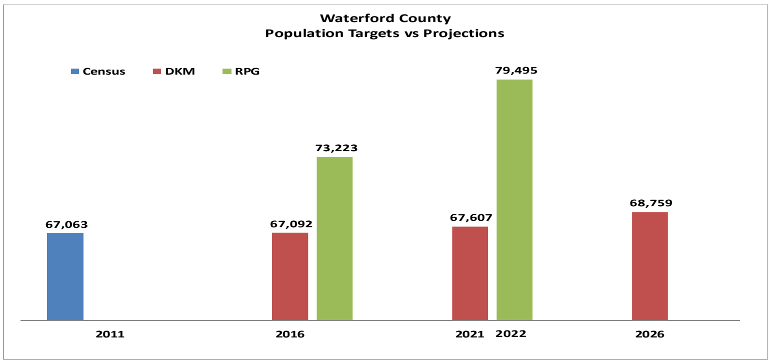
1.7% for the first period (higher than between 2006 to 2011) has been set by the RPG, falling to 1.2% between 2016 and 2022.

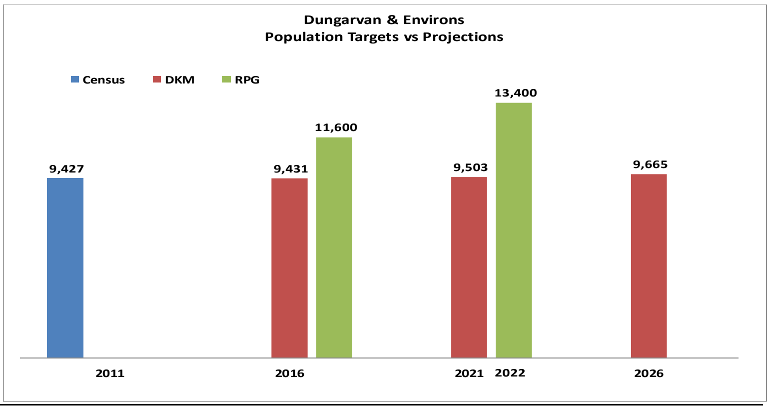
- The RPG target population growth for the region in 2011-2022 is 82,900, more than six times the population growth projected by DKM to 2026.
- DKM's M2F1 projects that the South East region will achieve a population gain of 12,600 between 2011 and 2026.

Applying the DKM M2F1 regional projections to the county and city levels, we assume that the current population shares of these areas in the South East region remain constant over the projection period. On this basis, the populations in Waterford City and County and Dungarvan are expected to be close to static, as the next three charts show.

FIGURE B5: RPG & DKM POPULATION FORECASTS, W'FORD CITY, COUNTY & DUNGARVAN





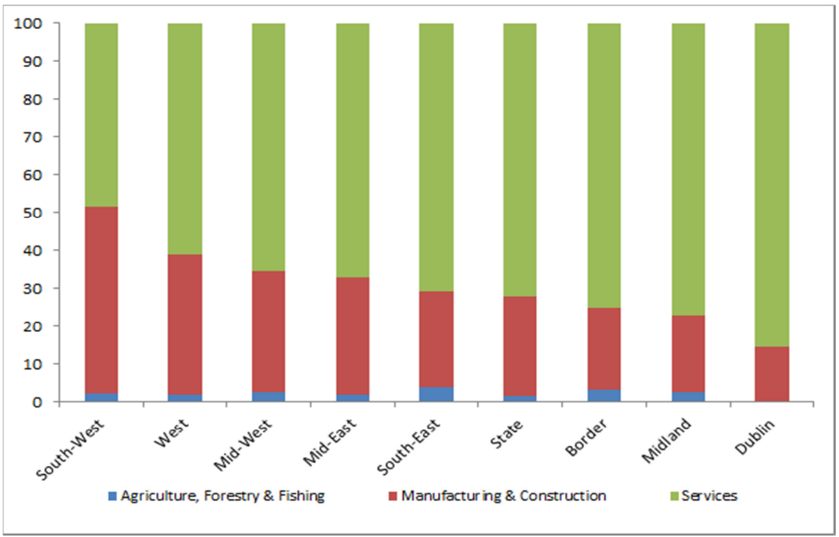


ECONOMIC BASE

Gross Value Added

The most important indicator of economic activity is Gross Value Added (GVA), which is equivalent to Gross Domestic Product (GDP). Data relating to GVA is only available at regional level. As is the case across the country, the majority of GVA for the South East region is derived from Market & Non-Market Services (70.8% of total GVA). This is followed by Manufacturing, Building & Construction comprising 25.5% and Agriculture, Forestry & Fishing comprising 3.7 percent.

FIGURE B6: %AGE BREAKDOWN OF GVA AT BASIC PRICES BY REGION, 2010

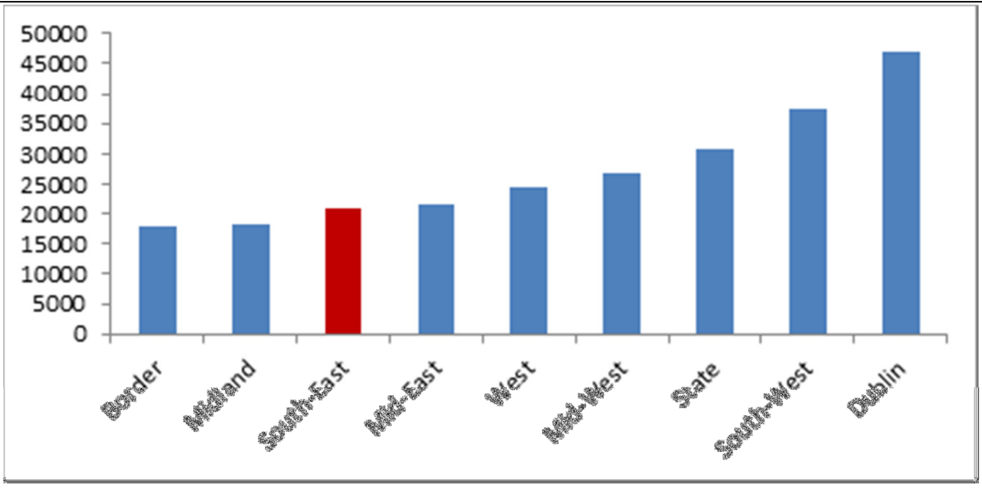


Source: CSO

The South East has a slightly lower than average proportion of services and a slightly higher proportion of manufacturing in its economy, compared to the State average.

An analysis of GVA per person reveals that the South East performs relatively poorly, having the third lowest level of GVA per person after the Border and Midlands regions. Overall the South East region contributes 7 percent to the GVA of the State, on a par with the Border and Mid West regions.

FIGURE B7: GVA PER PERSON AT BASIC PRICES



Source: CSO

Income & Employment

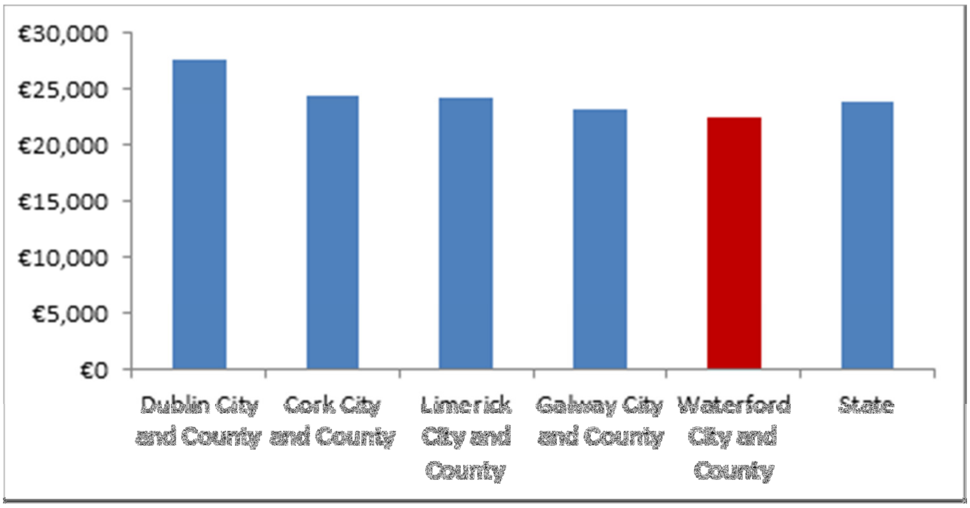
A drawback of the GVA data is that it reflects where income is generated rather than the residence of those generating the income, and therefore inter-regional commuting patterns can distort the picture. Income per capita data on the other hand is based on where people live, and is therefore a good comparator of socio-economic well-being across regions. The data are also available at county level.

Figure B8 presents the position of Waterford relative to other main cities and their counties and the national average in terms of income per capita in 2010. Per capita income in the region was €22,425, 6% below the State average of €23,901. Waterford was also significantly behind that of the other main cities and their counties: 3% behind Galway, over 7% behind Limerick and Cork and 19% behind Dublin.

Of concern also is that, with the exception of Waterford, all other main cities and their counties saw their income per capita increase relative to the State average in the four year period to 2010.

Further analysis of income per capita reveals that primary income per capita (i.e. excluding central Government transfers) for Waterford is estimated at €16,688, the lowest of the main cities and their counties and almost 10% below the State average. Thus, viewed in terms of income exclusive of Central Government transfers, Waterford performs even worse.

FIGURE B8: INCOME PER CAPITA OF MAIN CITIES & THEIR COUNTIES AND STATE, 2010



Source: CSO

Labour Force

In 2011, the South-East region accounted for 11% of the State's population, and 10.5% of its labour force. The region's labour force participation rate[33] of 61% was just below the national rate of 62%. Unemployment at 22% (as reported by the Census under Principle Economic Status), was 3 percentage points above the national average rate of 19%.

TABLE B6: LABOUR FORCE SOUTH-EAST REGION AND STATE, 2011 ('000S)

	State	South-East
Total at work	1,807.4	183.3
Unemployed - looking for first regular job	34.2	4.0
Unemployed - having lost or given up previous job	390.7	47.4
Total labour force	2,232.2	234.6
Unemployment Rate	*19%*	*22%*
Labour Force Participation Rate	*62%*	*61%*

Source: CSO Census of Population 2011

The latest Quarterly National Household Survey (QNHS), which gives the more widely used measure of unemployment, indicates that:

- The total labour force of the South-East was 224,000 in Q4 2012.
- The unemployment rate in the region was 18.8%, significantly above the national average of 13.7%.
- **The South-East region had the highest unemployment rate among all eight NUTS III regions**.

[33] Proportion of the working age population actually working or seeking employment.

- The participation rate was 57.2%, lower than the national average and the lowest of all planning regions with the exception of the Border region (52.4%).

TABLE B7: LABOUR FORCE SOUTH-EAST REGION AND STATE, Q4 2012 ('000S)

	State	South-East
In employment	1,848.9	181.8
Unemployed	294.6	42.1
In labour force	2,143.5	224.0
Unemployment rate (%)	*13.7*	*18.8*
Participation rate (%)	*59.6*	*57.2*

Source CSO QNHS 27/03/2013

The latest labour market data come from the *Live Register* figures for March 2013. They show that there were 55,914 persons signing on in the South-East region, 13% of the national total.

For Waterford City and County, the 2011 Census of Population indicates that:

- Waterford City had higher unemployment (25%) and lower labour force participation (59.8%) than the County (19.1% and 60.1% respectively).
- Of the 5,616 persons unemployed/looking for a first job in Waterford City, 63% were male, compared to 67% of the 5,956 unemployed in the county.

TABLE B8: POPULATION 15 YEARS & OVER BY PRINCIPLE ECONOMIC STATUS, 2011

	City	County	Total
All persons aged 15 years and over	37,476	51,739	89,215
All persons aged 15 years and over in labour force	22,396	31,118	53,514
Persons at work	16,780	25,162	41,942
Unemployed looking for first regular job	444	446	890
Unemployed having lost or given up previous job	5,172	5,510	10,682
Unemployment rate	*25.08%*	*19.14%*	*21.62%*
Labour Force Participation rate	*59.76%*	*60.14%*	*59.98%*

Source: CSO Census of Population 2011

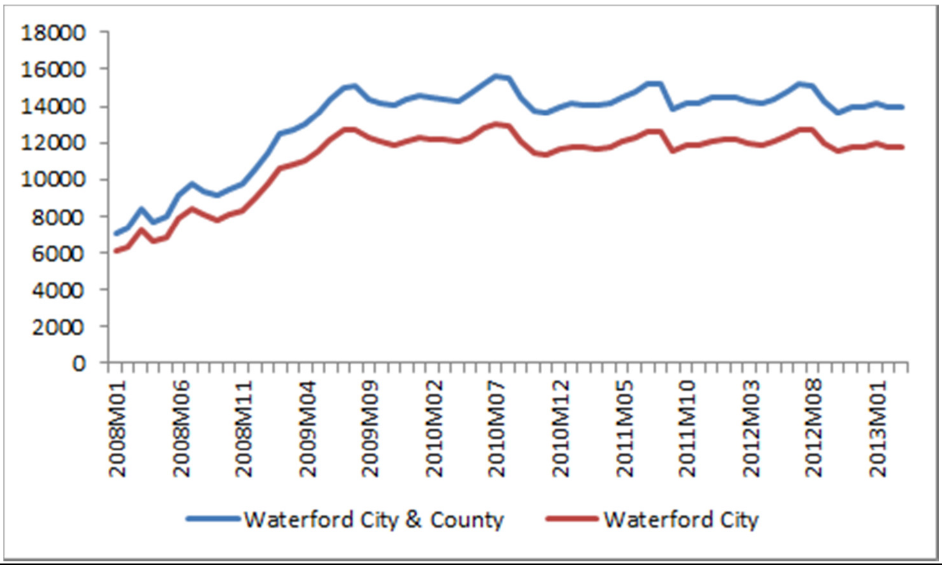
Analysis of unemployment trends per the QNHS reveal that in the past four years the South East Region has experienced **the largest increase in unemployment of all the regions.** According to the QNHS, the unemployment rate for the South East region stood at 8.9% to the end of Q4 2008, rising to 18.8% in Q4 2012.

At a county level some trends on unemployment can be derived from the Live Register. As of March 2013, 13,955 individuals were reported to be on the Live

Register in both Waterford City and county. As Figure B9 illustrates the numbers has stabilised somewhat since November 2012.

These headline figures show the averages of large areas with very diverse populations. More details on local unemployment and deprivation black spots (by Electoral District) are contained in the section on the Pobal HP Deprivation Index below.

FIGURE B9: PERSONS ON THE LIVE REGISTER BY MONTH 2006-2013



Source: CSO
*Some Live Register data for Waterford related to individuals residing in Kilkenny. Equally some residents of Waterford County are recorded in Social Welfare offices in Tipperary.

Deprivation in Waterford City and County

The Pobal HP Deprivation Index[34] measures the relative affluence or disadvantage of a particular geographical area using data compiled from various censuses. A scoring is given to the area based on a national average of zero and ranging from approximately -35 (being the most disadvantaged) to +35 (being the most affluent). The following indicators are taken into account in the compilation of the Index:

- Population Change
- Age Dependency Ratio
- Lone Parent Ratio
- Primary Education Only
- Third Level Education
- Unemployment Rate (male and female)
- Proportion living in Local Authority Rented Housing

Absolute scores are fixed to a particular reference point (e.g. the 2006 Census of Population) and thus reveal the patterns of change over time. Relative deprivation

[34] HP refers to the authors of the index, Haase and Pratschke.

scores are de-trended and focus on the relative distribution of affluence and deprivation at a single point in time. In this section, the relative HP Index[35] is used.

Comparing Waterford City with the other main cities in the country shows that:

- **The city lies in second last place ahead of Limerick City with respect to the Relative HP Index.**
- Waterford City has the highest Age Dependency Ratio which is defined as
- (under 15s + over 65s)/(population 15-65).
- With respect to educational attainment, in 2011 17.1% of the adult population had primary education only, and 25.7% had third level education.
- Waterford had the second lowest proportion of professionals (26.8%), and the second highest rate of semi-skilled and unskilled workers.
- Unemployment rates were second highest among the cities.
- Waterford City had the highest proportion of Local Authority rented accommodation among permanent private households.

TABLE B9: HP DEPRIVATION INDEX 2011, MAIN IRISH CITIES

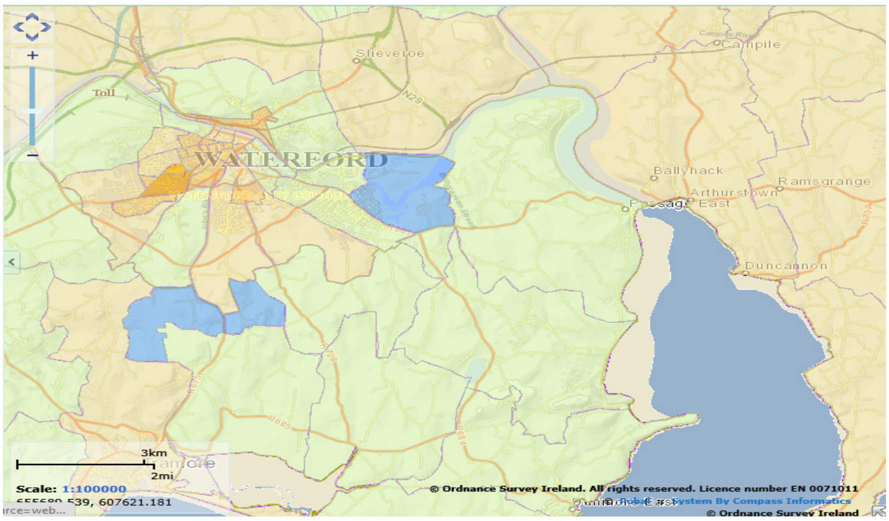
	Limerick	Waterford	Cork	Dublin	Galway
Relative HP Index Score	**-6.7**	**-4.5**	**-1.9**	**2.2**	**5.1**
Age dependency ratio	31.1	32.8	29.7	27.8	25.9
Proportion with primary education only	19.9	17.1	17.7	18.3	9.9
Proportion with third level education	23.1	25.7	29.9	37.6	45.0
Proportion of higher and lower professionals	23.5	26.8	27.5	33.9	34.7
Proportion of semi- and unskilled manual workers	23.9	23.2	22.1	18.2	18.2
Unemployment rate - male	32.7	29.6	26.4	22.3	22.0
Unemployment rate - female	23.7	19.8	17.0	14.3	15.2
Proportion of LA rented in all permanent private households	12.5	16.3	15.7	11.8	9.4

Source: Pobal HP Index 2011 [36]

Within every city, areas of relative poverty can co-exist with affluent areas in close proximity. The Population Census information at Electoral Division (ED) level can throw some light on the situation on the ground in Waterford City, which, like all cities, is far from homogeneous. The map overleaf shows that the disadvantaged areas are concentrated around the centre of Waterford City. There are also some affluent areas on the outskirts of the city as indicated by the blue colour.

[35] When making a statement about a particular area at a particular point in time (e.g. in 2011) the appropriate score to use is the (2011) Relative Index Score.
[36] https://www.pobal.ie/Pages/New-Measures.aspx (accessed 04/04/2013)

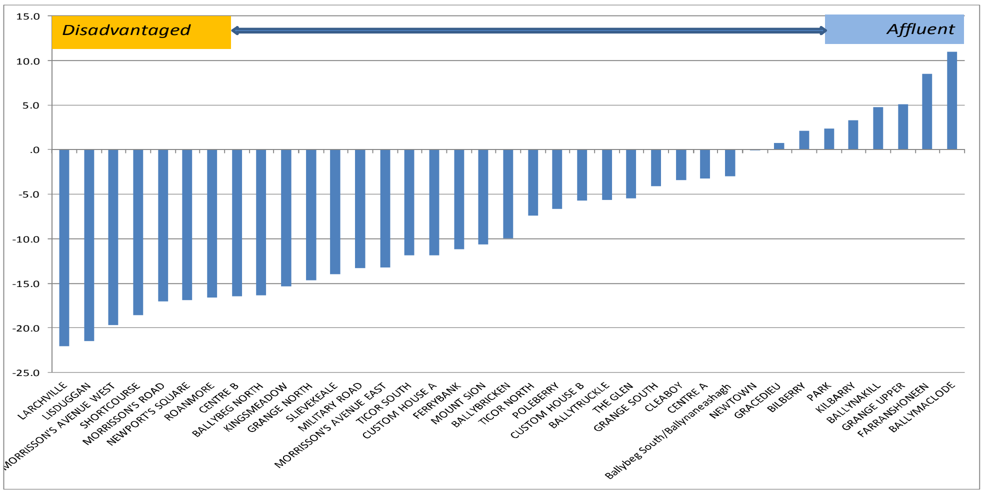
FIGURE B10: POBAL HP DEPRIVATION INDEX WATERFORD CITY 2011



Source: http://maps.pobal.ie/#/Map

The next chart shows that in 2011, the majority of EDs in the City area (not including the suburbs) were disadvantaged, as measured by their Relative HP Index Score. Larchville and Lisduggan were classified as *Very Disadvantaged,* with a Relative HP Deprivation Index below -20. At the other extreme Ballymaclode was categorised as *Very Affluent*, its Index being higher than +10.

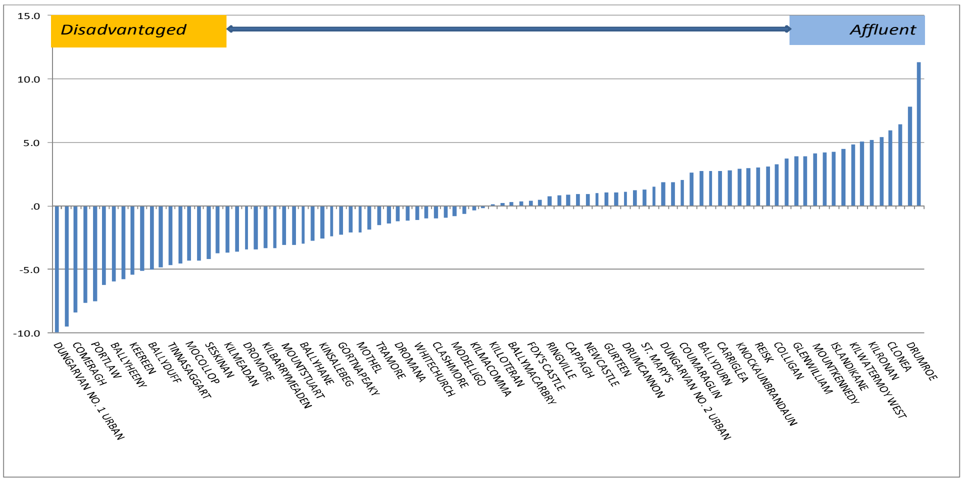
FIGURE B11: RELATIVE HP DEPRIVATION INDEX FOR WATERFORD CITY, 2011



Source: Derived from Pobal HP Index 2011

The HP Deprivation Index for the EDs in Waterford County was more evenly distributed as the chart overleaf shows. The most disadvantaged EDs were Dungarvan No. 1 Urban, Comeragh and Portlaw, while the most affluent areas were Drumroe, Clonea and Kilronan.

FIGURE B12: RELATIVE HP DEPRIVATION INDEX FOR WATERFORD COUNTY, 2011



Source: Derived from Pobal HP Index 2011

The Economic Dependency Ratio (EDR) is the ratio of the total economic inactive population to those at work. Table B10 indicates that Waterford has a slightly higher dependency ratio (1.7) compared to the State average (1.5). It is also evident that Waterford City has a higher economic dependency than Waterford County. Whilst these figures relate to 2011, it is probable that the dependency rate has increased for Waterford and the State and will continue to increase, given that the rate of unemployment is unlikely to fall in the near future, continued high birth rates and the expected increase in the population aged over 65 years.

TABLE B10: ECONOMIC DEPENDENCY RATIOS WATERFORD, SOUTH EAST & THE STATE

	Dependency Ratio
Waterford City	1.8
Waterford County	1.7
Waterford City & County	1.7
South East	1.7
State	1.5

Source: CSO Census 2011

Occupation

Table B11 details the social class of individuals resident in Waterford per the 2011 Census. Approximately 32% of Waterford resident workers are employed in the professional and managerial sectors, compared to 34.1% in the State as a whole. In relation to semi-skilled and unskilled workers, the Waterford area has higher proportions than the State average at 12.2 and 4.5% respectively. This pattern is reflective of the educational profile of the Waterford workforce, which is discussed in a later section.

TABLE B11: SOCIAL CLASS OF WATERFORD, SOUTH EAST AND THE STATE 2011

	Waterford City & County	(%)	South East	(%)	State	(%)
Professional workers	7,829	6.9	29,783	6.0	336,620	7.3
Managerial and technical	28,491	25.0	124,922	25.1	1,251,671	27.3
Non-manual	19,526	17.2	84,772	17.0	801,304	17.5
Skilled manual	17,508	15.4	84,179	16.9	707,369	15.4
Semi-skilled	13,905	12.2	60,449	12.1	487,449	10.6
Unskilled	5,176	4.5	23,696	4.8	170,014	3.7
Others and unknown	21,360	18.8	89,777	18.0	833,825	18.2
Total	**113,795**	**100.0**	**497,578**	**100.0**	**4,588,252**	**100.0**

Source: CSO Census of Population 2011

Tourism

Economic Profile

The table below sets out Fáilte Ireland data on overseas visitors and revenue generated for Waterford and other city/counties in 2011. It indicates that just 2.1% of all overseas tourist visits to the Republic in 2011 were to Waterford. Whilst this is only marginally behind that of Limerick, the revenue generated in the counties differs significantly. In 2011, overseas visitor revenue in Waterford came to €39 million, or 1.3% of total national revenue.

At €342 per head of the population, tourism spend in Waterford is significantly lower than average. Other city/counties performed considerably better, with Galway and Cork generating €1,289 and €2,169 per head of population respectively. Dublin attracted 29% of overseas tourist visits in 2011, and generated 37.9% of overall revenue or €884 per head.

TABLE B12: NUMBER OF OVERSEAS VISITORS BY COUNTY (000), 2011

County	Total No of Overseas Tourist Visits (‘000)	% of Total	Total Revenue from Overseas Tourist €m	% of Total	Spend per Head of Population (€)
Waterford	210	2.1	39	1.3	€343
Galway	959	9.5	323	10.9	€1,289
Cork	1,123	11.2	416	14.0	€2,169
Limerick	383	3.8	143	4.8	€276
Dublin	3,805	37.8	1125	37.9	€884
State	**10,063**	**100.0**	**2969**	**100.0**	**€647**

Source: Fáilte Ireland

Waterford has suffered a significant drop in tourists since 2006. In part this is due to a major modal shift with more visitors from Europe taking point to point trips via cheap airlines. On the island of Ireland Dublin and Belfast have been the winners.

As the following table shows, whilst overseas visitor numbers fell across the State as a whole, Waterford saw the greatest decline, totaling 42.6%. Overseas revenue also declined by 56% over the same period. Waterford experienced the largest decline in both revenue and numbers across all the counties of Ireland (the closure of Waterford Crystal generated some of this impact).

TABLE B13: ANNUAL GROWTH IN OVERSEAS VISITORS BY COUNTY (000), 2006-2011

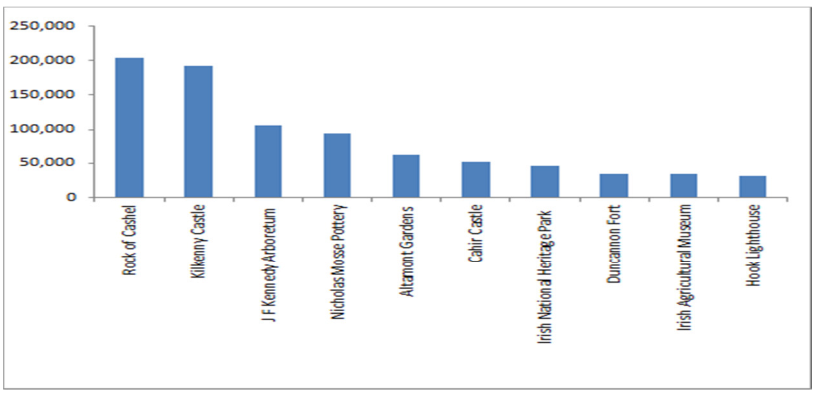
	Visitor No.	Revenue
Waterford	-42.6	-56.2
Galway	-18.7	-9.3
Cork	-18.1	-34.8
Limerick	-29.1	-10.1
Dublin	-11.6	-18.1
State	-16.9	-22.1

Source: Fáilte Ireland

Another worrying feature emerging from the recent tourism data for the South East region is that none of the top ten attractions in the region are in Waterford (Figure B13). By comparison, Waterford Crystal had been attracting 300,000 visitors per annum – and 29% of total group visits to Waterford - prior to going into receivership in 2009.

Nevertheless, since then product development of tourism attractors has advanced apace. The new House of Waterford Crystal opened in 2010 at the heart of the city centre has proved successful and is starting to reclaim market share. Whilst the Viking Triangle and its associated museums are similarly strong and will only improve further with the planned public realm works and the gradual leasing of space

FIGURE B13: TOP TEN VISITOR ATTRACTIONS IN THE SOUTH EAST REGION, 2010



Source: Fáilte Ireland

On a more positive note is the increasing number of domestic holidays taken in the South East region. In 2011, the South East was the second most popular region for domestic holidays after the South West. Whilst it is not clear which counties in the South East are more popular among domestic visitors, these trends provide growth opportunities for Waterford to capture more of the domestic tourist market.

In terms of origin of visitors:

- Waterford City and County welcomed 210,000 visitors from overseas in 2011, up by 9,000 on the previous year but some 6,000 visitors short of the 2009 level.
- The British had been the most popular overseas visitors in 2010 (34%) but having reduced their share to 26% in 2011 they were overtaken by visitors from both Europe (36%) and North America (30%).
- Regarding overseas visitors to the State as a whole, by comparison Britain accounted for the largest share of overseas visitors in the four year period to 2012 with approximately 45% of the total.

TABLE B14: OVERSEAS VISITORS ('000) TO STATE

	2009	2010	2011	2012
Britain	3,257	2,739	2,878	2,774
Mainland Europe	2,382	2,045	2,283	2,347
North America	980	936	987	1,017
Other Areas	308	318	357	379
Total	**6,928**	**6,037**	**6,505**	**6,517**
Annual % change		-12.9%	7.8%	0.2%

Source: Fáilte Ireland

TABLE B15: OVERSEAS VISITORS ('000) TO WATERFORD

	2009		2010		2011	
Britain	69	32%	68	34%	54	26%
Mainland Europe	70	32%	55	27%	76	36%
North America	60	28%	53	26%	62	30%
Other Areas	16	7%	24	12%	17	8%
Total	**216**	**100%**	**201**	**100%**	**210**	**100%**
Annual % change			-6.9%		4.5%	

Source: Fáilte Ireland

TABLE B16: REVENUE GENERATED BY OVERSEAS VISITORS TO WATERFORD (€ MILLION)

Origin	2009	2010	2011
Britain	26	21	15
Mainland Europe	25	11	11
North America	10	8	10
Other Areas	4	4	3
Total	**65**	**43**	**39**
Annual % change		-33.8%	-9.3%

Source: Fáilte Ireland

While accounting for one-quarter of overseas visitors to Waterford in 2011, British visitors contributed almost 40% of revenue (€15 million) generated by overseas visitors. Mainland Europeans generated €11 million of revenue in Waterford followed by North Americans with €10 million.

Visitor Attractions in Waterford City & County

Waterford has some strong visitor attractions and product development has been advancing. The table below shows Fáilte Ireland data for visitor numbers to Waterford attractions (free and paid) and is the last available data.

TABLE B17: MAIN WATERFORD PAID AND FREE ATTRACTIONS

Attraction	2008	2009	2010	2011
Waterford and Suir Valley Railway	23,500	24,100	29,400	29,000
Lismore Castle Gardens	17,300	16,900	22,000	20,195
Christ Church Cathedral	13,417	16,107	25,350	25,000
Reginald's Tower	12,571	12,305	13,065	29,368
Dungarvan Castle	7,408	6,622	9,730	9,983

Source: Fáilte Ireland. Excludes House of Waterford Crystal

Waterford City

The new House of Waterford Crystal is understood to have had 130,000 visitors in its first full year. With marketing to the trade and tourists generally the expectation is that visitors should total around 200,000 per annum in 2014.

With the opening of the Medieval Museum in the Viking Triangle in April 2013, the planned public realm improvements, wider marketing and stronger management a genuinely strong "cultural quarter of great authenticity and critical mass is emerging in Waterford City. We expect this to contribute to more domestic and overseas visitors to Waterford City in the coming years, for the number of staying nights to increase and for money to be spent.

County Waterford

The high quality land and seascape environment, large number of cultural and heritage attractions and strong food offering in Waterford and the wider South East are strong assets. These include:

- The attractive countryside for walking and cycling, this includes a number of marked trails;

- Gardens and demesnes such as Lismore, Tourin, Curraghmore, Cappoquin, Dromana, Ormond Castle, Mount Congreve, Glenleigh, Sion Hill House & Gardens;
- The many attractive beaches including: Ardmore, Bunmahon, Clonea Strand, Dunmore East, Woodstown, Tramore and Stradbally;
- The Comeragh and Knockmealdown Mountains
- The strong food and beverage offer especially at places such as Dungarvan;
- The UNESCO Geopark of the Copper Coast and the attractive coastal driving experience.

Dungarvan and Tramore are the two main tourism hub towns in the County. They both have a strong market position; Tramore probably more towards mass market and Dungarvan slightly upper mid-market position. Both need a degree of product development, modernisation, improved management and marketing. This has started with the proposed Japanese Garden attraction in Tramore to commemorate Lafcadio Hearn, a 19th century scholar and supporter of Japanese literature and culture who spent his childhood summers in Tramore. In addition, Dungarvan is being developed as a hub for walking and cycling tourism along with a food destination.

Marketing & Online Presences

The existing online experience of Waterford tourism is too diverse, there are too many voices and the quality is weak:

Waterford City
http://www.discoverwaterfordcity.ie/
Waterford County
http://www.itsafeeling.com/
Dungarvan and West Waterford
http://www.dungarvantourism.com/welcome/web
Tramore
http://www.tramore.ie/

Waterford is a small area, there does not need to be such as breadth of visitor economy websites.

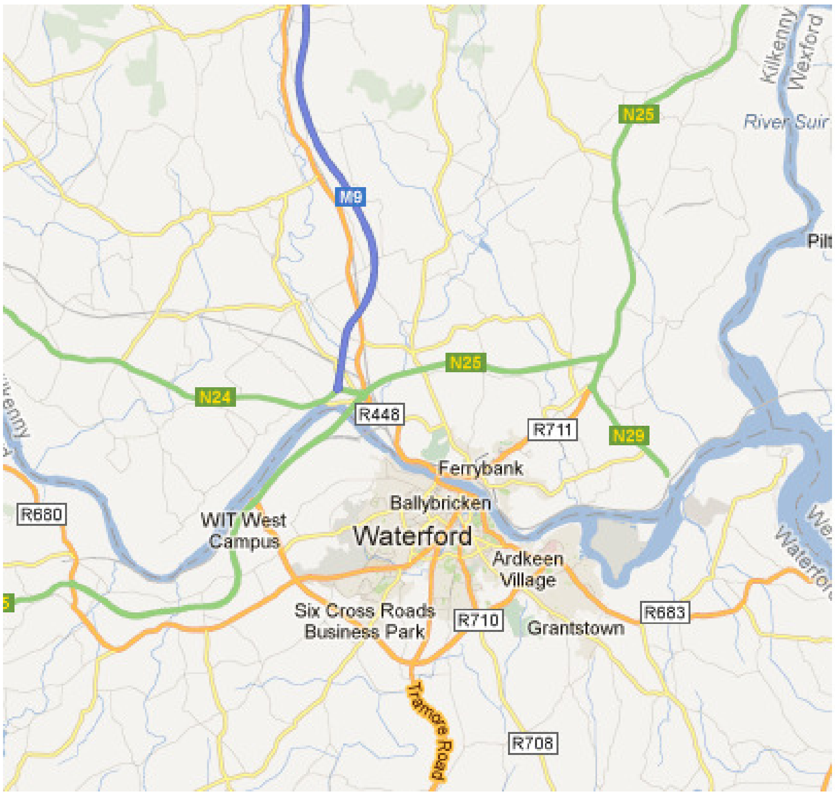
Location, Infrastructure & Connectivity

Road & Rail

Roads

Waterford is linked to other major centres in Ireland via an excellent road network. The recently upgraded N25 links Waterford to Cork, New Ross, Wexford and Rosslare, while the M9 links with Kilkenny, Carlow and Dublin. Waterford is also served by a number of regional roads connecting the county's urban centres to their surrounding hinterlands.

FIGURE B14: WATERFORD'S ROAD NETWORK



Source: NRA

TABLE B18: DRIVING TIMES FROM WATERFORD CITY

Destination	Main Road	Journey Time
Cork	N25	1 hour 45 minutes
New Ross	N25	25 minutes
Wexford	N25	55 minutes
Rosslare	N25	1 hour 5 minutes
Kilkenny	M9	40 minutes
Carlow	M9	1 hour
Dublin	M9	1 hour 50 minutes

Source: National Roads Authority

The National Roads Authority collects traffic count data for various points along different routes in Ireland. The tables overleaf display the average daily volumes of traffic at the points closest to Waterford City.

N25 Bypass West: Data available for 2012 show that weekday volumes ranged from 7,472 per day to 9,390 per and volumes dropped off at the weekend to between 5,864 and 6,126. These figures were down slightly from the same period in 2011.

According to the NRA's Design Manual for Roads and Bridges, the N25, classed as a Type 2 Dual Carriageway, has Annual Average Daily Traffic (AADT) capacity of

20,000. The busiest day between January and June 2012 on the N25 Bypass West was Friday with an average daily volume of 9,390 which is just 47% of its capacity.

TABLE B19: AVERAGE DAILY VOLUMES N25 BYPASS WEST

Day	To June 2011	To June 2012	YoY % Change
Mon	7,943	7,472	-5.9
Tue	8,373	8,184	-2.3
Wed	8,480	8,332	-1.7
Thu	8,407	8,570	1.9
Fri	9,389	9,390	0.0
Sat	6,126	6,054	-1.2
Sun	5,864	5,677	-3.2

Source: National Roads Authority

N25 Bypass East: The most recent data available for the N25 Bypass East is from 2011. During the period shown in the Table below, average volumes on Monday to Saturday ranged from 5,497 to 7,175. Average daily volumes dropped off on Sunday to 4,474. These figures represent an increase over the same period in 2010. Volumes on Thursdays, Fridays and Saturdays showed the most significant increase. The busiest day is Friday with average daily volumes of 7,175, just 36% of the AADT capacity of 20,000.

TABLE B20: AVERAGE DAILY VOLUMES N25 BYPASS EAST

Day	April - Sept 2010	April - Sept 2011	YoY % Change
Mon	5,516	5,593	1.4
Tue	5,493	5,497	0.1
Wed	5,567	5,559	-0.1
Thu	5,737	6,536	13.9
Fri	6,502	7,175	10.3
Sat	4,656	5,619	20.7
Sun	4,377	4,474	2.2

Source: National Roads Authority

M9 (Mullinavat): The data collection point closest to Waterford on the M9 is located at Mullinavat, roughly 17km from the city centre. Average weekday volumes in 2012 ranged from 8,438 to 10,137. Again, average daily volumes at the weekend dropped off to range from 7,105 to 7,317. The 2012 figures are down slightly on the figures from the same period in 2011. The most significant decreases were experienced on Mondays, Saturdays and Sundays.

The M9 is classed as a Type 1 Dual Carriageway and has an AADT capacity of 42,000. The data overleaf show that the M9 at Mullinavat is operating well below this. The busiest day between January and August 2012 was Friday which had an average daily volume of 10,137 which is just 24% of capacity. Looking at Table B22 reveals that the M6 and M8 are also operating under capacity but have higher average daily volumes than the M7 at points similar in distance from the end point as chosen for the M7.

TABLE B21: AVERAGE DAILY VOLUMES M9 (MULLINAVAT)

Day	To Aug 2011	To Aug 2012	YoY % Change
Mon	8,870	8,438	-4.9
Tue	8,907	8,804	-1.2
Wed	9,291	9,030	-2.8
Thu	9,315	9,242	-0.8
Fri	10,413	10,137	-2.6
Sat	7,501	7,105	-5.3
Sun	7,784	7,317	-6.0

Source: National Roads Authority

TABLE B22: AVERAGE DAILY VOLUMES M6 AND M8

	M8 (Watergrasshill-Rathcormac)	M6 Athenry
	To April 2012	To Aug 2012
Mon	13,458	13,084
Tue	13,905	13,185
Wed	14,382	13,600
Thu	15,104	14,243
Fri	17,192	16,136
Sat	11,545	12,307
Sun	11,960	12,443

Source: National Roads Authority

Rail

Waterford City's railway station is located on Terminus Street on the north side of the River Suir. The table below details journey times from Waterford to various destinations by rail. There are some large variances in journey times when connections are required.

TABLE B23: JOURNEY TIMES BY TRAIN FROM WATERFORD CITY

Destination	Changes	Minimum Journey Time
Carlow	0	50 mins
Cork	1 (Limerick Junction)	3 hrs 5 mins
Dublin	0	1 hr 50 mins
Kildare	0	1hr 30mins
Kilkenny	0	35 mins
Limerick	1 (Limerick Junction)	2 hrs 15 mins

Source: Iarnród Éireann

Energy, Broadband & Water

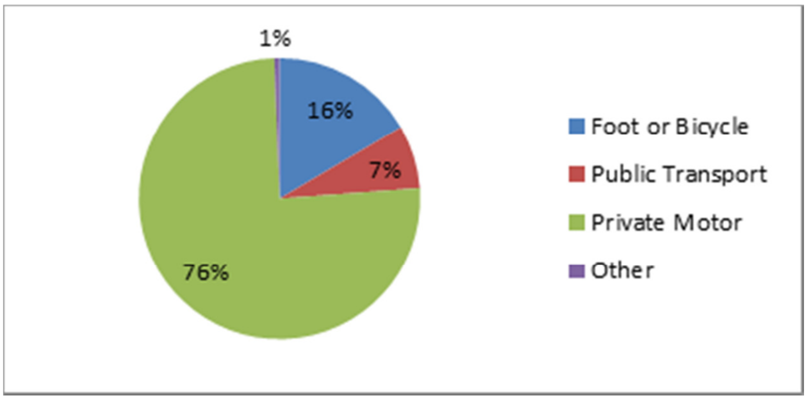
In terms of electricity, broadband and water, Waterford City and the main towns in the county are now well-served, and indeed in general enjoy excess capacity. Both the city and Dungarvan are on the Broadband MAN network, and indicators from industry representatives are that this is more than adequate for their purposes. Connections with the electricity grid, reflective of the manufacturing legacy, are strong and ESBI plan to develop a 440kv corridor through the County parallel to the N25 Waterford to Cork road. Water and waste water treatment capacity are likewise ample.

Natural gas is available in Waterford City, Tramore, Kilmeaden and Portlaw.

Commuting Patterns

As a final consideration under the Connectivity heading, we examine commuting patterns in Waterford. Census 2011 reveals important information relating to the transport and travel patterns of those who live work in Waterford. Approximately 82% of households in Waterford have one or more cars available in the household, which is on par with the national average. Figure B15 shows that approximately 76% of residents in Waterford travel to work, school or college by private motor, 71% of which is by car. Public Transport's market share is very weak at 7%.

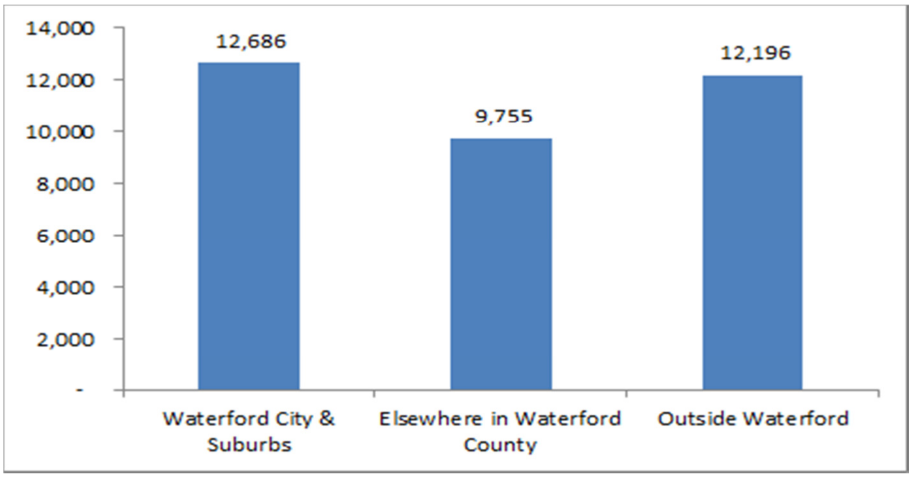
Figure B15: Travel to Work, School or College by Waterford Residents, 2011



Source: Census 2011

According to Census 2011, just over 34,600 Waterford residents had fixed places of employment in 2011. Of these, 64.8% or approximately 22,400 were working in Waterford with the remaining 35.2% commuting outside Waterford for work. The majority of residents working within Waterford were residing and working in Waterford City and Suburbs (56.5%).

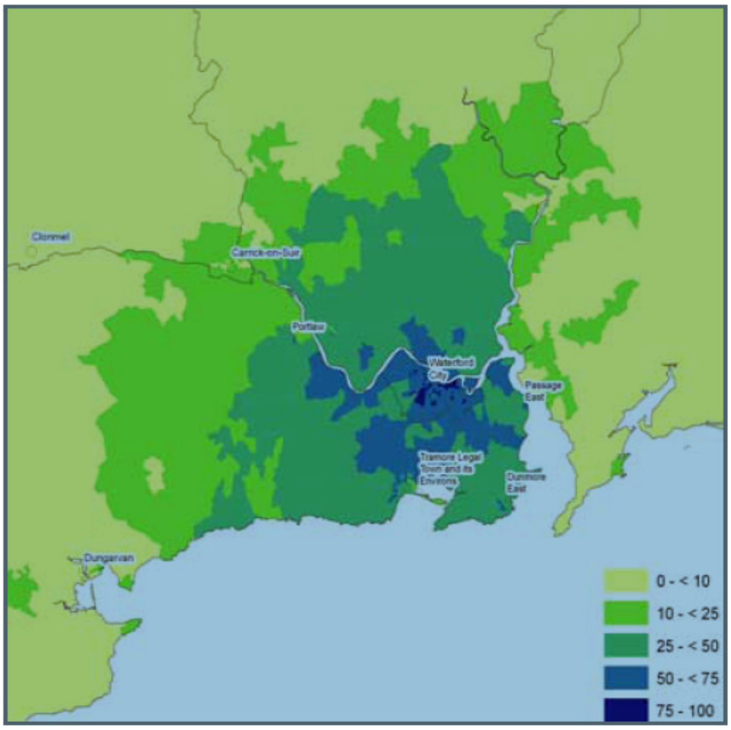
FIGURE B16: WATERFORD RESIDENTS BY PLACE OF EMPLOYMENT



Source: Census 2011

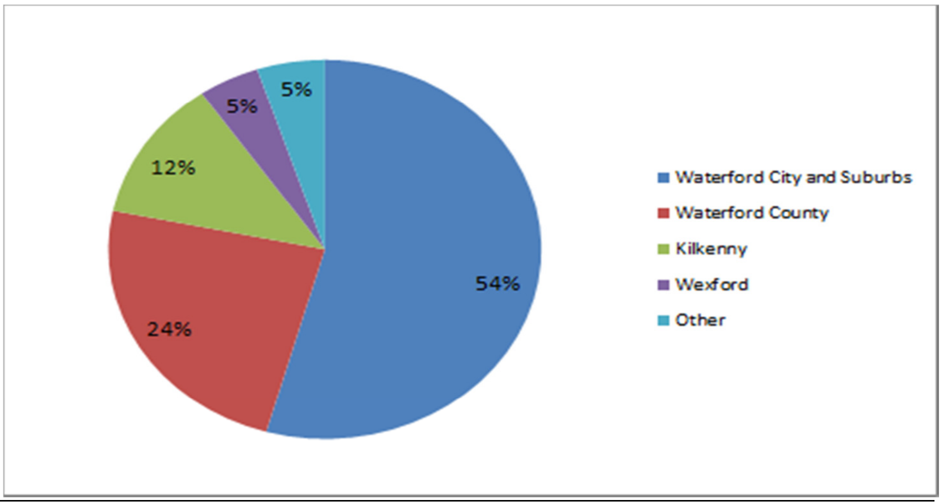
Overall there were just over 23,300 individuals working in Waterford City and Suburbs in 2011, making it the fifth largest employment centre in the State. While the majority of these workers resided within the city and Suburbs, some 5,570 commuted into the city from other areas in Waterford County while another 2,827 and 1,066 respectively commuted from Kilkenny and Wexford. Within Waterford, the towns of Tramore (1,701), Dunmore East (265), Portlaw (237) and Passage East (147) were the largest feeder towns for the city.

FIGURE B17: %AGE OF INWARD COMMUTERS IN EACH SMALL WORKING AREA OF WATERFORD CITY & SUBURBS



Source: CSO Census 2011, *Profile 10 Door to Door*.

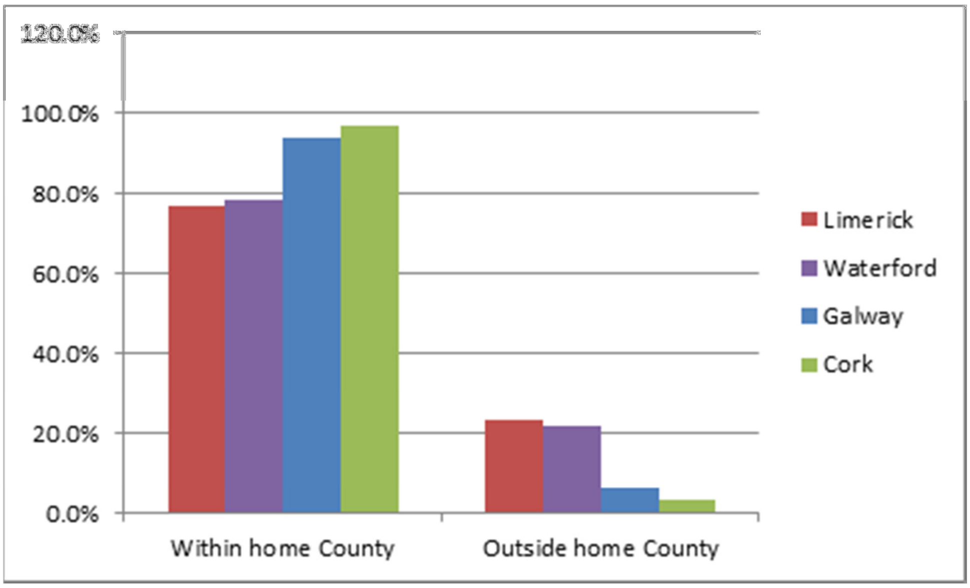
FIGURE B18: BREAKDOWN OF WATERFORD CITY & SUBURB WORKERS BY RESIDENCE



Source: Census 2011

The map and chart above set out the commuting patterns of Waterford City and Suburb workers. As can be seen approximately 78% of workers in the city were residing within Waterford. This is on par with Limerick City and Suburbs where 77% of workers are residing within Limerick, but below that of Galway and Cork where 94 and 97% respectively are residing within their respective counties. This partly reflects the size of Galway and Cork relative to Waterford and Limerick.

FIGURE B19: WHERE PEOPLE LIVE & WORK



Source: CSO Census 2011

Of those workers residing in Waterford, approximately 38% spend 15 minutes or less travelling to work with an additional 38% commuting for between 15 to 30 minutes. Just 6% of residents spend in excess of an hour travelling to work. On average, Waterford-based workers spend 23 minutes commuting to work each day.

TABLE B24: JOURNEY TIME TO WORK BY INDIVIDUALS RESIDING IN WATERFORD, 2011

Time	Number	%
< ¼ hr	13,979	38%
¼ hr - < ½ hr	13,895	38%
½ hr - < ¾ hr	5,014	14%
¾ hr - < 1 hr	1,595	4%
1 hr - < 1½ hrs	1,571	4%
1½ hrs +	689	2%
Total	**36,743**	**100%**
Average time commuting (minutes)	**23.7**	

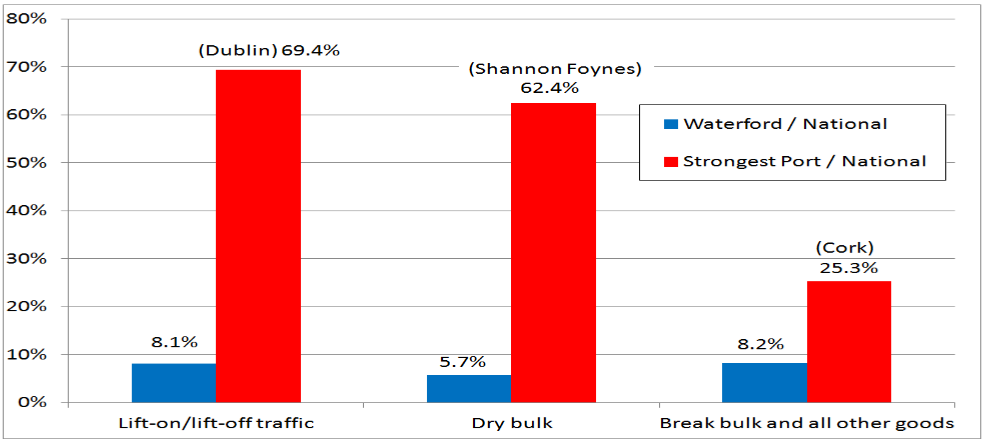
Source: Census 2011

Port of Waterford

The chart below displays the types of cargo handled at the Port of Waterford as a percentage of the national total, in comparison to the percentage of the national total accounted for by the strongest port for that type of cargo. In 2011, Waterford accounted for 3.1% of all cargo while the strongest port (Dublin) accounted for 43.2% of the national total. Some 8.1% of lift-on/lift-off cargo was handled in Waterford while the strongest port (Dublin) handled 69.4% of the national total. Waterford handled 5.7% of all dry bulk cargo while the strongest port (Shannon Foynes) handled 64.4% of the national total.

Finally, Waterford handled 8.2% of break bulk and other goods while the strongest port for this category, Cork, handled 25.3% of the national total. Other classes of cargo that Waterford does not handle are roll-on/roll-off traffic, and liquid bulk. The strongest ports for these categories in 2011 were Dublin (80.9%) and Cork (43.4%) respectively.

FIGURE B20: TYPES OF CARGO BY PORT, %AGE OF NATIONAL TOTAL, 2011



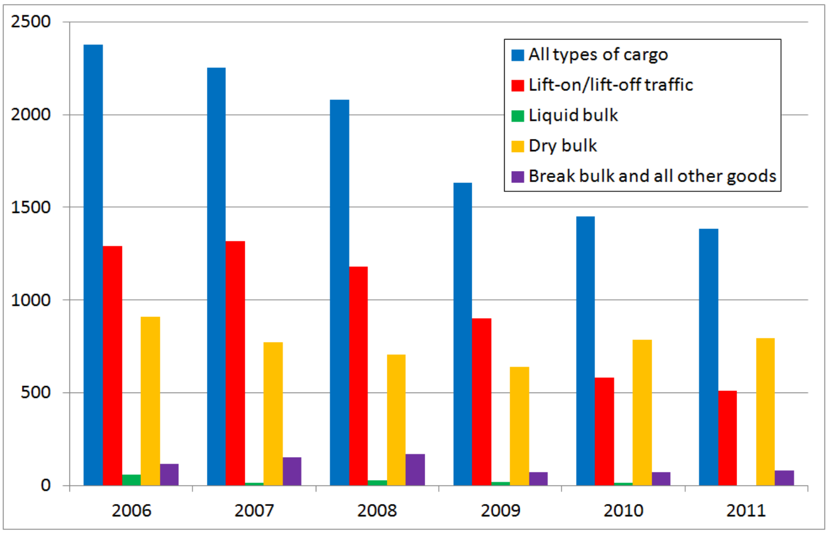
Source: CSO

TABLE B25: LEVELS OF TONNAGE BY PORT '000 (ALL TYPES OF CARGO)

	Waterford	Cork	Rosslare	All Ports
2006	2,376	9709	2,744	53,318
2007	2,253	10,098	2,926	54,139
2008	2,082	9,633	2,722	51,081
2009	1,631	7,968	2,328	41,836
2010	1,451	8,466	2,502	45,071
2011	1,383	8,434	2,192	45,078
2006 - 2011 % Change	**-41.8%**	**-13.1%**	**-20.1%**	**-15.5%**

Source: CSO

FIGURE B21: WATERFORD TONNAGE BY TYPE OF CARGO



Source: CSO

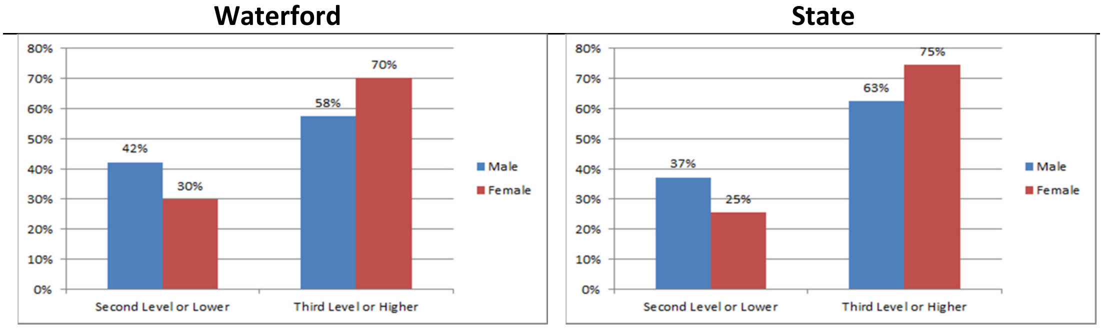
EDUCATION & RESEARCH

Education Profile of the Workforce

The chart overleaf illustrates the educational attainment of people at work[37] in Waterford and the State. The level of education attainment is lower than the average in the State, with 63.9% of workers in Waterford having completed third level compared to 68.5% nationally. There is a clear gap between males and females, both in Waterford and the State as a whole, but in both Waterford underperforms.

[37] This differs from the analysis of the HP Index above, which looked at the whole population.

FIGURE B22: EDUCATIONAL ATTAINMENTS OF WORKERS IN WATERFORD & STATE, 2011



Source: Census 2011

Second & Third Level Education Profile

Turning to the current cohort of students, the Irish Times *2012 Educational Supplement* indicates that there are 20 second level schools in Waterford City and county. Details where some 1,259 students from 18 of these secondary schools sat the Leaving Certificate in 2012 are provided overleaf.

Of these, 1,046 (83%) went on to 3rd level, including 36% who attended WIT. Thus a majority of Waterford students who go on to 3rd level education do so outside Waterford, and this proportion is notably higher among the "best performing" schools. This is hardly surprising, as WIT could not be expected to provide the full range of 3rd level courses to attract all local students.
By the same token WIT attracts students from throughout the South East and neighbouring counties (see tables overleaf).

TABLE B26: LEAVING CERT TO 3RD LEVEL EDUCATION, WATERFORD, 2012

	Sat Leaving Cert 2012	Attending WIT		Other 3rd Level		Total Third Level	
St. Angela's School, Ursuline Convent, Waterford	122	47	39%	73	60%	120	98%
Árd Scoil na nDéise, Dún Garbháin	46	11	24%	34	74%	45	98%
Waterpark College, Waterford	36	25	69%	9	25%	34	94%
Coláiste De La Salle, Newtown, Port Lairge	150	59	39%	81	54%	140	93%
St. Augustine's College, Abbeyside, Dungarvan	101	21	21%	72	71%	93	92%
Newtown School, Waterford	63	5	8%	47	75%	52	83%
Scoil na mBráithre, Cnoc Sion, Port Lairge	27	20	74%	2	7%	22	81%
St. Declan's Community College, Kilmacthomas	80	32	40%	32	40%	64	80%
Coláiste Na Maighdine, Presentation Secondary School	35	25	71%	3	9%	28	80%
Abbey Community College, Ferrybank, Waterford	102	32	31%	48	47%	80	78%
Scoil na mBráithre Chríostaí, Trá Mhór, Port Lairge	73	23	32%	34	47%	57	78%
Blackwater Community College, Tallow Rd. Lismore	103	18	17%	62	60%	80	78%
Scoil na mBráithre, Dún Garbháin	48	10	21%	27	56%	37	77%
Stella Maris Secondary School, Tramore, Waterford	65	31	48%	19	29%	50	77%
Our Lady of Mercy Secondary School, Waterford	108	51	47%	28	26%	79	73%
Meán Scoil San Nioclás, Rinn Ua gCuanach, Dún Garbháin	26	1	4%	18	69%	19	73%
St. Paul's Community College, Waterford	58	31	53%	6	10%	37	64%
Coláiste Chathail Naofa, Youghal Road, Dungarvan	16	6	38%	3	19%	9	56%
Total	**1,259**	**448**	**36%**	**598**	**47%**	**1,046**	**83%**

Source: Irish Times

TABLE B27: SOURCE OF STUDENTS FROM 2012 LEAVING CERT COHORT TO WIT

Origin	Number	%age
Waterford	448	28.4%
Wexford	313	19.9%
Kilkenny	184	11.7%
Tipperary South	149	9.5%
Cork	98	6.2%
Tipperary North	60	3.8%
Wicklow	60	3.8%
Kildare	41	2.6%
Laois	40	2.5%
Limerick	34	2.2%
Carlow	29	1.8%
Offaly	23	1.5%
Galway	19	1.2%
Dublin	18	1.1%
Others	56	3.6%
Total	**1,572**	

Source: Irish Times

SPATIAL & PROPERTY

Estimating the Waterford Market Size

Retail experience of the catchment population for Waterford City centre is that draws from a population of 250,000 people. Our estimate of the wider resident market catchment for Waterford that is people who could use Waterford City centre at different times probably totals around 450,000 to 500,000 people:

- Waterford City & County, essentially the core primary area population: 108,000;
- Waterford Regional Market: Secondary Area Population an additional 140,000 – 150,000;
- South East Region: Wexford/South Tipperary/Kilkenny – an additional 180,000 - 220,000.

Waterford and local South East region residents will be the most important population that will interest potential businesses who might locate in Waterford, whether domestic or FDI and in terms of future retail requirements.

The completion of the M9 motorway and other road improvements means this catchment population could potentially be larger. We estimate that there is now a significant 60-90 minute drive time population of about **1.0 million to 1.5 million people** which would start to include the Greater Dublin area and through the N25 improvements the Greater Cork population.

Office & Industrial

The following is a brief overview of the Commercial Real Estate Market in Waterford. It also draws on the comprehensive schedule of available 'Business Space' (both office and industrial) in the general area, primarily Waterford City/suburbs, as circulated by IDA Ireland.

Based on our initial review of the local market, the key aspects in summary are set out below. However, it must be noted that there are no readily available market statistics in relation to total stock of buildings, vacancy rates and approximate annual take-up of space.

Offices

With poor occupier demand, the market is not dynamic and there is currently a significant oversupply of accommodation. To quote one local agent: *"Hundreds of thousands of square feet of space available".*

Typical **Office Rents** are as follows:

- 3rd Generation well-located office space (city centre): €10 - €11/sq ft
  (e.g. Maritana Gate – recent letting of 2,000 sq. ft. suite @ €11 /sq ft)
- Back from €23 at the peak
- Secondary stock €6.00 /sq ft.
- Suburban office space (3rd generation) €7.00 /sq ft.

Industrial

The industrial sector is also showing significant oversupply and with poor take-up. In addition, there is a good supply of appropriately zoned land available to facilitate a future supply pipeline.

Typical **Industrial Rents** are as follows:

- Recent letting of light industrial unit on Tramore Road - €6.50 /sq ft.
- Net effective rent (after rent free period and fitout contributions) may be closer to €4 /sq ft.
- Heavy industry - €1.50 /sq ft.
- Light industrial - €4.00 /sq ft.
- Retail warehouse - €7 - €8 /sq ft.
- In December 2012, Allsop Space sold a light industrial unit of approximately 8,600 sq. ft. for €55,000 (equating to a capital value of only €6.40 /sq ft.).

We can expect a major shift in the overall style, motivation and methods of working and communicating within the modern workforce over the next 20 years. This is already being directly reflected in the type of workspace that modern businesses demand, and has significant implications for the future delivery of appropriate accommodation to meet the needs of the occupiers of the future.

As is the case with many regional cities and towns, the high levels of vacancy are in existing buildings that do not immediately match the needs of modern business and in some cases are not readily adaptable. With rents and capital values driven downwards by a combination of these factors, it remains uneconomic to develop more modern business space solutions better suited to the needs of the new generation of enterprises.

These are the challenges the market is facing and only by being innovative in the design, development, leasing and funding solutions can the future of the local market be secured. This is critical to ensure the ready supply pipeline of a range of 'Workplace Products' for business to spark economic recovery – whether for FDI attracted by IDA Ireland or growing domestic businesses.

A network of Community Enterprise Centres has been developed throughout Waterford with centres in Waterford City, Tallow, Lismore, Cappoquin, Dungarvan, Dunhill and the Arc Labs Innovation Centre at WIT. Plans are advancing to develop a Community Enterprise Centre in Kilmacthomas focussing on the crafts sector. These centres play an important role in supporting indigenous enterprise, particularly start-up businesses that may find it difficult to attract investment. They offer office space with low rents and flexible leases and in some instances a graduation policy whereby when a business is of scale they are asked to identify suitable office space within the commercial property market.

Agriculture

According to the 2011 Census, agriculture is a key sector in County Waterford employing 3,585 farmers and an additional 667 agricultural workers. According to the 2010 Agricultural Census, there are 2,764 farms in County Waterford. The average farm size is 45.5ha in County Waterford compared to an average of 32.7ha for the State.

Cattle and Dairy

Dairy and cattle are the main agricultural sectors in County Waterford. In 2010, there were 1,020 dairy farms. Waterford dairy farms had the largest herd size with 110.4 of which 56.1 were dairy cows. This is well above the State average of 56.7 cattle of which on average 39.9 were dairy cows. This is consistent with figures for the South East region, with larger than average herd sizes recorded in Counties Kilkenny, South Tipperary, North Tipperary, Wexford and Cork. This is particularly relevant with the upcoming reform of the Common Agricultural Policy and the development of the dairy processing plant by Glanbia at Belview.

Sheep

There are 425 sheep farms with an average flock size of 247 which is well above the average for the state of 157.9 sheep.

Pigs

There are 35 pig farms in County Waterford with an average of 2,048 pigs per farm which highlights the intensive nature of this sector.

Chickens

The chicken industry is very important for County Waterford, with Cappoquin Poultry employing over 100 staff in the slaughter and packaging of chickens. Chicken farming in County Waterford is very intensive with 198 farms producing on average 4,450 birds per farm, which is well above the State average of 1,293 per farm and is second only to Cavan/Monaghan with an average of 11,558 per farm.

Cereals

344 farms are producing 7,458ha of cereals. The average farm size is 21.7ha which is slightly below the national average of 24.1ha. Crops are broken down as follows:

- Wheat: 106 farms – 2,128ha
- Oats: 90 farms – 1,188ha
- Barley: 256 farms – 4,122ha
- Other: 4 farms – 30ha

Potatoes

Waterford is not a strong producer of potatoes with only 20 potato farmers operating in Waterford.

CONCLUSIONS

In general the picture that emerges from the baseline analysis is one of some positives but a number of negatives. Waterford and its region can be said to underperform under a number of criteria, given its potential. Our findings can be summarised as follows:

- The population of the South east region is just under 500,000, 11% of the State total, and that of Waterford City and county is 114,000. Overall population growth has been average in recent years, but Waterford City has been losing population share to the county.
- Population is likely to remain static at national and regional level for the next decade or so, reflecting poor economic prospects. Specifically, the growth foreseen in the Regional Planning Guidelines is unlikely to materialise.
- Waterford has more of its workforce engaged in manufacture and less in services than the national average.
- This is also reflected in the FDI sector – while there is a number of leading edge manufacturing plants in Waterford, especially in the Life Sciences, there is an under-representation in ICT and Financial & Business Services.
- Incomes and economic output in Waterford and the South East are lower than average, and deprivation levels in the city are higher.
- Unemployment is higher, and the educational attainment of the workforce is lower than average in the city, and there is a discernible education gap between females and males, to the detriment of the latter.
- Tourism statistics, which reflect the period before the House of Waterford Crystal opened, indicate poor tourism performance, despite a range of historic, cultural and natural assets. Absent Waterford Crystal, none of the top ten attractions in the South East are in Waterford. Significant improvements have been observed since the House of Waterford Crystal has re-opened, confirming that it is a key tourism asset.
- Overseas tourist numbers to Waterford are roughly evenly divided between British, North American and Continental European visitors, but the British tourists are the highest spenders. The South East region is popular with domestic tourists but it is not known how many visit Waterford.
- Waterford is endowed with excellent infrastructure – roads, seaport, water, wastewater, broadband. A disadvantage is the lack of international air connections locally, although Dublin and Cork airports are increasingly accessible via the improving road network. Traffic at the seaport and the local airport has been falling in recent years.
- Nearly 80% of Waterford resident workers work in the county, with the balance working outside the county. Likewise, approximately 20% of those working in Waterford City and surroundings are from outside the county (mostly Kilkenny and Wexford). Most commuting is by private motor. The rail service is infrequent and does not provide an effective commuting service.
- Waterford Institute of Technology is one of the most highly regarded 3rd level institutes in the country, with approximately 10,000 students. It has a number of strong research activities, notably TSSG/Arc Labs; there are a number of instances of collaboration with local industry and of successful spin-off companies.

- In terms of retail market, we estimate that Waterford City centre draws from a population of 250,000, with a wider catchment of people who at different times could use the city centre as much as 450,000 to 500,000. With the completion of the M9 motorway there is a population of over one million within the 60-90 minute drive time.
- We estimate that currently aggregate retail sales in the city are €287 million (convenience) and €393 million (comparison).
- There is a significant amount of spare capacity in terms of office and industrial space, but appropriate quality is an issue and there is a lack of suitable enterprise space in the city centre.

APPENDIX C: PROFILE OF SETTLEMENTS

The principal settlement in County Waterford (and indeed the South East region) is Waterford City. The *Waterford County Development Plan 2011 -2017* sets out a settlement hierarchy for the other settlements in the county.

• Primary (County) Service Centre	Dungarvan
• Secondary Service Centre	Tramore
• District Service Centres	14 are listed in the plan Of most importance are ○ Lismore ○ Dunmore East ○ Portlaw
• Local Service Centres	9 are listed in the plan, including ○ Clonmel Environs (population 800)
• Settlement Nodes	14 listed

A summary profile of the main settlements is set out below

Waterford Gateway

Population 51,519, comprised of
46,732 within Waterford City Council area
4,787 within Ferrybank, Co. Kilkenny on east side of River Suir

Designation Gateway in National Spatial Strategy

Role *The overarching goal is for Waterford City to fulfil its role as a Gateway City and, as the economic driver of the South East Region, to facilitate the provision of key investment priorities whilst ensuring the city develops in a balanced, sustainable, transport friendly and attractive way with good quality of life and opportunities for all its citizens.*

- *To implement a phased approach to the development of new residential land. (OBJ 2.1.3)*
- *To provide for a variety of housing types, tenures and densities reflective of the diverse needs of the people of Waterford, mitigating current residential leakage and unsustainable travel patterns. (OBJ 2.1.5)*
- *To protect and strengthen the retail primacy of Waterford City within the South East Region. (OBJ 2.1.6)*
- *To protect and enhance the vibrancy and vitality of Waterford City Centre. (OBJ 2.1.7)*
- *To protect existing employment and promote new employment areas. (OBJ 2.1.9)*

- *To require new development to account for known and anticipated local climate change impacts including flood risk.(OBJ 2.1.10)*
- *To facilitate improved access to the city through more sustainable transport modes. (OBJ 2.1.11)*
- *Continue to encourage and promote the sustainable development of a range of quality tourism facilities, attractions and accommodation within the city. (OBJ 2.1.14)*
- *Implement the Waterford City Climate Strategy Programme of Measures (OBJ 2.1.15)*
- *Ensure that sufficient land is zoned for the educational requirements of 1st, 2nd and 3rd level educational establishments. (OBJ 2.1.16)*
- *To provide for a socially inclusive society (OBJ 2.1.17)*
- *Retain a Healthy City status over the lifespan of the Development Plan. (OBJ 2.1.18).*

Zoned Lands

The majority of the traditional industries remaining in the city are particularly concentrated in the industrial estate at the Cork Road, also along the River Suir and in the suburbs such as Tycor, Kilcohan, Six Cross Roads Business Park.

- ***City Centre Commercial** – 35ha zoned*
- ***General Business use** - 85 ha zoned.*
- ***industrial use** - 192ha zoned (of which circa 45 ha currently remains undeveloped)*
- *Circa half of the industrial lands remaining undeveloped in the city are owned and managed by the IDA and are suitable only for certain types of industry.*
- *There are further extensive industrial lands in the environs of the city, at Belview and at the Business and Technology Park on the Cork Road which will be made available for specific types of Industry.*
- *The **strategic FDI site** area amounts to 66.66 ha. (Knockhouse Area north of the Kilmeaden Road)*
- ***high technology office based industry** - 86 ha zoned (61 ha undeveloped).*

TABLE D1: SUMMARY OF MAJOR INDUSTRIAL ZONED SITES, WATERFORD

	Zoned Land	Undeveloped Land
Waterford City		
- City Centre Commercial	35	n/a
- General Business use	85	n/a
- industrial use	192	45
- strategic FDI site	66.5	66.5
- high technology office based industry	86	61
Knowledge Campus	163	n/a
Ferrybank - IDA site - Pharmaceutical Site - Specialist Industrial Activity	 30 47 45	 17.5 47 45
Other Centres		
Dungarvan	49	31.7
Tramore (Ballinatin)	110	110
Dunmore East	23	23
Kilmeaden	30	30
Portlaw	43	43
Waterford Airport	47	47
Carrick on Suir	109	109

Waterford IT — Institute of Technology
10,000 students, 1,000 staff, schools of

- Business
- Engineering
- Lifelong Learning & Education
- Health Sciences
- Humanities
- Science

Ferrybank, Co. Kilkenny forms part of the city, located on the east of the River Suir

Population — 4,787 (Co. Kilkenny population)

Designation — part of Waterford Gateway

Functions — location of Waterford Port, residential community, balance across River Suir, potential retail centre

Economic policy — Economic zonings in place for

- Commercial and Mixed Use
- Pharmaceutical/Industry and Technology Parks
- Business, Industry and Technology Parks

Existing employment — main clusters occurring at Grannagh, Christendom and Belview

IDA site 74 acres, 43 available. Dedicated to pharmaceutical/ biotechnology companies only. The

"Strategic Site Initiative" policy pursued by the IDA would allow for high value manufacturing on this site
Servier Pharmaceuticals occupies 15 acres.
Inadequate water supply is a bottleneck on development.

Dungarvan

Population	9,427
Designation	Primary (County) Service Centre A designated County Town in the NSS
Role	Can play a "*pivotal role*" in the development of the Atlantic Gateway corridor
Functions	education, tourism, financial, retail
Employment	industrial – opportunities in the Town cover a broad spectrum including; Bio-technology, ICT and engineering, manufacturing and processing, professional services, tourism and hospitality and local services.

Zoned Land The Planning Authority has addressed employment land use within the zone of Light Industry. There are approximately 49ha of land zoned for light industry in the Town, of which approximately 31.7ha are undeveloped.

Tramore

Population	10,378
Designation	Secondary Service Centre
Role	support to the Gateway of Waterford City Must strengthen and widen its economic base
Functions	residential, services "*that could attract investment and employment*"
	"Vast majority of the working population commute to Waterford City or other urban areas on a daily basis for work"
Employment	*"Traditionally employment in Tramore has been largely related to the tourism sector and this has created a principally one dimensional employment base. However the Riverstown Industrial Park has been successful in terms of occupancy and take up rate over the period of the 2003 Plan and this success highlights a clear need to zone additional industrial lands in Tramore*."
Zoned Lands	The lands at Ballinatin (Zone M3) shall be retained primarily for economic development which may include industrial, commercial and tourism development (zoned area 110ha)

Dunmore East

Population	1,559
Designation	District Service Centre

Role	identified in RPG as a town where "*measured growth is desirable in a manner that allows community, social and retail development to catch up with recent residential development*"
Employment	tourism, fishing Enterprise zoning of 23ha

Lismore

Population	1,369
Designation	District Service Centre
Role	support to the Gateway of Waterford City Must strengthen and widen its economic base
Functions	mainly tourism,
Employment	"*significant portion of industrial land to the south west of the town off the N72 was zoned for industrial development in the previous plan. To date this land remains undeveloped at present*" Industrial zoning of 9.5ha

Portlaw

Population	1,696
Designation	District Service Centre
Functions	"manufacturing is still the single most important employment category, employing 36% of the working population in the Town." Industrial zoning of 43ha

Other Settlements

Cappoquin

Population	759
Designation	District Service Centre
Employment	Carrigeen Industrial estate Cappoquin Chickens, Pat Denn feeds, Calmark Ireland, FBA laboratories Ltd, and Paul Flynn hardware.

Kilmeaden

Population	193
Designation	District Service Centre
Functions	formerly had a cheese factory
Employment Location	Master Plan area which makes provision for mixed use development, including light industrial and office located in Kilmeaden (encompassing the Glanbia site – 30ha approximately)

Other Locations in Waterford

- Waterford Knowledge Campus - 163ha site on the outskirts of Waterford City. IDA Ireland, Waterford Institute of Technology and Enterprise Ireland
- Baile na nGall, Portlaw and Lismore: Special Use zones (allow for light industry or office use)
- Waterford Airport - zoned at this location to facilitate the development and expansion of the Airport as '*Airport Area'* (*To provide for Airport related activities including passenger terminal buildings and services, airside retail, hotel, airport infrastructure, hangerage, storage, maintenance and ancillary facilities, park & ride, transport, depot, training facilities, storage depot, warehouse, offices and light industrial/ enterprise units*) and Light
- There are approximately 265ha of land zoned for light industry in the County, of which approximately 186ha are undeveloped.
- There are approximately 195ha of undeveloped industrial land zoned in the County with Masterplan areas being provided for at Tramore and Kilmeaden, which may accommodate a mix of light industrial and offices, among other uses.

Locations Outside County Waterford

Clonmel and Environs

Population	17,908 (of which 804 is in Co. Waterford)
Distance	47km from Waterford
Designation	County Town in South East Regional Planning Guidelines *"Critical elements in the structure for realising balanced regional development, acting as a focus for strengthening their own areas."*
Functions	retail, education including 3rd level, service, healthcare, employment,
Major Employers	"*Abbott Vascular, Boston Scientific, Bulmer's, Clonmel Healthcare*".
Economic policy	"*The economic future of the town is seen as lying in the further development of pharmaceutical and high-tech industries, service industries, education and health*." (Development Plan 2.15) *"The basis for the development of an integrated industrial cluster and range of business in the pharmaceutical and healthcare sector is identified within Clonmel. This has the potential to expand Research and Development capability and to forge links with education providers, in line with the strategy promoted for the Ballingarrane Science and Technology Campus."* (Development Plan 6.24)

Carrick-on-Suir

Population	5,931 (of which 45 are in Co. Waterford)
Designation	"Larger Town" in the South East Regional Planning Guidelines
Role	"*ideally placed to support the strengthening of critical mass within the catchment of the Regional Gateway*"
Functions	service centre for a local catchment
Employment	"*experienced continued decline in the manufacturing sector, most recently evident in the closure of Sram, however there has been some growth in the service sector, particularly in the continued success of redevelopment of the Mill River Business park.*" (Development Plan 2008)
Employment Location	Biotechnology Park (Coolnamuck, Carrick-on-Suir) Proposed to develop a modern high-specification technology-based industrial park (within Waterford County Council area)

Fermoy

Population	7,293
Designation	Ring Town in the Cork Area Strategic Plan
Role	*The Ring Towns will become the focus for growth outside the Metropolitan area and new housing provision will be balanced with the provision of new employment opportunities.* *"Fermoy is strategically situated on the road to Dublin and it has attracted substantial inward investment in the past. Construction of the bypass will allow Fermoy to accommodate substantial new growth to the north and the south without adversely affecting the town's attractive setting and historic townscape."*
Functions	service centre for surrounding rural catchment
Employers	The principal employers in the town are: • Semi-conductor Ireland (SCI) located on the Raheely Enterprise Estate employ 1,200 people. • Micro Bio and Silver Pail represent the agri-food business.
Employment Locations	*IDA Ireland has a ready-to-go enterprise site of some 10 acres on the north side of the town on the site of the old aerodrome (Fermoy Development Plan 3.2.3)*

Youghal

Population	7,794
Designation	Ring Town in the Cork Area Strategic Plan
Role	*The Ring Towns will become the focus for growth outside the Metropolitan area and new housing provision will be*

	balanced with the provision of new employment opportunities.
Functions	service centre for surrounding rural catchment
Employment Locations	*"The I.D.A. has 17.5 acres in the Cork Hill area of which 4.5 acres is available for development. The Town Council have developed 11 sites at Foxhole for sale for light Industrial / Commercial uses."* (Youghal Town Development Plan 2009)

Other Centres in South East Region

Wexford Town

Population	20,072
Distance	45km from Waterford
Designation	Hub Town
Role	*"supporting the national and international role of the gateways and in turn energising smaller towns and rural areas within their sphere of influence."*
Functions	retail, education including 3rd level, service, healthcare, employment, tourism, county administration, Rosslare port.
Third Level Education	Wexford Campus IT Carlow 900 students Business, Social Studies, Early Childhood studies, Art, Visual Communications and Design, Sustainable Architectural Technology and Economics.

Kilkenny City

Population	24,423
Distance	50km from Waterford
Designation	Hub Town
Role	*"supporting the national and international role of the gateways and in turn energising smaller towns and rural areas within their sphere of influence."*
Functions	retail, education including 3rd level, service, healthcare, employment, tourism, county administration.
Third Level Education	NUI Maynooth Outreach BA in Local and Community Studies, which involves nine Departments of NUI Maynooth The Campus also offers a range of shorter Certificate and Diploma programmes including Counselling, Addiction Studies, Spanish, Creative Writing for Publication, Irish and Philosophy.

Carlow Town

Population	19,064
Distance	80km from Waterford
Designation	County Town in South East Regional Planning Guidelines *"Critical elements in the structure for realising balanced regional development, acting as a focus for strengthening their own areas."*
Functions	retail, education including 3rd level, service, healthcare, employment, tourism, county administration.
3rd Level Education	Institute of Technology, Carlow 4,000 students Concentrates on the areas of • business • science • technology Carlow College Approx. 500 students Humanities and Social Studies

APPENDIX D: IDA IRELAND SUPPORTED FIRMS IN WATERFORD, MARCH 2013

Firm	Address	Location	Employment	Sector
Allsop Europe Ltd.	Unit 503, IDA Industrial Park, Cork Road	Waterford City	0-50	Injection Moulding Co/ Audio / Video Accessories
APS Materials Ld.	Unit 26a, Waterford Industrial Estate, Cork Road	Waterford City	0-50	Thermal Spray Technology
Bausch & Lomb Ireland	Unit 424/425, Waterford Industrial Park, Cork Road	Waterford City	1052	Contact Lenses
Carten Controls Ltd.	Unit 609, Waterford Industrial Estate	Waterford City	0-50	High Purity Valves
Continental Administration Co. ltd.	Unit 1, Waterford Industrial Park, Cork Road	Waterford City	0-50	Data Processing
G-Elit Praezisionswerkzeuge GmbH	Waterford Industrial Park, Cork Road	Waterford City	0-50	Tool Coating
Genzyme Ireland Ltd.	IDA Industrial Park, Old Kilmeaden Road	Waterford City	251-500	Pharmaceuticals
Hasbro Ireland Ltd.	Ballynanseashagh, Cork Road	Waterford City	101-250	Toys & Games
Honeywell Process Solutions	Unit 24-26, Waterford Industrial Estate, Cork Road	Waterford City	51-100	Process Control Equipment
Honeywell Aerospace Ireland Ltd.	Unit 328, IDA Industrial Park, Cork Road	Waterford City	51-100	Automotive Products
Honeywell International	Unit 411, Waterford Industrial Estate, Cork Road	Waterford City	251-500	Automotive Precision Castings
Honeywell Process Solutions - Lifescience	Unit 24-26, Waterford Industrial Estate, Cork Road	Waterford City	0-50	Industrial Automation and Control
International Living	Elysium House	Waterford City	0-50	Publishing
ITW Mima	Bellview Park	Waterford City	51-100	Stretch Film
Laboratoires Arkopharm SA	Unit 507, Western Industrial Estate	Waterford City	0-50	Finished Pharmaceuticals
Mycroft Europe	Maritana Gate	Waterford city	0-50	IT Security Systems
Reflexite	Unit 5, Cleaboy Business Park, Old Kilmeaden Road	Waterford City	0-50	Reflective Film
Rexam Beverage Can Ireland Ltd.	Waterford Industrial Estate, Cork Road	Waterford City	101-250	Can Ends
SRAM Corporation Ltd.	8a, The Atrium, Maritana Gate, Canada Street	Waterford City	0-50	Sales & Administration for Bicycle Components
Sun Life Information Services (Ireland) Ltd.	Unit 42, IDA Industrial Park, Cork Road	Waterford City	251-500	Software Development & Customer Support
Teva	nit 301, IDA Industrial Estate	Waterford City	251-500	Pharmaceuticals
Ubiqus Ireland Ltd.	Top floor, 12 Broad Street	Waterford City	0-50	Data Processing
Waterford Carpets Ltd.	Waterford Industrial Estate, Cork Road	Waterford City	0-50	Non-Woven Carpets

Firm	Address	Location	Employment	Sector
Waterford Stanley	Unit 401-403, IDA Industrial Park	Waterford City	101-250	Stoves
WWRD United Kingdom	Cleaboy Business Park	Waterford City	51-100	Support Services Centre - House of Waterford Crystal
Citi Hedge Fund Services (Ireland), Limited	Waterford Technology Park	Butlerstown, Cork Road		Financial Services - Offers hedge fund administration services to the European market
Microbrush International Ltd.	Clogherane	Dungarvan	0-50	Disposable Dental Applications
GlaxoSmithKline Dungarvan Ltd.	Youghal Road	Dungarvan	251-500	Finished Pharmaceuticals
GlaxoSmithKline Oral Care	Knockbrack	Dungarvan	101-250	Oral Care Products
Eurofins Lancaster Labs	Clogherane	Dungarvan	51-100	Pharmaceuticals
Cil Precision Ltd.	Industrial Estate	Cappoquin	0-50	Sheet Metal Fabrication

Source: IDA Ireland

CONTACT DETAILS

DKM ECONOMIC CONSULTANTS
Office 6 Grand Canal Wharf
South Dock Road
Ringsend, Dublin 4.
Telephone: 01 6670372
Fax: 01 6144499
Email: info@dkm.ie
www.dkm.ie