

# One Waterford: Local Economic & Community Plan 2015-2020

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Introduction: Changing the Dialogue

Introduction: Changing the Dialogue

The development of a Local Economic & Community Plan for the period 2015 to 2020 and the amalgamation of Waterford City and County Councils have created an opportunity to *change the dialogue* in Waterford and for Waterford to start working collaboratively to achieve the vision of One Waterford which is strong, sustainable and a vibrant place to live, work and invest. The consultation process further facilitated *changing the dialogue* by providing an opportunity to collectively identify objectives and actions to promote and support the economic and local and community development of one Waterford. The successful implementation of this plan will require the engagement of all stakeholders. This includes local government, state agencies and the private and community and voluntary sectors all playing key and vital roles in supporting and delivering success through collaboration, engagement, support and leadership.

This Plan is about identifying and delivering positive step changes that will deliver the economic and social transformation of Waterford to:

- ◆ Grow the local and regional economy by creating more and better quality jobs through inward investment and supporting indigenous enterprise,
- ◆ To ensure that everyone realises their potential and has the necessary skills and training to take up these jobs, particularly for those experiencing unemployment,
- ◆ Ensure that our communities are strong, engaged and working together,
- ◆ Ensure that all our people have an excellent quality of life and
- ◆ Strengthen Waterford's role as the regional leader of the South East.

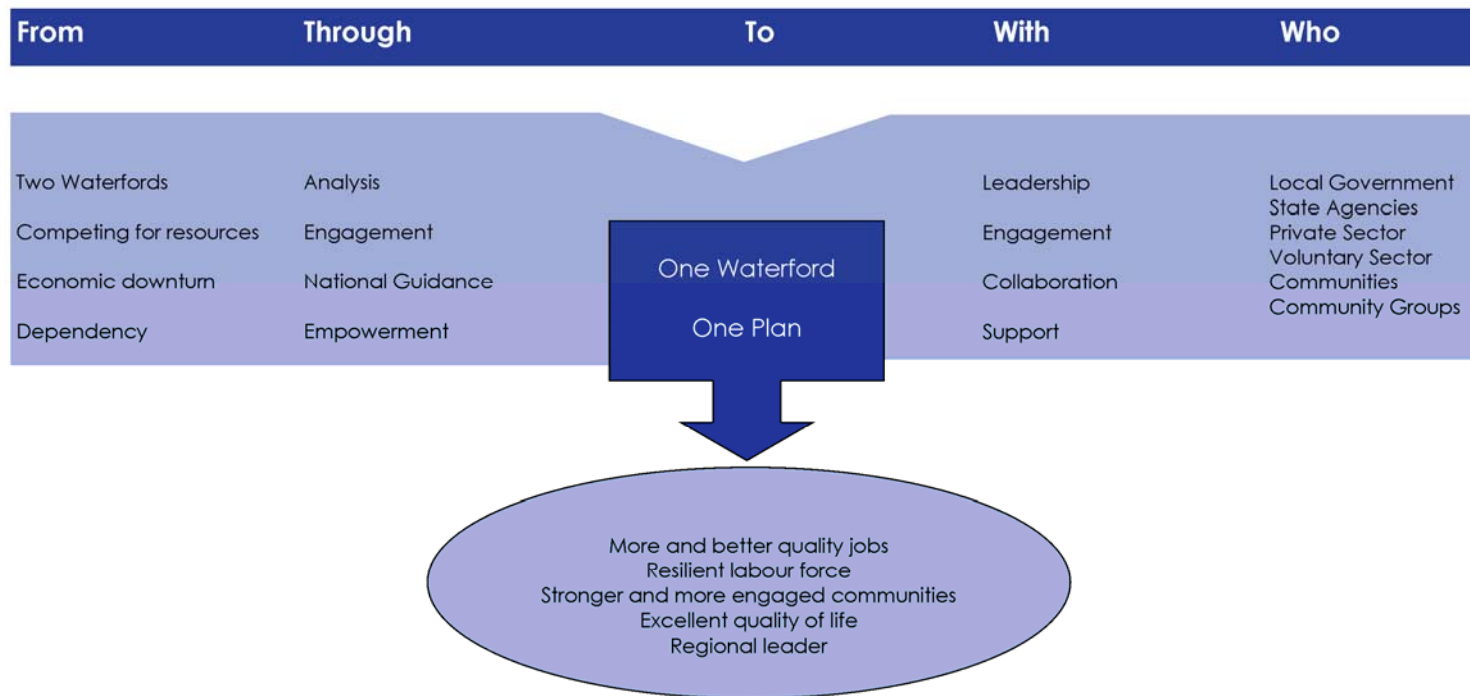


Figure 1: Changing the Dialogue

## Introduction: Changing the Dialogue

### Waterford City: Driver of Local, Regional and National Competitiveness

A strong region requires leadership and for all the stakeholders to work collaboratively to achieve the objectives for the region. Waterford is the fifth largest City in Ireland and the largest in the South East NUTS III Region. Within national<sup>1</sup> and regional<sup>2</sup> spatial and economic policy, the role of Waterford as the Gateway City is to act as a strategic 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. Waterford has an opportunity to reinforce its' position as the economic driver of the South East through the Waterford LECP, the new National Planning Framework, the Regional Action Plan for Jobs, the Regional Spatial Economic Strategy and through the other regional LECPs.

As the gateway to the South East, Waterford will more effectively fulfil its leadership role through the development and promotion of Waterford as the Gateway to the South East. Waterford will work with other regional stakeholders to help grow and strengthen the South East region to help achieve balanced regional development across Ireland. Waterford will also work collaboratively with all stakeholders to support Government policy for a Regional Technological University for the South East.

Within Waterford, the LECP also provides an opportunity to reinforce Waterford's urban settlement hierarchy outlined in the Waterford City and County Development Plans and in the Economic Strategy for Waterford City & County. See Appendix 1 Map of Waterford's Town & Villages.

#### Waterford's Urban Settlement Hierarchy

Level 1	Waterford Gateway
Level 2	County & 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, Heilbhc, Kill, Knockanore, Lemybrien, Maoil na Choire, Piltown, Rathgormuck, Touraneena, Villierstown

### Socio Economic Framework

This plan sets out a clear framework for economic and local development in Waterford which is summarised in the socio economic framework on the following page. The LECP is a strongly action focussed plan; it is not an operational plan. While the LECP has been informed by the City and County Development Plans, it is not a spatial plan. The socio economic framework is a structure within which all local and regional stakeholders can work collaboratively to achieve the mission and objectives outlined below and which will be implemented through a series of operational plans.

The Local Economic & Community Plan (LECP)<sup>3</sup> contains two elements:

- ◆ a local **economic** element which will guide and support the economic development role of Waterford City & County Council with the goal of having a 'vibrant and sustainable<sup>4</sup> local economy', to be achieved through the objectives outlined in the socio economic framework and

<sup>1</sup> National Spatial Strategy 2002-2020

<sup>2</sup> Regional Planning Guidelines for South East Region 2010-2020

<sup>3</sup> LG 1/2015 Local Economic and Community Plans

<sup>4</sup> Sustainable development includes development that is compliant with EU Environmental Directives including the Habitats Directive.

- ◆ a **community** development element which will promote local and community development within Waterford and give strategic direction to existing and future community and local development in Waterford by adopting a single approach to people and place. The goal of the Community Plan is a 'Strong Waterford'.

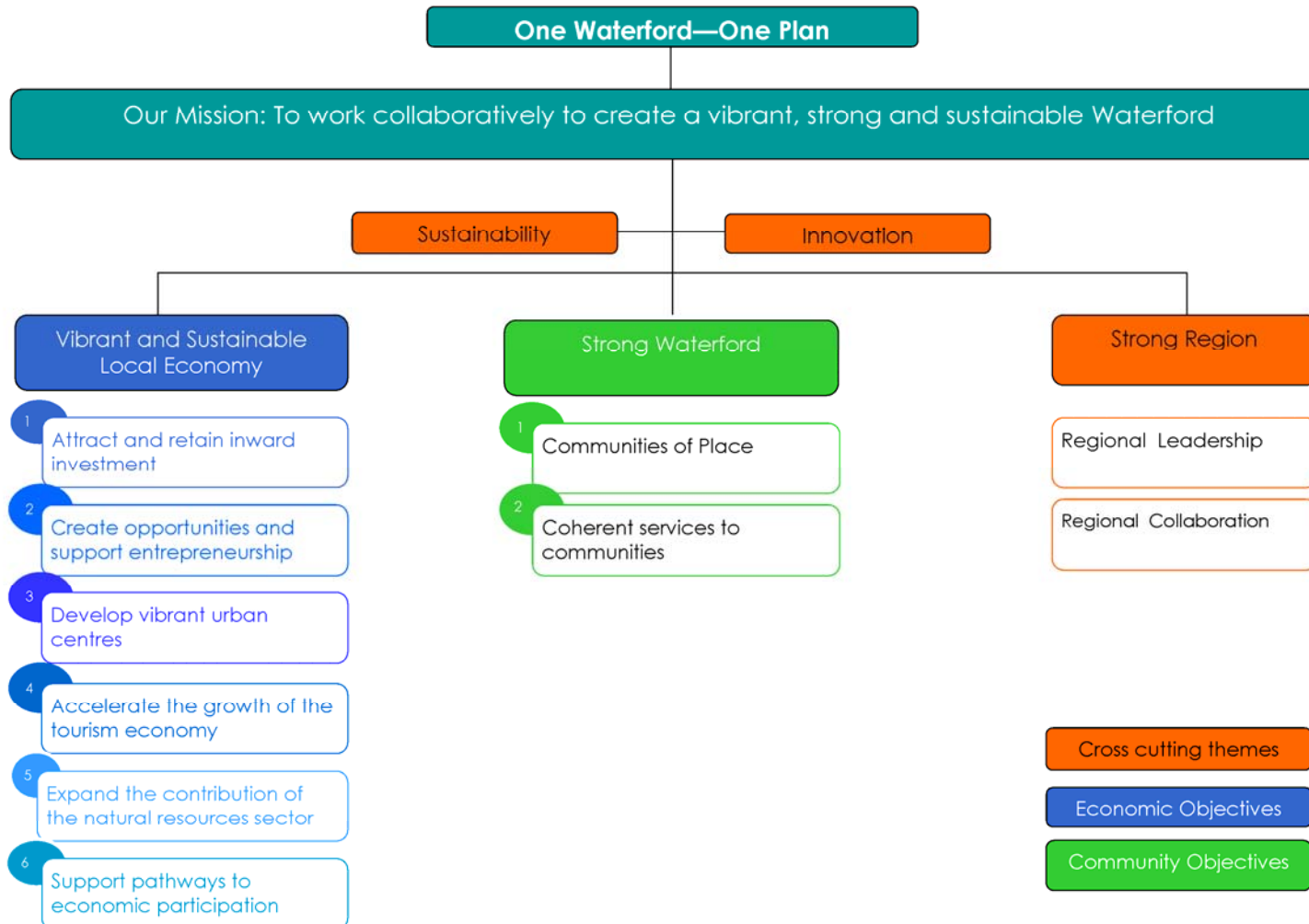


Figure 2: Waterford LECP Socio Economic Framework  
(Informed by the National Spatial Strategy, Regional Planning Guidelines & City and County Development Plans)

### Cross Cutting Themes

The cross cutting themes identified in the Socio Economic Framework are embedded in all of our objectives and include: sustainability, innovation and contributing to a strong region. The objectives in this plan will aim to promote economically, socially, physically and environmentally sustainable<sup>5</sup> forms of development and growth. Innovation is crucial to the continuing success of any entity and will also underpin the actions in this plan.

### High Level Review of Relevant Strategies

The LECP is part of a series of European, national, regional and local level plans and strategies and will provide the mechanism to bring forward at local level relevant actions arising from these strategies, plans and policies. At a local level, the LECP will provide a framework for all organisations to link their own strategies and plans and to combine investment and resources to achieve common agreed objectives. Those preparing and implementing operational plans will need to be conscious of the agreed priorities for Waterford as set out in this plan and their roles in achieving these priorities. The LECP can only be achieved by all local agencies and organisations working in partnership. A full list of relevant strategies is contained in Appendix 2.

### Waterford City and County Development Plans and Core Strategies

In preparing the Local Economic & Community Plan due regard has been had to the Waterford City and County and Development Plans and Dungarvan Town Council Plan to ensure consistency with the Core Strategies<sup>6</sup> which emphasise the importance of Waterford City fulfilling its role as the Gateway economic driver of the South East Region, by developing in a balanced, sustainable, transport friendly and attractive way, providing good quality of life and opportunities for all of its citizens. This will be achieved by having:

- ◆ City and County Development Plans and Town Council Plan consistent with national and regional planning strategies, including relevant population targets.
- ◆ City and County Development Plans and Town Council Plan providing a framework for sustainable economic development.
- ◆ Land zoning and associated phasing commensurate with projected population increase for the City and reflecting a sequential approach.

### Strategic Environmental Assessment

Under the European Communities (Environmental Assessment of Certain Plans and Programmes) Regulations 2004 -2011, the local authority is obliged to carry out a screening assessment for environmental effects arising from the implementation of the objectives and actions contained in the LECP. Due consideration has been given to SEA in the preparation of the Plan and the SEA Screening Statement<sup>7</sup> should be read in conjunction with this Plan.

### Habitats Directive Assessment

The EU Habitats Directive was transposed into Irish law by the European Communities (Natural Habitats) Regulations, 1997 as amended. Under this Directive, the local authority is obliged to carry out an appropriate assessment of the ecological implications of the Plan on the Natura 2000 sites within Waterford City and

Guiding Principles which underpin this plan:

- ◆ Changing the dialogue
- ◆ Participative, bottom-up approach
- ◆ Clear focus on social inclusion and marginalised communities
- ◆ Promotion of enterprise and employment development and training and education
- ◆ Work in partnership and collaboration
- ◆ Integration of sustainable development
- ◆ Citizenship engagement and participation
- ◆ Achieving value for money and best use of resources
- ◆ Better information to inform decision making
- ◆ Making a difference
- ◆ Focussing on the big picture

<sup>5</sup> Sustainable development includes development that is compliant with EU Environmental Directives including the Habitats Directive.

<sup>6</sup> See Appendix 3 for a summary of the Core Strategies from the Waterford City and County Development Plans and the Dungarvan Town Council Plan

<sup>7</sup> Waterford LECP 2015-2020 Strategic Environmental Assessment Screening (June 2015) is available on [www.waterfordcouncil.ie](http://www.waterfordcouncil.ie)

## Introduction: Changing the Dialogue

County as part of the LECP process. Natura 2000 sites consist of Special Areas of Conservation (SACs) and Special Protection Areas (SPAs) and provide for the protection of Europe's most valuable and threatened species and habitats. An AA<sup>8</sup> screening has been carried out on the LECP.

The strategic nature of many of the goals and actions contained in this Plan will require an Appropriate Assessment screening to be carried out at individual plan and project level to ensure there is no negative impact on the integrity and conservation objectives of Natura 2000 sites and that the requirements of Articles 6(3) and 6(4) of the EU Habitats Directive are fully satisfied. Support of objectives contained in other policy/strategy and guideline documents shall be subject to AA screening where required, prior to implementation by the Local Authority.

### Driving Implementation, Ensuring Accountability

The actions identified in this plan are challenging but they are realistic and have a genuine possibility of being achieved with the correct support, intervention and a continuing focus on becoming One Waterford. It is important to recognise that many actions may transform Waterford in the long run but may not have immediate impacts. It is also important to recognise that Waterford is competing globally for jobs and the actions in this plan build upon Waterford's assets to create a unique offering that can attract jobs and people to Waterford.

Monitoring the implementation of the plan and the extent to which activity contributes to our mission will be critical in measuring our progress and impact to 2020. Measurement will be against a range of national, regional and local indicators and a monitoring framework is being developed. Responsibility for driving implementation, monitoring and reviewing the LECP rests with a number of structures including the Local Community Development Committee, the Economic Development & Enterprise Strategic Policy Committee and Waterford City & County Council. The local authority performance in implementing the plan will also be subject to the examination and report by the National Oversight Audit Committee.

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<sup>8</sup> Waterford LECP Habitats Directive Article 6 Screening Assessment (June 2015) is available at [www.waterfordcouncil.ie](http://www.waterfordcouncil.ie)



# Economic Plan

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**Economic Goal: Vibrant and sustainable local economy**

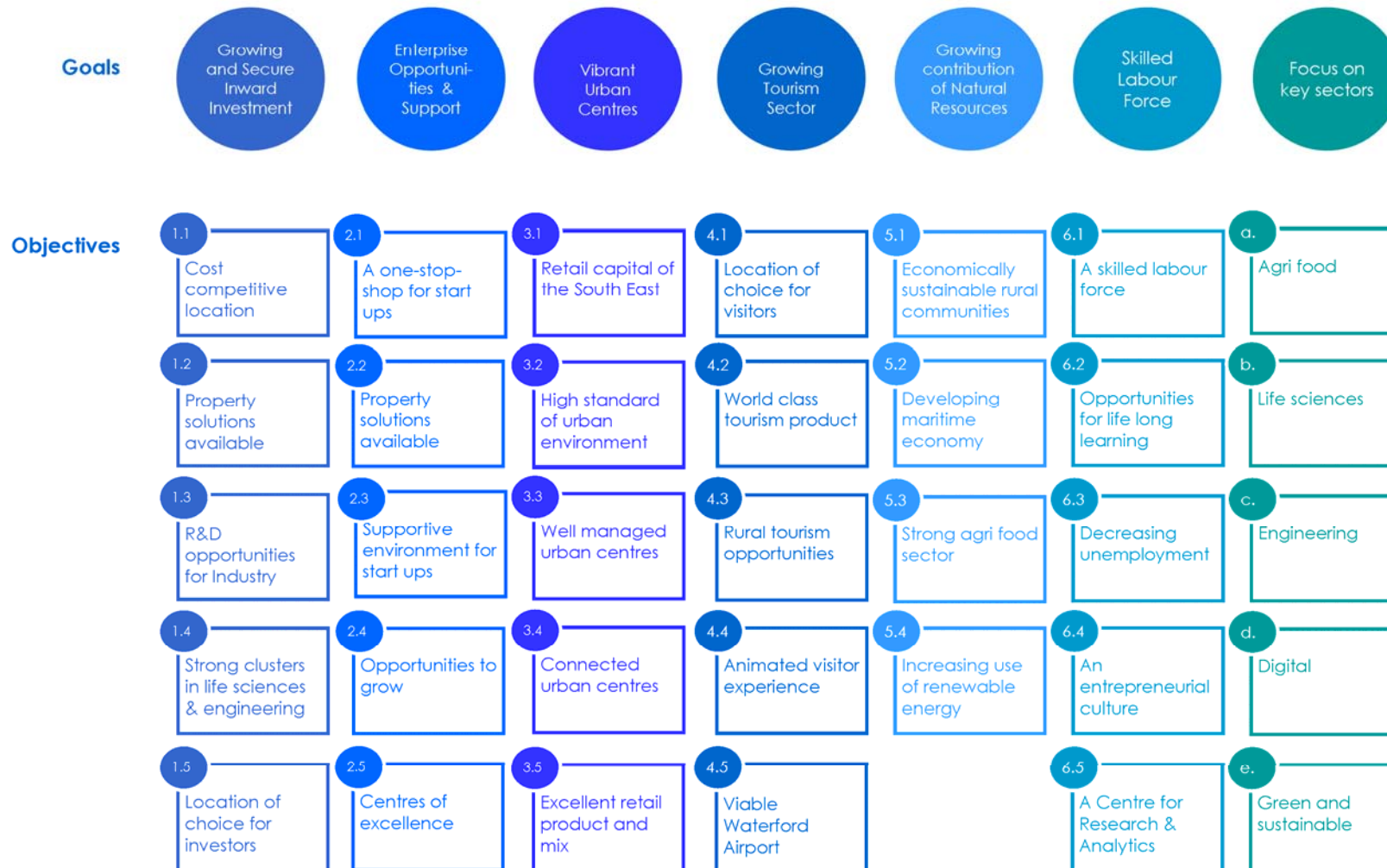


Figure 3: Overview of Economic Plan Goals & Objectives

### Introduction to the Economic Plan

The Economic Plan has been prepared following extensive consultation with key stakeholders, a review of relevant strategies and plans and has been informed by the Waterford Baseline document<sup>9</sup> (Appendix 6). The objectives and actions in the Economic Plan focus on stimulating demand for employment through attracting investment in new business from inward investment and through promotion of entrepreneurship and the growth of indigenous business. This will be supported by supply side actions to improve the skills and qualifications of our current and future labour force to improve the attractiveness of Waterford as a place in which to invest and work. There is also a focus on the individual and the creation of a hierarchy of skills so that people will have the opportunity to make the most of their talents and skills to help strengthen our civic confidence, ambition and capacity to deliver.

### Economic SWOT Analysis

Waterford has excellent infrastructure including roads, rail, seaport, water, waste water and fibre. Waterford Airport is experiencing increasing passenger traffic but still needs to concentrate on route development and the completion of the runway. The Port of Waterford has a major role to play and the location of Glanbia onsite and increased agricultural output should generate spin off. Waterford Institute of Technology is a university level institution with over 10,000 students and 1,000 staff. WIT also supports strong research activities, most notably TSSG and Arc Labs, which are closely aligned with industry.

#### Economic SWOT Analysis

##### Strengths

- ❖ Capital of a region with a population of 500,000
- ❖ Infrastructure: road, rail, port, airport, fibre, water and waste water, electricity, gas
- ❖ Availability of a young and skilled workforce and WIT graduate pool
- ❖ Research Centres of Excellence: TSSG, PMBRC, SEAM, Eco-Innovation
- ❖ Waterford University Hospital - Waterford's largest employer
- ❖ Tourism assets: historic, cultural, natural
- ❖ Vibrant cultural community
- ❖ World class reference manufacturing companies
- ❖ Life sciences cluster: FDI and indigenous
- ❖ Agri food - largest farms in Ireland and world class food production
- ❖ Great outdoors amenity resources
- ❖ Unique marine environment and coastline
- ❖ Strong and growing heritage tourism offering
- ❖ Quality of life
- ❖ Low cost base
- ❖ Network of urban centres with distinct identities and strengths
- ❖ Strong international brand - Waterford Crystal
- ❖ Strong cultural identity including Gaeltacht
- ❖ Growing multi lingual population

##### Weaknesses

- ❖ Failure to realise the full potential as regional economic driver under NSS
- ❖ Airport - limited international connections and need for a runway extension
- ❖ Limited property solutions for clean manufacturing and services sector
- ❖ Waterford's profile nationally and internationally
- ❖ Retail product offer and mix in Waterford City
- ❖ High % of workforce engaged in manufacturing and low % in services sector
- ❖ Level of unemployment and low educational attainment
- ❖ Income and economic output are lower than national average
- ❖ Tourism – failing to realise full potential in terms of tourism number and spend
- ❖ Broadband and mobile service provision in rural areas
- ❖ East-West national road infrastructure

<sup>9</sup> Waterford Baseline (June 2015) is available on [www.waterfordcouncil.ie](http://www.waterfordcouncil.ie) as a separate document.

### Economic SWOT Analysis

#### Opportunities

- ❖ Amalgamation - One Waterford
- ❖ National Planning Framework, Regional Spatial and Economic Strategy and Regional Action Plan for Jobs
- ❖ Transition to high tech manufacturing
- ❖ Retail: Michael Street development
- ❖ Development potential of North Quays
- ❖ Property solutions: completion of ATB and Dungarvan property solution
- ❖ IDA Regional Director based in Waterford
- ❖ Established aquaculture and sea food sector
- ❖ Agricultural policy reform
- ❖ Reputation for festivals and events and vibrant cultural community
- ❖ World class sporting facilities: RSC and NHCDC at WIT Sports Campus
- ❖ Gaeltacht

#### Threats

- ❖ Lack of cohesive regional approach

### Economic Goals

Six key goals have been identified to achieve the outcome of a 'vibrant and sustainable'<sup>10</sup> local economy'.

1. Attract and retain inward investment

Waterford has a foreign direct investment (FDI) base of 36 companies employing approximately 6,000 people. Waterford's FDI sector is developing with a reduction in lower value added activities and a new focus on high value added manufacturing and R&D. Waterford is also home to an increasing presence of service or back office operations and is recognised as a life sciences hot spot providing a base to a growing number of multinationals and indigenous companies in this sector. Success will require bolstering existing sectors, exploiting new opportunities and replacing declining activities. Waterford will need to maintain an attractive environment for inward investment which will require a continued focus on investment in education, skills, infrastructure, technology, maintaining a low cost base and continuing to offer an excellent quality of life.

2. Create opportunities and support entrepreneurship

Indigenous enterprise is recognised as a sustainable approach to job creation and economic growth and also plays a key role in innovation. Waterford is already home to a number of high profile and growing indigenous employers who together with a significant number of SMEs have created a thriving entrepreneurial culture. There is further capacity for these companies to grow with support from the local enterprise agencies and an increasing focus on R&D with support from WIT. An increase in entrepreneurship in rural areas is essential to economic development and well being; opportunities have been identified within the agri food sector and tourism to help grow the rural economy.

3. Develop vibrant urban centres focusing on Waterford City, Dungarvan and Tramore

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<sup>10</sup> Sustainable development includes development that is compliant with EU Environmental Directives including the Habitats Directive.

## Economic Plan

Sustainable urban development requires that urban areas are attractive locations economically, socially and environmentally. Urban areas are recognised as engines of growth and hubs for creativity and innovation; they add value and contribute to the development of their wider regions and rural hinterland. Good urban design plays an important role in facilitating economic activity, changing commuter patterns, protecting diversity, whilst restoring vacant and derelict sites. Retail is a major contributor to the City's economy and Waterford's Retail Strategy advocates that protecting and strengthening the City's retail primacy within the region is a key element in sustaining and growing the local and regional economy and assisting in achieving critical mass commensurate with Waterford's Gateway status.

4. Accelerate the growth of the tourism economy  
Tourism has the potential to become a key driver of economic growth and job creation across Waterford and the South East. Tourism provides jobs in rural and urban areas and is populated by many Irish owned SMEs. Tourism also offers positive spill overs into other aspects of the economy and society such as quality of life improvements for permanent residents and increasing the attractiveness of Waterford and the region for inward investment.
5. Expand the contribution of the natural resources sector  
Waterford's extraordinary environment, maritime and marine resources underpin our quality of life and are also fundamental drivers of the local economy. In Waterford, agri food is already a key contributor to the economy and Waterford is home to a number of large scale food producers and a growing number of artisan food producers including a burgeoning craft brewing industry. Aquaculture and seafood processing SMEs have significant potential for job creation on Waterford's coast. The key to achieving the potential of these sectors will be a transition to a knowledge based high value added sector which will increase productivity and competitiveness across both established and emerging sectors.
6. Support pathways to economic participation and opportunity  
One of the main advantages that a city or region can offer a business is the quality of its human capital and the availability of a skilled workforce is becoming increasingly important to firms' decisions to locate, remain, and/or expand in an area. Workforce development can be used as an instrument to attract new firms and stimulate local economic development. As skills become more important to innovation and growth, achieving alignment between employment, skills and local economic development policy becomes even more critical. A skilled workforce will also give Waterford resiliency in a changing global economy, as they are less expendable, more adaptable to change and better able to transfer between economic sectors. This requires appropriate skills development opportunities for individuals as well as information on where new job opportunities will be in the future. In turn, flexible training, education and employment services are required to proactively respond to skills gaps that may act as barriers and obstacles to business growth and expansion. These services should have the local flexibility to focus initiatives on sectors where there is comparative advantage, while continuing to promote broader economic diversity.

## Sectoral Development

In addition to the six economic goals identified above, a review of sectors within Waterford and the South East has identified growth potential in certain sectors. As part of the Economic Plan, a concerted local and regional approach to building a supportive business environment informed by the needs of the sectors highlighted will be advanced.

These sectors are:

- a. **Agri food:** There are significant opportunities to increase national primary production in the dairy and beef sectors as set out in Harvest 2020 and Waterford has considerable potential in this regard. Value adding can be increased through development of the consumer food industry and further food processing.

- b. **Life Sciences:** Waterford and the South East have considerable existing strengths in relation to the life sciences sector with a number of reference companies in both pharma and med tech. This is supported by strong industry focussed research in WIT through both PMBRC and SEAM. The completion of the ATB provides a turnkey development for a new company in the life sciences sector.
- c. **Engineering:** This is a strong and vibrant sector within the manufacturing industry. A broad range of engineering companies exist in Waterford in terms of size, scale and product. Technology is changing the face of engineering and placing an increasing importance on the availability of a skilled labour force to meet industry demands.
- d. **Digital:** Waterford's reputation in the digital sector is tied directly to the work of TSSG and ArcLabs in applied research and bringing start ups to the market. There is a need to build on the existing strengths in the digital sector including spinouts such as NearForm and FeedHenry while supporting innovation in both business and research and the transfer of leading edge knowledge.
- e. **Green and sustainable<sup>11</sup>:** Green enterprise is a high growth sector encompassing a wide range of goods and services within the scope of environmental and natural resource uses, management and protection. The move towards a green economy will bring both challenges and opportunities, including the transition of workers from one sector to another and economic diversification into new forms of eco-innovation linking in with WIT's Eco Innovation Research Centre.

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<sup>11</sup> Sustainable development includes development that is compliant with EU Environmental Directives including the Habitats Directive.

1. Goal: Attract and Retain Inward Investment						
	Objective	Actions	Lead	Partners/ Structure	Implementing	Timeframe for completion
1.1	Maintain Waterford's competitive position	Monitor Waterford's cost base against appropriate comparative areas nationally and internationally	WC&CC	Waterford Chamber Private Sector		Annually 2015-2020
1.2	Develop a clear strategy for property solutions for significant inward investment	Provide appropriate, innovative and competitive property solutions coupled with robust infrastructure	WC&CC	IDA Ireland, Private Sector		2015-2020
		Address identified gaps: <ul style="list-style-type: none"> <li>✦ clean manufacturing facilities</li> <li>✦ suitable office accommodation</li> </ul>	WC&CC	Private sector		2015-2020
		Explore potential to retrofit existing buildings	WC&CC	Private sector		2016-2020
1.3	Strengthen Waterford's R&D base	Identify opportunities to strengthen research relationships with industry	WIT	FDI Companies		2015-2018
		Support the further development of Research Centres of Excellence TSSG, SEAM and PMBRC and their relationships with industry	WIT	WC&CC Private Sector		2016-2018
1.4	Strengthen and develop existing clusters	Establish a network for collaboration to strengthen and develop the engineering sector	Enterprise Ireland	IDA Ireland, WIT, LEO, LEADER, Engineering Sector		2015-2016
1.5	Promote Waterford as a location for inward investment	Develop a suite of marketing material including baseline data and supports	WC&CC	IDA Ireland, Waterford Chambers		2015-2016
		Promote Waterford as a competitive counterpoint to Dublin for service based industry	WC&CC	Waterford Chambers, IDA Ireland		2016
		Promote the South East as Life Sciences incubation space	WC&CC	Other local authorities, IDA Ireland, Life sciences sector		2015-2020
		Promote Waterford and the South East as a great place to live to attract skilled labour	WC&CC	All local authorities All Chambers Industry		2015-2020
		Actively engage with and support ConnectIreland the roll out of its Community Partnership Programme	Connect Ireland	WC&CC, Enterprise Agencies, Private Sector, Community Organisations		2015-2016

## Economic Plan: Create Opportunities and Support Entrepreneurship

2. Goal: Create Opportunities and Support Entrepreneurship					
	Objective	Actions	Lead	Partners/ Implementing Structure	Timeframe for completion
2.1	Develop and promote the Local Enterprise Office and LEADER as the first stop shops providing advice and supports	Develop a clear networking relationship between enterprise agencies and the alignment of supports	LEO/ LEADER	All enterprise agencies WC&CC, DSP, ArcLabs, New Frontiers	2015
2.2	Develop a clear strategy for property solutions for SMEs	Seek to secure additional Enterprise Centres at appropriate geographic locations to enhance overall provision	WC&CC	Enterprise Ireland LEO LEADER	2016-2017
		Facilitate enhanced provision of broadband at high demand locations under the National Broadband Plan	WC&CC	DCMRN LEADER	2016-2017
		Develop a fully costed proposal for a Pharma incubation space	WIT	Enterprise Ireland WC&CC	2016
2.3	Stimulate entrepreneurship and new business start up	Support the development and implementation of the Regional Action Plan for Jobs	Enterprise Ireland	All enterprise agencies	2015-2020
		Develop a package of supports targeted at start ups setting up or relocating to Waterford	LEO	Enterprise Ireland, SEBIC, LEADER, ArcLabs, New Frontiers	2017
		Explore potential to provide a 'top-up' or matched funding to EI Competitive Start Fund	WC&CC	New Frontiers	2015-2016
		Celebrate and reward successful entrepreneurs	Waterford Chambers	WC&CC, LEADER, ArcLabs, New Frontiers	2015-2020
		Support Social Enterprise	LEADER	SICAP	2015-2020
2.4	Develop a support framework for innovative SMEs to grow	Support SMEs/Micro Enterprise to reach their full potential by adopting a 'case management' approach	LEO	Enterprise Ireland, SEBIC LEADER, ArcLabs, New Frontiers	2015-2016
		Promote opportunities for enhanced R&D within the engineering sector	WIT	Enterprise Ireland Engineering Sector	2016-2017
2.5	Develop specific sectoral hubs or centres of excellence throughout Waterford	Identify emerging sectors and develop a programme for continuous innovation and marketing e.g. ICT, Green, Food, Agri business, Tourism	Enterprise Ireland	LEO SEBIC LEADER	2015-2020
		Identify sectors with potential for clustering i.e. food, creative industries, ecommerce, crafts	LEO	Enterprise Ireland, SEBIC LEADER, ArcLabs, New Frontiers	2015-2016
		Make an application for a Rural Enterprise Development Zone in Waterford	WC&CC	LEADER, Communities	2015-2016



## Economic Plan: Develop Vibrant Urban Centres

3. Goal: Develop Vibrant Urban Centres in Waterford City, Dungarvan & Tramore					
	Objective	Actions	Lead	Partners/ Implementing Structure	Timeframe for completion
3.1	Protect and enhance the retail primacy of Waterford City within the South East Region	Deliver retail led regeneration of Michael St/ John Street area of Waterford City	WC&CC	NAMA Private Sector	2015-2018
3.2	To revitalise, regenerate and improve the urban environment	Maximise the public realm improvements from Smarter Travel, Dungarvan	Smarter Travel	WC&CC DTCMG	2016
		Regenerate the former Fáilte Ireland lands and environs in Tramore	WC&CC	TTCMG Tramore Chamber of Tourism & Commerce	2018
		Develop clarity on the physical positioning and functioning of Tramore town	WC&CC	TTCMG Tramore Chamber of Tourism & Commerce	2016
		Prioritise the regeneration of Tramore town centre	WC&CC	TTCMG Tramore Chamber of Tourism & Commerce	2017
		Realise the economic potential of the North Quays (Completion of Phase 1)	WC&CC	POW Private Sector	2019
		Continuous monitoring of presentation including national benchmarks e.g. IBAL and Tidy Towns	WC&CC	Tidy Towns C&TCMGs	2015-2020
3.3	Put in place suitable structures to develop and promote our urban centres	Develop the effectiveness of all City and Town Centre Management Groups	WC&CC	C&TCMGs	2015-2016
3.4	Enhance the connectivity between and within our urban centres	Link the three main urban centres by Greenway and seek to become part of a sustainable <sup>12</sup> strategic national trail	WC&CC		2017
		Enhance the connectivity of the Viking Triangle to the City Centre	WC&CC	WVT Trust Private Sector	2018
		Facilitate improved access to the City and towns through more sustainable transport modes	WC&CC	Transport operators	2019
		Utilise the POWSCAR Data from Census 2016 to assess commuting patterns and Waterford's workforce	WC&CC		2017
3.5	Achieve an attractive retail product and mix appropriate to each city/ town	Promote and implement retail/business incentive schemes	WC&CC	C&TCMGs	2015-2016

<sup>12</sup> Sustainable development includes development that is compliant with EU Environmental Directives including the Habitats Directive.

4. Goal: Accelerate the Growth of the Tourism Economy					
	Objective	Actions	Lead	Partners/ Implementing Structure	Timeframe for completion
4.1	Strengthen the tourism brand	Support and underpin Fáilte Ireland's 'Ireland's Ancient East' proposition	DWTC		2015-2020
		Develop and implement integrated branding and communications	WC&CC	DWTC	2015-2016
		Ongoing development of regional promotion strategies	Waterford, Wexford & Kilkenny local authorities	Irish Hotel Federation SE	2015-2020
4.2	Develop a world class tourism product	Ongoing development and promotion of WWT including HOWC	WC&CC	WWT HOWC	2015-2020
		Develop a world class garden and estate at Mount Congreve	Mount Congreve	OPW, WC&CC, LEADER	2017
		Harness the potential of the Copper Coast area including the UNESCO GeoPark	WC&CC	LEADER, Copper Coast	2020
		Develop the sustainable <sup>13</sup> tourism potential of the Comeragh Mountains & Munster Vales	WC&CC	LEADER Private Sector	2019
		Sustainable development of the Waterford Greenway	WC&CC	Private Sector, LEADER	2016
		Support coastal tourism by sustainably developing the network of beaches, harbours and piers along the estuary and developing Tramore as Ireland's premier seaside destination	WC&CC	LEADER Tramore Chamber of Tourism & Commerce	2018
		Develop the tourist accommodation product in Waterford	Private sector	WC&CC	2020
		Completion of Carriganore Arena to develop the business tourism offering	WIT		2017
		Develop infrastructure in Waterford City & Dunmore East to support sustainable cruise tourism	POW/ Harbour Master	WC&CC, Cruise Co-op/ DWTC, LEADER	2020
4.3	Maintain, conserve and restore the natural and built heritage of Waterford City and towns and villages to promote sustainable tourism	Identify sustainable projects within Waterford which have potential to complement the existing tourism offering	WC&CC	DWTC LEADER	2015-2020

<sup>13</sup> Sustainable development includes development that is compliant with EU Environmental Directives including the Habitats Directive.

4. Goal: Accelerate the Growth of the Tourism Economy					
	Objective	Actions	Lead	Partners/ Implementing Structure	Timeframe for completion
4.4	Enhance the visitor experience	Develop a suite of experiential themes that reflect existing product bundles e.g. food, sports, gardens, outdoor activities	DWTC	Attraction operators LEADER	2015-2016
		Animate Waterford's public realms through a year round programme of festivals and events	WC&CC	Private Sector Arts & Culture	2015-2020
4.5	Ensure the sustainable <sup>14</sup> viability of Waterford Airport	Support the sustainable expansion of the runway	Waterford Airport	WC&CC, Private Sector	2018

<sup>14</sup> Sustainable development includes development that is compliant with EU Environmental Directives including the Habitats Directive.

Economic Plan: Expand the contribution of the natural resources sector

5. Goal: Expand the Contribution of the Natural Resources Sector					
	Objective	Actions	Lead	Partners/ Implementing Structure	Timeframe for completion
5.1	Develop a sustainable <sup>15</sup> rural framework that will support the creation and balanced development of rural communities	Prepare a Local Development Strategy for Waterford	LEADER	LEO WC&CC	2015-2016
5.2	Seek to realise value from our unique marine environment and drive forward the maritime economy while preserving the favourable environmental and ecological conservation status of the coast	Support the implementation of the FLAG and the development of economic opportunities in coastal areas	FLAG	Coastal Communities WC&CC	2017
		Support the sustainable development of mari/ aqua culture (Blue Economy) opportunities	LEADER	BIM FLAG	2015-2017
5.3	Promote and support sustainable agricultural and food economic opportunities	Promote and support sustainable agricultural and food economic opportunities with a particular focus on rural areas and encourage innovation in the agri-tech sector	LEADER	LEO WIT Eco Innovation Centre Waterford Energy Bureau	2015-2020
		Support the development of sustainable forestry and biomass as an alternative agricultural land use	Coillte	Land owners	2015-2020
5.4	To facilitate sustainable renewable energy infrastructure and promote the use of renewable energy among business	Continue to engage with Teagasc, SEAI and other partners in sourcing sustainable energy uses for private forestry	Waterford Energy Bureau	Private Sector Teagasc SEAI	2015-2020

<sup>15</sup> Sustainable development includes development that is compliant with EU Environmental Directives including the Habitats Directive.

## Economic Plan: Support Pathways to Economic Participation and Opportunity

6. Goal: Support Pathways to Economic Participation and Opportunity					
	Objective	Actions	Lead	Partners/ Implementing Structure	Timeframe for completion
6.1	Co-ordinate employment, skills and local economic development policy	Target a small number of key sectors at regional level to engage with to address their current and future skills needs (Life sciences, Hospitality & Retail, Engineering)	WC&CC	Education & Training Providers Industry representatives IDA, EI	2015-2017
		Design and deliver a second level programme to increase the uptake of science at third level	WIT CALMAST	Life sciences sector Secondary Schools/ Teacher Training Centre	2016-2018
		Develop an apprenticeship proposal for life sciences	WWETB	Life Sciences Sector	2016-2018
6.2	Support lifelong development of relevant skills	Provide appropriate skills development opportunities for individuals	WWETB	Education & Training Providers	2015-2020
6.3	Reduce youth unemployment	Identify actions under the LDS to reduce rural youth unemployment	LEADER	SICAP, DSP, Solas	2015-2020
		Identify actions under SICAP to reduce urban youth unemployment	SICAP	DSP, Solas	2015-2017
6.4	Support the development of entrepreneurship in the education system	Develop strategies to increase participation and impact on entrepreneurship in schools	LEO	Schools, WIT	2016-2018
6.5	Develop a European Centre in Intelligence & Analytics	Develop the Mercyhurst Campus, Dungarvan	WC&CC	Mercyhurst University WIT	2020

# Community Plan

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## Community Plan

### Introduction to the Community Plan – Stronger Waterford

The reform of Local Government identified in Putting People First<sup>16</sup> prescribed a role for Local Authorities to develop a Community Plan for the communities within their administrative area. Waterford’s Community Plan is about Waterford, a stronger Waterford. It sets the direction for change so that Waterford realises opportunities, emerges more resilient and gives best results for communities by working together. This will be achieved by focusing on Waterford’s greatest strengths – its people and its place.

This Community Plan has been developed to guide the strategic direction of a number of different community and local development frameworks for the period 2015-2020. This means that for the first time in one plan, Waterford will have a single approach to people and place covering what it wants to achieve and how it will do it. Whilst it is important to recognise that Stronger Waterford won’t be able to do everything, the plan captures what will deliver positive outcomes for Waterford using a strengths based approach. The strengths perspective offers communities and service providers ways of working that focus on strengths, abilities and potential rather than problems and deficits. Stronger Waterford is about *changing the dialogue* of all involved in community and local development to one of possibilities, strengths and capacities.

### Community SWOT Analysis

<b>Strengths</b> <ul style="list-style-type: none"><li>❖ One Waterford</li><li>❖ Community Activity Tradition</li><li>❖ Provision of Community infrastructure</li><li>❖ Whole County Community structures becoming the norm</li><li>❖ Quality of life</li></ul>	<b>Weaknesses</b> <ul style="list-style-type: none"><li>❖ Service Delivery in West Waterford/ rural areas</li><li>❖ History of Waterford City/ Dungarvan dualism</li><li>❖ Plethora of structures/initiatives</li><li>❖ Level of unemployment and low educational attainment</li></ul>
<b>Opportunities</b> <ul style="list-style-type: none"><li>❖ Amalgamation - One Waterford</li><li>❖ Communities of Place Plans</li><li>❖ Rural Development Collaboration</li><li>❖ SICAP – Whole County</li><li>❖ Service Delivery Hubs</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>❖ Ageing Population</li><li>❖ Short termism</li></ul>

### Stronger Waterford

Waterford has a long tradition of organised community activity with an array of structures and initiatives and more recent entrants to this environment. The Waterford Community Plan whilst not being prescriptive about the various actions to be taken by these different structures will identify areas of priority and opportunity and indicate the most appropriate programmes or other resources to be linked with each particular priority or opportunity area. The Community Plan Framework seeks to promote synergy for collaborative work across the statutory structures through arranging key relevant structures to collectively look at delivering on the community plan objectives. The Community Plan itself should act as a guidance document for all preparing relevant plans and strategies to make a ‘Stronger Waterford’. The Community Plan is not a spatial plan; the next iteration of the Waterford Development Plan will have due regard to the Community Plan.

<sup>16</sup> Putting People First: Action Programme for Effective Local Government

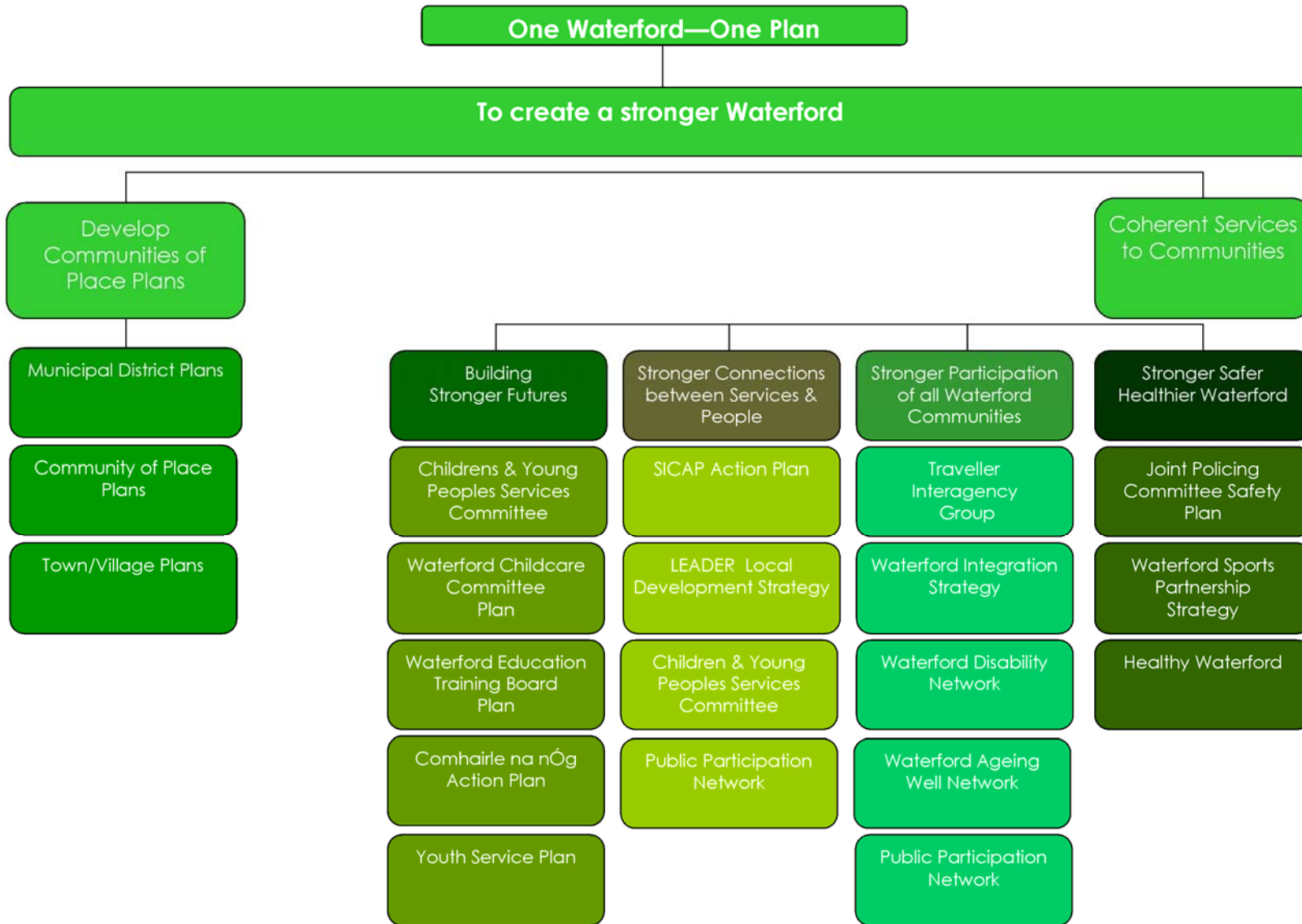


Figure 4: Community Plan Framework



## Community Plan

### Community Plan Goals

The whole area of local and community development has grown complex and layered, creating confusion for communities. The Stronger Waterford Community Plan is kept as simple as possible and has identified two key objectives which will have the greatest impact in achieving a stronger Waterford.

1. Develop Community of Place Plans - specific focus given to communities of place (area-based)
2. Coherent Services to Communities - bringing coherence to the different community structures and strategies at a local level working with communities of interest.

Adopting Stronger Waterford delivery approaches for each objective will help address how best to deliver change. The community of place and community of interest objectives will have a mix of Guiding Principles that will support their implementation.

#### Goal: Develop Communities of Place Plans

A stronger Waterford is one of well-designed, sustainable<sup>17</sup> places, both urban and rural with positive, diverse communities. They are stable places where people use local facilities, generating a sense of community whilst also contributing to sustainable economic growth. For this to happen, local communities must take ownership of their futures and drive the development process themselves.

Community Plans will be developed within each of the recently established Municipal District Areas. This process will be supported by Waterford City & County Council. The Community of Place Plans includes a hierarchy of Municipal Plans; Sub-Municipal Plans and Town Village/Urban Neighbourhood Plans all being developed.

#### Town/Village/Urban Neighbourhood Plans

The Town/Village/Urban Neighbourhood approach provides a strong platform from which to progress the overall 'One Waterford' place goal. This geographical approach is the backbone of the communities of place concept where sense of place and community is at its strongest. Approval of the LECP Plan will initiate an engagement process by Waterford City & County Council with all relevant Towns/Villages and Urban neighbourhoods in Waterford. Building on the strengths based approach – the intention is to support communities towards localised strategies for sustainable community-driven economic and local development.

### Community Plan Guiding Principles

- **Making a Difference** – are the actions of a sufficient scale to make a significant and sustained difference; are the actions really achievable and realistic and deliverable with the appropriate support
- **Bigger Picture!** – can actions be integrated to generate efficiencies across ideas or areas; are actions supportive of a holistic approach
- **Citizen Engagement & Participation** – to what extent is the action community owned; is there provision for communities to participate in the action planning process; extent to which agencies engage with communities in plan development process
- **Better information and intelligence to inform decision making** - provision of local area profiles to assist communities; collection and use of baseline data to measure impact; sharing of information across agencies to small output area level

<sup>17</sup> Sustainable development includes development that is compliant with EU Environmental Directives including the Habitats Directive.

## Community Plan

### Sub-Municipal Community of Place Plans

As part of the 'One Waterford' and *Changing the Dialogue* approach, the Sub-Municipal has been selected as the level to drive community of place plans. Strategic Localised Plans are prescribed for new geographies in Waterford aiming to arrange communities where there is an overall shared sense of place allowing communities to work side by side together in shaping and leading in their futures, agreeing on priorities and delivering actions with relevant agencies. The geographies are aligned with electoral division boundaries to facilitate data analysis and represent a strategic collective of the Town/Village approach. The new geographies of place are outlined in the table below and on the map.

Municipal & Sub Municipal Communities of Place			
Municipal District	Waterford Metropolitan	Comeragh Municipal Area	Dungarvan Lismore Municipal Area
Sub Municipal District	Metropolitan Tramore & Environs Waterford Estuary	Comeragh Uplands Copper Coast Area	Dungarvan & Environs An Gaeltacht West Waterford

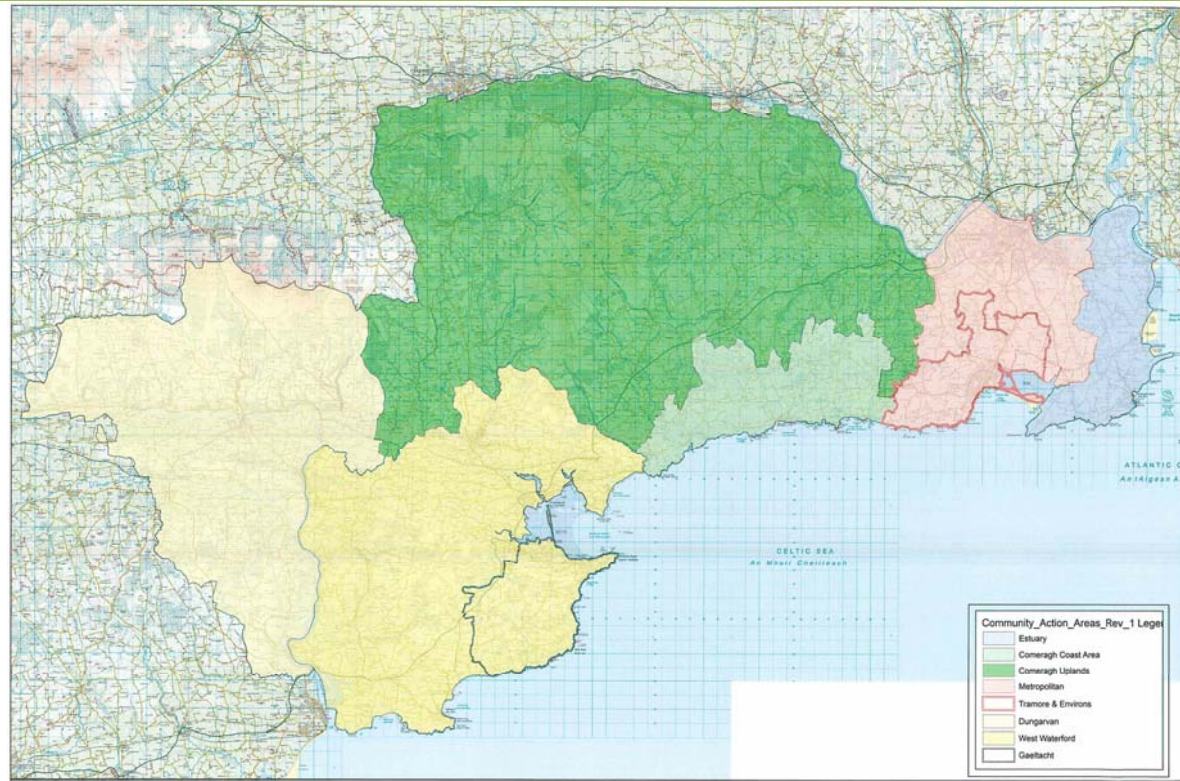


Figure 5: Communities of Place - Sub Municipal Areas

## Community Plan

### Municipal Plans

The Community of Place framework cascades up further with provision for Municipal Plans which will be a strategic amalgam of all Sub-Municipal Plans and an ideal base from which to plan services and distribute resources. It is at this level where effective partnerships by communities can be developed in delivering on these Communities of Place Plans - effective partnerships between local government and local agencies and particularly with **local government** and **local development company activity**.

Community of Place Plans will be specific to the local geography, assets, people and opportunities of local communities – it is envisaged that plans will make use of a mix of delivery approaches to drive such community action and partnership. A set of guiding principles (Page 16) will support the delivery approaches and assist communities towards implementation of their plans and will provide a template for the development of local level geographic based plans.

### Goal: Coherent Services to Communities

The Community Plan aspires towards providing leadership, co-ordination and bringing coherence to the different structures and strategies at a local level dealing with communities of interest and common characteristics. Whilst there has been a significant history of community and local development in Waterford City and County with structures and initiatives rolled out to facilitate collaborative approaches and create relevant delivery networks, a major opportunity arises now to provide a framework for the whole County of Waterford within which many operational plans will be relevantly placed.

The Waterford Community Plan whilst not being prescriptive about the various actions to be taken by these different structures will identify areas of priority and opportunity and indicate the most appropriate programmes or other resources to be linked with each particular priority or opportunity area. The Community Plan Framework seeks to promote synergy for collaborative work across some of the statutory structures through arranging key relevant structures to collectively look at delivering on the community plan objectives.

Some structures or initiatives are yet to be rolled out and will be an action in itself as part of the community engagement process e.g. Traveller Interagency Group, Waterford Age Friendly Programme. Other National initiatives are being progressed and will seek to dovetail with the intent of the Coherent Services to Communities Goal of Stronger Waterford e.g. SICAP, LEADER Local Development Strategy.

### Community Transformational Goals

Four key transformational strands are identified to achieve Coherent Services to Communities:

1. Build Stronger Futures

### Community of Place Delivery Approaches

- **Sustainable Places** – creating places that embrace all of its residents from cradle to grave; a built environment that makes use of sustainable materials; spaces to go, live, learn and grow; farming diversification
- **Living Communities** – the provision and promotion of community led tourism, culture, arts, leisure and heritage related initiatives that are community owned, accessible and offer economic and enterprise potential; provision and promotion of community and recreation infrastructure for delivery of services, health and wellness and enterprise
- **Enterprise and Economy** – developing local businesses, enterprises and employment including self employment and social economy for valuable services; upskilling programmes responsive to the local economy; education programmes for low-skilled in community
- **Connected Communities** - flexible public/rural transport; ICT broadband connectivity; information and communication across communities

## Community Plan

2. Stronger Connections between Services and People
3. Stronger Participation of all Waterford's Communities
4. Stronger Safer and Healthier Waterford

In line with the Community of Place Plans, it is envisaged that 'Coherent Services to Communities' will make use of a mix of delivery approaches to drive co-ordination and collaboration across the whole of Waterford. A similar set of guiding principles will support the delivery approaches and assist agencies/ organisations towards implementation of their plans.

### Build Stronger Futures

A Stronger Waterford is one where an early year's framework focuses attention on a collective vision for family and children's services that ensures that the wide range of agencies and organisations involved work together to get it right for Waterford's children. The Waterford Children & Young Peoples Services Committee has a distinct role in leading on this activity by acting swiftly in identifying and dealing with risks to children, young people and families and preventing such risks from becoming long-term problems. More importantly it has overall responsibility for Children and Young People from 0-24 years and through its collaborative way of working provides leadership to other agencies and professionals in contributing to stronger futures for our young people.

Families, Children and Young People are supported by a number of agencies and organisations including Youth Service Providers, Comhairle na nÓg, Waterford Childcare Committee and Family Resource Centres. The Education and Training Board will be undertaking a Youth Work Plan in 2015 and along with SICAP will provide county-wide coverage regarding educational initiatives for Young People. The LEADER Local Development Strategy also makes provision for rural youth initiatives. The potential for duplication and overlap is immense in this complex environment and bringing some coherence to this sector will require all these key agencies to be open and willing to effectively work together to deliver on shared objectives.

Opportunities under this Goal apart from stakeholders own plans and strategies focus on actions that significantly contribute to effective networking of professionals at strategic local levels creating service delivery hubs in key sub-municipal areas and also putting in place information sharing protocols to facilitate inter-agency working and sharing of information. 'Stronger Futures' also looks at flexible and creative service delivery models in areas of high demand.

### Stronger Connections between Services and People

Stronger Connections between Services and People seeks to create incentives for improving services and more especially to simplify the delivery of services across Waterford particularly in areas of high demand for services or where there are low levels of service provision. Better and more efficient services enhance quality of life and support sustainable<sup>18</sup> economic growth, as the goal title suggests effort needs to be made to tie service delivery more closely with the service user.

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<sup>18</sup> Sustainable development includes development that is compliant with EU Environmental Directives including the Habitats Directive.

### Coherent Services to Communities Delivery Approaches

**Network hubs** – establish local service delivery networks that contribute to effective networking of professionals at strategic local levels in key sub-municipal areas

**Outreach** – Develop flexible outreach service delivery models in areas of poor service provision or where there is high demand

**Awareness & Data** – Audit and Mapping of Community Service Provision & Community infrastructure

**Communication** - [www.waterfordlife.ie](http://www.waterfordlife.ie) as community web portal to communicate delivery of services to communities



## Community Plan

The Goal provides an opportunity to reconsider community service delivery, with the aims of achieving greater efficiency and effectiveness, to explore alternative methods of service delivery and communicating with the citizen. In this context, it is important to build upon and utilise recently established community participatory networks to ensure that community services are focused and effective. Stronger connections between Services and People also looks to identify and respond to hotspots of high service need and also areas or households with high need which may be 'hidden'. Better information and closer networking of professionals will assist agencies and organisations in this regard. This goal will be of particular relevance to the SICAP Action Plan and LEADER Local Development Strategy.

### Goal: Stronger Participation of all Waterford Communities

In a stronger Waterford, improving the life chances for all - *children, young people, families and older people* - is the key overall objective. Over the last four census periods, outcomes are generally improving for most people in Waterford but not fast enough for the poorest sections of Waterford where high deprivation is still prevalent or for those who face barriers because of their race, gender, age, disability or sexual orientation. Waterford has a strong tradition in combating social exclusion with a number of structures (some of which are yet to be reconfigured post the local authority amalgamation) dedicated to inclusive communities and reducing inequalities. A stronger Waterford would see all such initiatives operational and working collectively to ensure people disadvantaged from whatever circumstance can realise their potential and participate in strengthening Waterford.

The following structures or initiatives will deliver on the Stronger Participation of all Waterford Communities through the delivery of their strategic plans/action plans:

- ◆ Traveller Interagency Group
- ◆ Waterford County Integration Strategy
- ◆ Waterford Disability Network
- ◆ Waterford Age Friendly Network
- ◆ SICAP
- ◆ LEADER Local Development Strategy
- ◆ Public Participation Network

### Goal: Stronger Safer and Healthier Waterford

We will go a long way towards achieving our goal of a stronger safer and healthier Waterford if we are able to successfully work across all areas of activity within the relevant structures that work under this goal. A significant number of structures co-exist with the underlying objective of making Waterford a stronger, safer and healthier place.

Waterford Joint Policing Committee, Waterford Drugs and Alcohol Task force, Waterford Restorative Practice Network and Community Safety & Resilience Network are all key players in making a safer Waterford. Their plans should possess a number of similar shared objectives that contribute to the overall goal. Equally, Waterford's capacity to deal with emergencies such as severe weather incidences is encompassed within this strategic goal and is hugely dependent on informal community networks.

The Healthy Waterford initiative operating on a whole County basis has the objective of reducing health inequalities and promoting local leadership for health whilst also providing an oversight role on mental health and suicide prevention. Delivery on such key quality of life determinants are important elements of the Waterford Community Plan. Equally adopting Waterford Sports Partnership's Strategy as fulfilling some of this goal's objectives is considered given their linkage to Waterford communities and potential for added value programmes/projects.

Community Plan: Communities of Place

1. Goal: Develop Communities of Place					
	Objective	Actions	Lead	Partners/ Implementing Structure	Timeframe for completion
1.1	Provide a framework and support to facilitate the development of Municipal District Communities of Place Plans	Develop overall community of place plan for Waterford Metropolitan Area	WC&CC	Municipal PPN Communities	Q3-Q4 2015
		Develop overall community of place plan for Waterford Comeragh Area	WC&CC	Municipal PPN Communities	Q3-Q4 2015
		Develop overall community of place plan for Waterford Dungarvan Lismore Area	WC&CC	Municipal PPN Communities	Q3-Q4 2015
1.2	Provide a framework and support to facilitate the development of Sub-Municipal Communities of Place Plans	Develop Waterford Metropolitan Plan	WC&CC	Municipal PPN Communities	Q3-Q4 2015
		Develop Waterford Estuary Plan	WC&CC	Municipal PPN Communities FLAG	Q3-Q4 2015
		Develop Tramore & Environs Plan	WC&CC	Municipal PPN Communities	Q3-Q4 2015
		Develop Comeragh Uplands Plan	WC&CC	Municipal PPN Communities	Q3-Q4 2015
		Develop Copper Coast Area Plan	WC&CC	Municipal PPN Communities	Q3-Q4 2015
		Develop Dungarvan & Environs Plan	WC&CC	Municipal PPN Communities	Q3-Q4 2015
		Develop West Waterford Plan	WC&CC	Municipal PPN Communities	Q3-Q4 2015
1.3	Provide a framework and support to facilitate the development of Communities of Place Plans	Urban Neighbourhood Plans	WC&CC	Municipal PPN Communities	Q3-Q4 2015
		Town and Village Plans	WC&CC	Municipal PPN Communities	Q3-Q4 2015

2. Goal: Coherent Services to Communities					
	Objective	Actions	Lead	Partners/ Implementing Structure	Timeframe for completion
2.1	Build stronger futures	Engage with structures and provide guidance towards their contribution to Waterford Community Plan and develop SLAs with LCDC	WC&CC	Waterford Children's & Young Peoples Services Committee, FRCs, Waterford County Childcare Committee, WWETB, Waterford Comhairle na nÓg	Q3-Q4 2015
2.2	Stronger connections between services and people	Engage with Programme Implementers and provide guidance towards their contribution to Waterford Community Plan	WC&CC	SICAP and LEADER Programme Implementer	Q3-Q4 2015
2.3	Stronger participation of all Waterford communities	Engage with structures and provide guidance towards their contribution to Waterford Community Plan & Develop service level agreements with LCDC	WC&CC	Waterford Traveller Interagency Group, Waterford Age Friendly WG, PPN, Waterford Disability Network, Waterford Integration Network	Q3-Q4 2015
2.4	Stronger safer healthier Waterford	Engage with structures and provide guidance towards their contribution to Waterford Community Plan & Develop service level agreements with LCDC	WC&CC	JPC, LDTF, Community Safety Network, WSP, Health Waterford	Q3-Q4 2015

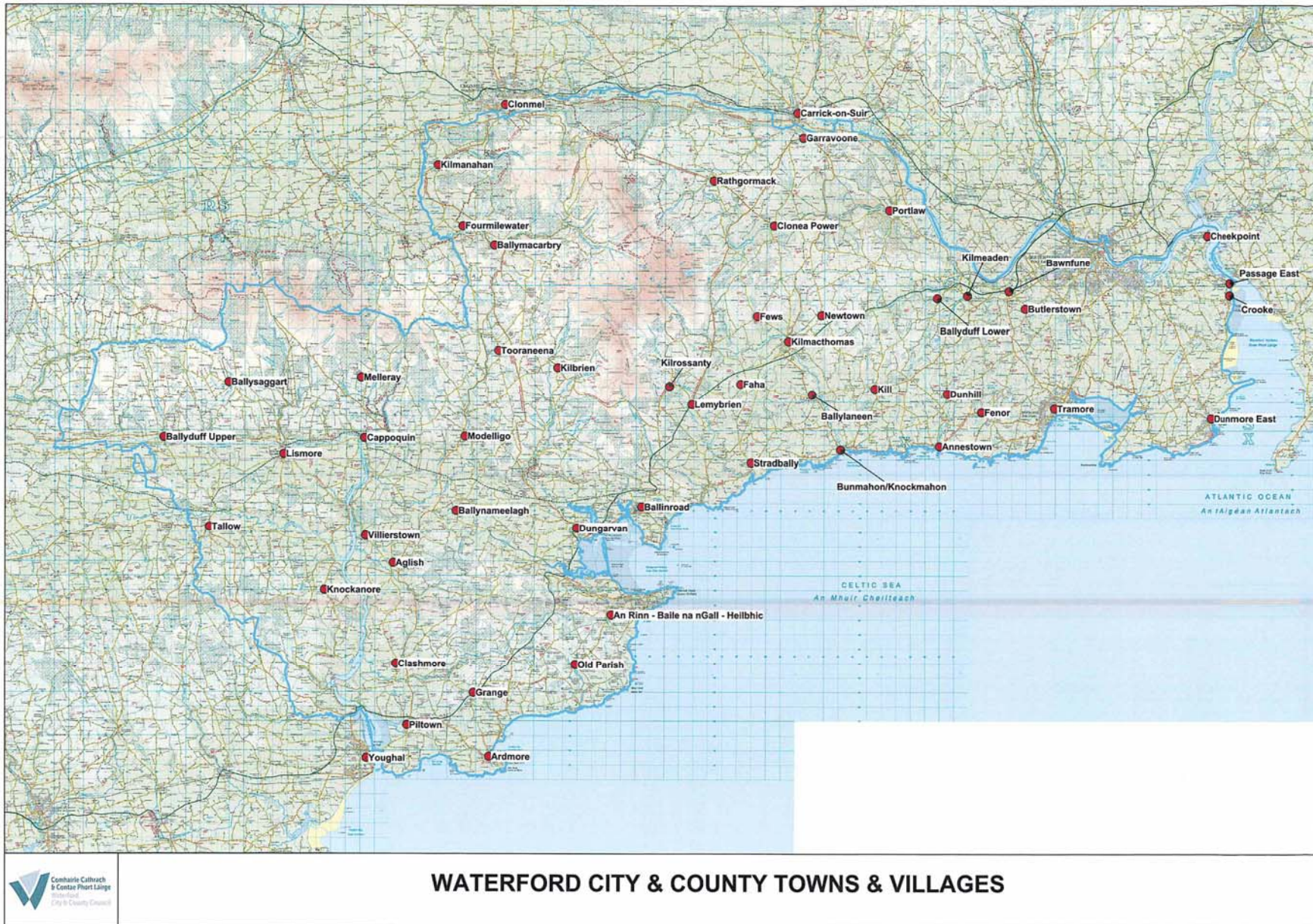
# Appendices

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*Changing the dialogue...*



Appendix 1 - Map of Waterford's Towns and Villages





## Appendix 2 - Summary of Key Strategies

Document Title	Overview
Action Plan for Jobs 2015	Sets out how the Government will continue to work to build and sustain a competitive economy that can pay its own way, serve our society, and that can survive and thrive in a reformed Euro zone and an increasingly international economy. Key themes in the Action Plan for Jobs 2015 include national talent drive, delivering regional potential and increasing entrepreneurial activity.
Action Programme for Effective Local Government: Putting People First	Outlines Government policy for reform and development across local government, providing for better engagement with citizens. It reinforces local government as the primary means of public service at local level. It empowers local government in relation to economic development, and sustaining and creating jobs. Contains an overarching purpose for Local Government ‘to promote the well being and quality of life of citizens and communities.
Agri Food Strategy 2025	The Department of Agriculture, Food and the Marine is currently preparing a national strategy for the agri food sector up to 2025 which will outline the key actions required to ensure that the agri food sector (primary agriculture, the food and beverage industry, fisheries and fish processing, forestry and forestry processing) maximises its contribution to overall economic growth, job creation and environmental sustainability over the coming decade and builds upon the progress achieved under Food Harvest 2020.
Better Outcomes Brighter Futures: The National Policy Framework for Children & Young People 2014-2020	A Policy Framework for Improved Outcomes for Children and Young People containing the vision for Ireland to be one of the best small countries in the world in which to grow up and raise a family
Bio Energy Implementation Plan for the South East Region 2013-2020	The plan is designed to make the South East the leading Irish region in the use and promotion of bio energy over the coming years. The objectives of the plan are to provide a structured framework for all stakeholders in the region to utilise for coherent development and progress in the area of bio energy, to gather data in relation to the scope and potential for bio energy development in the region based on the availability of resources and technology and to identify and reduce barriers to the development of bio energy in the region.
Construction 2020: A Strategy for a renewed construction sector	The Strategy will put in place a National Framework for Housing Supply, ensuring a balanced approach in which the supply of housing is matched with projected demand.
Costs of Doing Business in Ireland 2015	The report concentrates on costs that are largely domestically determined such as labour, property, energy, water, waste, communications and business services, and considers both price levels, and changes in those levels (i.e. price inflation). The report finds that while costs have fallen significantly since 2009, Ireland remains an expensive location in which to do business, relative to some of our key competitors. Ireland is also the 3rd most expensive location in the euro area for consumer goods and services.
County Waterford Economic Plan: Ready for Growth 2010-2014	Economic Plan prepared for Waterford County Council set out priority actions designed to enhance the competitiveness of County Waterford as a business location that will sustain jobs and accommodate the evolving knowledge economy.
Delivering a Green Enterprise	A guide, for businesses and institutions, on supports available in Ireland for developing resource efficient practices.
Delivering Green Potential: Government Policy Statement on Growth and Employment in the Green Economy	This Policy Statement affirms the Government’s commitment to further developing the Green Economy in the years ahead, building on progress already made to maximise the significant employment opportunities it presents. The Statement identifies the opportunities in the Green Economy for sustainable economic growth and job creation, sets out how the Government is supporting the Green Economy and outlines new implementation structures to oversee the development of the sector. It also reaffirms the interdependencies between the Green Economy and the Government’s Sustainable Development Framework.
Driving Enterprise Delivering Jobs: Strategy to 2016	This sets out Enterprise Ireland’s vision, strategic goals and key deliverables. It details initiatives and actions that will create 40,000+ new jobs in Irish companies and increase Irish exports by €5bn by 2016.
Economic Strategy for Waterford City & County (2013)	The strategy was developed as part of the amalgamation process of Waterford City and County Councils. The strategy identifies a series of high level interventions to maximise the capacity of local government to contribute to the economic development of its wider hinterland and region, to enhance the role of Waterford City as a generator of growth and a strong and dynamic focus for the development of the wider region.
Europe 2020	Europe 2020 is the European Union’s ten year growth strategy. Five key targets have been set by the EU to achieve by the end of the decade. These cover employment; education; research and innovation; social inclusion and poverty reduction; and climate/energy. In support of these targets, member states were encouraged to set national targets in the National Reform Programme.
Evaluation of Enterprise Supports for Start Ups and Entrepreneurship	A guide, for businesses and institutions, on supports available in Ireland for developing resource efficient practices. Since 2012, Forfás has undertaken a detailed programme of evaluations of supports provided by the Enterprise Agencies in Ireland. These evaluations are structured under the themes of entrepreneurship and start-up supports; research, development and innovation; and business development and have been undertaken in line with the Forfás evaluation framework, which is based on international best practice. This suite of evaluations covers programmes offered by Enterprise Ireland and by the City and County Enterprise Boards to entrepreneurs and start-up companies.

Document Title	Overview
Food Harvest 2020: A Vision for Irish agri food and fisheries	Contains a vision for Irish agri food and fisheries: Smart, Green Growth and sets out a cohesive road map for the agri-food industry to build capacity, adapt to challenges and grow in the context of emerging opportunities up to 2020.
Further Education & Training Strategy 2014-2018	The FET Strategy aims to deliver a higher quality learning experience leading to better outcomes for all those who engage in FET. It presents a roadmap and implementation plan to realise the vision of a world-class integrated system of further education and training in Ireland which will: support economic development; increase social inclusion; and meet the needs of all learners, communities and employers who engage with FET. The FET Strategy is set within a context of Government reform of public services.
Gateways Hubs Development Index 2012	Assessed the socio economic performance of the individual gateways under the NSS. In 2012, Waterford had a GHDI score of 4.7 which indicated that despite the prevailing economic conditions, improvements had taken place since the compilation of the 2008 GDI.
Habitats Directive	The Habitats Directive (together with the Birds Directive) forms the cornerstone of Europe's nature conservation policy. It is built around two pillars: the Natura 2000 network of protected sites and the strict system of species protection. All in all the directive protects over 1.000 animals and plant species and over 200 so called "habitat types" (e.g. special types of forests, meadows, wetlands, etc.), which are of European importance.
Harnessing our Ocean Wealth: An Integrated Marine Plan for Ireland 2012	Identifies how the country's food, tourism and energy resources will be utilised up to 2030. Policy objectives include doubling the value of Ireland's ocean wealth to 2.4% of GDP by 2030 and increasing the turnover from our ocean economy to over €6.4bn by 2020
Healthy Ireland: A Framework for Improved Health & Well Being 2013-2025	Provides a framework to bring together stakeholders into a national movement with one aim of supporting everyone to enjoy the best possible health and well being.
Horizon 2020	EU research and innovation programme and a core part of EU 2020; developed as a response to the economic crisis to invest in future jobs and growth.
Ireland's Competitiveness Challenge 2014	Outlines the main competitiveness issues confronting the business sector in Ireland over the medium term, and sets out a series of policy responses required to address these challenges. The six major themes in the report are: addressing cost competitiveness; broadening the tax base and investing in economic infrastructure; enhancing our skills base; developing our enterprise base; improving access to finance; and rebuilding the trust of citizens in the ability and willingness of public and private bodies in Ireland to adhere to the highest international standards.
Ireland's Competitiveness Scorecard 2014	Provides a comprehensive assessment of Ireland's competitiveness performance, using 120 statistical indicators. The indicators assess Ireland's international competitiveness in areas such as costs, productivity and innovation, labour market and skills, investment and infrastructure, the business environment and quality of life and sustainability.
Local Government Sectoral Strategy to Promote Employment and Support Local Enterprise	This strategy was developed to promote employment and support local enterprise by local government and is aligned with the Jobs Action Plan.
Making it Happen - Growing Enterprise in Ireland	This report presents enterprise policy within the context of the Smart Economy. It recommends the actions needed to ensure a competitive, sustainable enterprise base that will deliver growth and jobs within the medium term to 2015.
Medium Term Economic Strategy (MTES) 2014-2020	The MTES sets out the policy framework to continue the work of rebuilding the Irish economy, achieving sustainable economic growth, strong public finances, and enduring job creation. The overall objective is to secure job rich recovery and to set Ireland on the path to sustainable prosperity. The MTES is based on three pillars: ensuring debt sustainability, financing growth and supporting employment and living standards
National Action Plan for Social Inclusion 2007-2016	Details the plan to meet the national targets for poverty reduction, achieving adequate minimum wage, inclusive labour markets, access to quality services.
National Development Plan 2007-2013	Sets out a detailed development strategy for Ireland supported by investment in the key areas of infrastructural development, education and training, the productive sector and promotion of social inclusion. The NDP integrates strategic development framework for regional development, for rural communities, for All Ireland co-operation, and for the protection of the environment with common economic and social goals.
National Disability Strategy Implementation Plan 2013-2015	The National Disability Strategy provides a framework for driving this agenda forward and delivering real and meaningful improvements in the lives of people with disabilities in Ireland. In delivering actions in this plan regard will be had to other relevant strategies including the National Action Plan for Social Inclusion; the National Positive Aging Strategy; A Vision for Change Strategy; and Healthy Ireland – A Framework for Improved Health and Wellbeing.
National Partnership Agreement 2014-2020	NPA sets out the policy context within which European Structural and Investment Funds allocated to Ireland will be applied. The NPA outlines Ireland's development needs and defines national priorities to support its National Reform Programme (NRP) and the achievement of national targets for delivering the Europe 2020 Strategy for smart, sustainable and inclusive growth.
National Policy Statement on Enterprise in Ireland (2014)	Identifies the framework needed to make Ireland one of the most entrepreneurial nations in the world and acknowledged as a world class environment in which to start and grow a business
National Reform Programme for Ireland	The NRP Partnership Agreement outlines Ireland's development needs and defines priorities to support the NRP and the achievement of national

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	targets for delivering Europe 2020.
National Spatial Strategy	Overall spatial policy framework for Ireland and sets out its detailed approach to achieving more balanced regional development. In the regional context, the NSS aims to boost the performance of strategically based gateways. The NSS determined that the South East region's critical mass will be enhanced through Waterford performing as a Gateway.
National Strategic Reference Framework (NSRF) 2007-2013	Ireland's national strategy for using EU Structural Funds which sets out the direction for investment by the ESF and the ERDT until 2013.
National Strategy for Traveller/ Roma Integration	Four pillars: Education; Health; Accommodation; Employment
National Women's Strategy 2007-2016	Key objectives relate to equalising opportunity for women and men and increasing women's labour market participation rate
OECD Job Creation & Local Development (2014)	Focuses on the policies necessary for creating more and better quality jobs.
OECD Report on Local Development: Ireland	The report examines the local conditions and instruments for policy interventions to achieve successful local economic development in participating countries. The purpose of the report, in the Irish context, is not to formally review the proposed reform of Local Government, alignment and new policy environment across Government but to assist in shaping the new system to ensure that a robust and sustainable local development environment is created.
One Waterford: Delivering Jobs, Efficiency and Growth	Implementation Plan prepared by the Waterford Re-Organisation Implementation Group as part of the amalgamation process. Identifies a number of high level interventions around the Regional Technological University, retail in Waterford City, IDA support, Mount Congreve, Waterford Airport and the provision of dark fibre.
Our Sustainable Future: A Framework for Sustainable Development in Ireland	Sets out a medium to long term framework for advancing sustainable development and the green economy in Ireland
Our Cities: Drivers of National Competitiveness	The NCC believes that we need to recognise fully the importance of cities as drivers of national competitiveness. Successful countries and regions must have successful cities at their core. The evidence clearly demonstrates that cities drive economic growth and living standards with significant benefits for national living standards.
Pathways to Work	Pathways to work introduced a new integrated employment and support service involving the transformation of local social welfare offices into a one stop shop called Intreo, allowing job seekers to access their entitlements and get help with planning their return to work. Pathways to Work 2015 places a particular emphasis on measures to help long term and young unemployed people find a route back into employment.
People, Place & Policy: Growing Tourism to 2025	The focus of tourism policy is to maximise the contribution of tourism, while protecting the invaluable assets that are our natural, built and cultural heritage. This will involve a change of focus from overseas visitors numbers to overseas visitor revenue. The goals are that by 2025 revenue from overseas visitors will increase to €25bn, employment will be at 250,000 (up from 200,000) and that there will be 10m visitors annually to Ireland.
Planning Land Use & Transportation Strategy	Waterford's PLUTS provides a vision and strategy for the development of Waterford City & Environs up to the year 2020. PLUTS is consistent with the policy direction and requirements of the NSS and supports and fosters balanced spatial development at a national, regional, city and local level. A key element of PLUTS is the achievement of critical mass to allow Waterford City to reinforce and develop its role as the economic driver of the south east region of Ireland as outlined in the NSS.
Policy Statement on FDI in Ireland	Ireland's FDI key policy imperatives are to: maintain Ireland's strong performance in the context of intensifying competition globally for investment and talent; build a sustainable and diverse FDI portfolio in terms of sectors and activities and source markets; meet the ecosystem requirements of globalised multinationals and the mobile young economy; derive the optimum economic returns for Ireland across a variety of cross-border modes of investment, including Greenfield projects, reinvestment, start-ups and M&A; and deploy international best practice in policy execution and gain system wide engagement.
Programme for Employability, Inclusion and Learning (PEIL) 2014-2020	PEIL is an operational programme under the Investment for Growth & Jobs Goal. It outlines the priorities and objectives to promote employment, social inclusion and skills. The programme is strongly focused on helping the unemployed return to the labour market with particular attention to youth and long term unemployed.
Regeneration Study for the Copper Coast Region of County Waterford (2013)	This study involved an assessment of the economic potential of the region which was informed by a baseline analysis and consultation. The study includes a series of actions designed to harness the full economic potential of the region including the development of a shared vision.
Regional Enterprise Strategy	Enterprise Ireland have a key role in the development of the South East Regional Enterprise Strategy
Regional Labour Markets Bulletin	Provides an analysis of the key labour market indicators for each of Ireland's eight administrative regions. The report shows that similarities exist across regions in terms of certain labour market indicators, such as the type of vacancies advertised through the public employment services and certain elements of the profile of job seekers. However, the report also highlights the differences across regions in areas such as labour force

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	participation, employment and unemployment rates, as well as in terms of economic profiles, namely economic sector and industrial composition and, arising out of this, their economic output.
Regional Planning Guidelines for the South East Region 2010-2022	The RPGs provide a framework for long term strategic regional development which is consistent with the NSS and ensuring the successful implementation of the NSS at regional, county and local level.
Regional Spatial and Economic Strategy	The objective of regional spatial and economic strategies shall be to support the implementation of the National Spatial Strategy and the economic policies and objectives of the Government by providing a long-term strategic planning and economic framework for the development of the region for which the strategies are prepared which shall be consistent with the National Spatial Strategy and the economic policies or objectives of the Government.
Retail Planning Guidelines 2012	The aim of the guidelines is to ensure that the planning system continues to play a key role in supporting competitiveness in the retail sector for the benefit of the consumer in accordance with proper planning and sustainable development while promoting the vitality and vibrancy of the city and town centres. The guidelines outline a retail and settlement hierarchy of Metropolitan (Waterford City), Regional, Sub Regional (Dungarvan) District Centres (Tramore) as well as small towns and rural areas.
Rural Development Programme 2014-2020	The RDP 2014-2020 identifies six priority areas for rural development. These priority areas are: Fostering knowledge transfer and innovation, Enhancing competitiveness, Promoting food chain organisation and risk management in agriculture, Restoring, preserving and enhancing ecosystems, Promoting resource efficiency and supporting the shift towards a low carbon and climate resilient economy, Promoting social inclusion poverty reduction and economic development in rural areas.
S&E Regional Operational Programme 2014-2020	The Southern & Eastern (S&E) Regional Operational Programme (OP) 2014-2020 has been prepared in the context of the Union's Europe2020 goals of smart, sustainable and inclusive growth. The OP sets out a development strategy, including a coherent set of investment priorities to meet the strategic objectives that have been set for the Regional OP, taking account of specific regional needs.
Sea Change: A Marine Knowledge Research and Innovation Strategy for Ireland 2007-2013	The Strategy aimed to support research, new technological innovations and competitive production systems and service models to target niche, high value and high growth markets.
Smarter Travel: A Sustainable Transport Future	Transport policy for Ireland for 2009-2020
Social Inclusion Community Activation Programme	The aim of SICAP is 'To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration.' SICAP's vision is to improve the life chances and opportunities of those who are marginalised in society, living in poverty or in unemployment through community development approaches, targeted supports and interagency collaboration where the values of equality and inclusion are promoted and human rights are respected.
South East Economic Development Strategy (SEEDS) 2013-2019	Strategy for the economic development of the South East which identifies a number of key recommendations in terms of IDA support and investment, Regional Technological University, educational attainment and skills, transport, broadband, Waterford Airport, tourism and food production.
South East Region Employment Action Plan 2011 (Forfás)	This report builds on previous Forfás work on developing a Regional Competitiveness Agenda for the South East region in 2009, on Forfás labour and market skills analysis work, on infrastructure requirements and on national development strategies. The report identified that Waterford City and the wider South East region face a particular challenge in terms of job creation in the present climate, with an above average unemployment rate, ongoing structural adjustment within the regional economy and the region's unique locational factors, including a dispersed urban configuration with a less than dominant regional Gateway and for many parts of the region, international accessibility limitations. Regions differ from each other in terms of potential, critical mass,
Strategy for Economic, Social & Cultural Development of Waterford City 2002-2012	The CDB Strategy provided a framework within which all of the CDB partners could work towards the vision for the future development of Waterford. The strategy led to the production of a number of implementation plans which set out the strategic and operational actions to achieve the vision of 'Waterford 2012, a vibrant city, providing a secure future for its people in a safe and healthy environment where all can achieve their personal goals and aspirations'.
Strategy for Fishery Dependent Communities: Wicklow, Wexford and Waterford 2013 (FLAG)	Axis 4 of the European Fisheries Fund is an EU initiative for the sustainable development and improvement of the quality of life in fisheries areas. The Irish Government has chosen 'Small Fishery Communities' as the target for its Axis 4 Programme and Bord Iascaigh Mhara (BIM) have been tasked with overseeing its implementation. BIM has identified six coastal regions in Ireland around which to develop strategies for small fishery communities, each region is within 10 kilometres of the coast and excludes population centres of 15000 people or more. In each a Local Fishery Action Group (FLAG) is established to oversee development of a fishing community strategy and make decisions on how the funds are to be spent.
Supporting Enterprise, Local Development & Economic Growth (2012)	Contains an analysis of local authority activities for 2012 which identified over 2,000 separate local activities which had a positive impact on local development, economic recovery and enterprise.
Sustainable Development of Dunmore East:	Feasibility Study and Action Plan designed to develop the potential of Dunmore East to build on its many assets, to harness the strengths and

Document Title	Overview
Feasibility Study (December 2014) Towards 2016	creativity of the local community and leverage stakeholders to support sustainable social and enterprise development in Dunmore East. Ten year framework social partnership agreement. Towards 2016 develops a new framework to address the key economic and social challenges which individuals face at each stage of life.
Tramore Economic Plan 2014-2017	Identifies priorities in relation to town centre management, tourism and enterprise development in Tramore.
Waterford Children & Young People's Services Committee Children & Young People's Plan 2015-2018	Outlines how at a local level the five national outcomes for children and young people in Better Outcomes Brighter Futures will be achieved.
Waterford City & County Council Corporate Plan 2015-2020	Provides the vision and strategic direction of Waterford City & County Council over the next five years
Waterford City Development Plan 2013-2019, Waterford County Development Plan 2011-2017 and Dungarvan Town Council Plan 2012-2018	The Development Plans and their Core Strategies provide a spatial framework which gives effect to the delivery of sustainable and planned economic and social development in a manner consistent with higher plans and strategies including the NSS and the RPG.
Waterford City Retail Strategy (2012)	A key aim of the retail strategy is to ensure that Waterford City fulfils its role as the principle retail destination of the South East. The main principles and policies of the strategy have been incorporated into the City Development Plan.
Waterford City Transport Feasibility Study (2010)	The study was designed to investigate and recommend public transport improvements. The study includes a feasibility study of Light Rapid Transport and Bus Rapid Transport. The study concluded that there are fundamental issues that need to be addressed in the region if it wishes to achieve a notable change in public transport mode.
Waterford Climate Change Strategy (2011)	Outlines the role of the local authority in influencing a reduction in emissions directly and indirectly by reducing energy consumption, implementing green procurement activities, raising awareness of the impact of climate change, developing sustainable/low energy housing/ building projects, implementing sustainable planning policies and practices, transport, waste management and other statutory functions.
Waterford Kilkenny Advisory Region Strategic Plan 2015-2020	Teagasc's plan for Waterford and Kilkenny contains a vision for farmers to exploit their natural advantages and become world leaders in sustainable agricultural production.
Winning: FDI 2015-2019	IDA Ireland's strategy to continue winning investment and ensuring that the benefits of those investments flow as widely as possible. The strategy includes targets of 80,000 new jobs, 900 investments, €3bn R&D and balanced regional growth.
Youth Guarantee Implementation Plan (Pathways to Work)	Identifies measures to build on services and initiatives already in place to increase their impact by tailoring them to address the particular needs of youth unemployment.

### Appendix 3 - Waterford City and County Development Plan and Dungarvan Town Council Plan Core Strategies

Waterford City Development Plan 2011-2017	Waterford County Development Plan 2013-2019	Dungarvan Town Council Plan 2012-2018	LECP Reference
To ensure Waterford City Development Plan Policies and Objectives demonstrate consistency with the National Spatial Strategy and the Regional Planning Guidelines for the South East 2010-2022.			See Page 4 - Waterford LECP is consistent with Development Plans, Regional Planning Guidelines and National Spatial Strategy
Apply appropriate development management measures to ensure that growth is appropriate and compatible with the Regional Planning Guidelines for the South East Region 2010	Consolidating and strengthening our designated settlements by achieving critical mass;	Consolidating and strengthening the Town by achieving critical mass	As above
To protect and strengthen the retail primacy of Waterford City within the South East Region. To protect and enhance the vibrancy and vitality of Waterford City Centre. To support and implement the preparation of a meaningful Joint Retail Strategy for the Gateway at the earliest opportunity. To protect existing employment and promote new employment areas	Facilitating balanced economic development	Facilitating balanced economic development	Vibrant Urban Centres
Ensure that sufficient land is zoned for the educational requirements of 1st, 2nd and 3rd level educational establishments.	Creating sustainable and vibrant communities and providing attractive places to live and work	Creating a sustainable and vibrant community and providing an attractive place to live and work	Communities of Place
To facilitate improved access to the City through more sustainable transport modes.			Vibrant Urban Centres
To provide for a socially inclusive society Retain a Healthy City status over the lifespan of the Development Plan	Providing for the wellbeing of the residents of County Waterford through social and recreational initiatives	Providing for the wellbeing of the residents of Dungarvan Town through social and recreational initiatives	Communities of Place & Coherent Services to Communities
	Encouraging and facilitating rural enterprises and employment	Encouraging and facilitating enterprises and employment	Attract & Retain Inward Investment, Create opportunities and support entrepreneurship
To implement a phased approach to the development of new residential land. To require new housing proposals to demonstrate compliance with the core strategy. 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.	Ensuring the timely provision of infrastructure in line with residential and economic development;	Ensuring the timely provision of infrastructure in line with residential and economic development;	Communities of Place
Continue to encourage and promote the sustainable development of a range of quality tourism facilities, attractions and accommodation within the City.	Building upon local strengths in agriculture, enterprise, tourism, local services, land and marine based natural resources	Building upon strengths in enterprise, tourism and services	Develop vibrant urban centres Accelerate the growth of the tourism economy Expand the contribution of the natural resources sector
To require, where appropriate, all plans and projects within Waterford City Council Boundary to comply with the requirements of	Enhancing and protecting our built and natural environment.	Enhancing and protecting our built and natural environment.	SEA Expand the contribution of the natural



Waterford City Development Plan 2011-2017	Waterford County Development Plan 2013-2019	Dungarvan Town Council Plan 2012-2018	LECP Reference
<p>the Strategic Environmental Assessment Directive, the Habitats Directive, Water Framework Directive and Floods Directive.            To require new development to account for known and anticipated local climate change impacts including flood risk            Protect the integrity all Natura 2000 sites within the City.            Implement the Waterford City Climate Strategy Programme of Measures</p>			<p>resources sector            Accelerate the growth of the tourism economy</p>



## Appendix 4 - Acronyms & Glossary

Acronym		Glossary
ATB	Advanced Technology Building	This 2,348m <sup>2</sup> building is located at the IDA Technology Park, Butlerstown, Waterford
BIM	Bord Iascaigh Mhara	
C&TCMGs	City & Town Centre Management Groups	Waterford City & County Council has established city and town centre management groups in Waterford, Dungarvan and Tramore. The membership of these structure comprises the local authority, local businesses and local business structures. The role of these structures is to prepare a plan to operationalise the priorities identified in Goal 3: Develop Vibrant Urban Centres
DSP	Department of Social Protection	
DTCMG	Dungarvan Town Centre Management Group	See C&TCMG
DWTC	Destination Waterford Tourism Committee	Destination Waterford Tourism Committee is a county wide structure which was established by Waterford City & County Council. Membership is drawn from the local authority, the tourism sector including accommodation providers, visitor attractions, festivals, WIT and Fáilte Ireland. The role of DWTC is to prepare a plan to operationalise the priorities identified in Goal 4: Accelerate the growth of the tourism economy.
EI	Enterprise Ireland	
ETB	Education Training Board	
FDI	Foreign Direct Investment	
FLAG	Local Fisheries Action Group	FLAG is a BIM initiative which targets six coastal regions in Ireland around which to develop strategies for small fishery communities. Each region is within 10km from the coast and excludes population centres of 15,000 people or more. In each community a FLAG is established to oversee the development of a fishing community strategy and make decisions on how funding is spent. The FLAG East covers Wicklow, Wexford and Waterford.
FRC	Family Resource Centre	
HOWC	House of Waterford Crystal	
ICT	Information Communications Technology	
IDA	Industrial Development Authority of Ireland	
IHF	Irish Hotels Federation	
JPC	Joint Policing Committee	JPCs were established under the An Garda Síochana Act 2005 and aim to develop greater consultation, cooperation and accountability between An Garda Síochana, local authorities and elected local representatives with the participation of the community and voluntary sector, on the management of policing and crime issues.
LAG	Local Action Group	The LAG has the task of identifying and implementing a Local Development Strategy, making decisions about the allocation of its financial resources and managing them. In Waterford, the LCDC is the LAG.

Acronym		Glossary
LCDC	Local Community Development Committee	The LCDCs were established under the Local Government Reform Act 2014 to put into effect commitments made in Putting People First. The purpose of the LCDC is to have primary responsibility for coordinating, planning and overseeing local community and rural development funding, to bring a more joined up approach to the implementation of local and community development programmes and interventions and to drive more meaningful engagement in local and community development programmes.
LDS	Local Development Strategy	An LDS is a plan or method of achieving a specific goal or result. In the context of the LEADER element of the RDP, the LDS is a plan designed by members of rural communities through their LAG to support the sustainable development of their own communities. The strategy should be a realistic reflection of how LEADER funding might be utilised to support the sustainable development of the area outlined in the LDS. The LDS must align with the LECP.
LDTF/ RDTF	Local Drugs Task Force/ Regional Drugs Taskforce	The functions of LDTFs and RDTFs are very similar. Each is charged with bringing together all the state agencies involved in the field of drug misuse, along with the voluntary and community sectors, in co-ordinating an integrated approach to tackling the drugs problem in their region/local area and addressing gaps in service provision. They are required to develop action plans, which are then submitted to the National Drugs Strategy Team for approval and funding.
LEADER	Liaison Entre Actions de Développement de l'Économie Rurale (Links between actions of rural development)	LEADER is a method of mobilising and delivering rural development in local rural communities, rather than a fixed set of measures to be implemented. The LEADER approach is associated with local empowerment through developing a Local Development Strategy and resource allocation. Locally Waterford LEADER Partnership fulfils this role.
LECP	Local Economic & Community Plan	
LEO	Local Enterprise Office	LEOs provide local enterprise support to start ups and small businesses and operate within the local authority. LEOs came into operation following the dissolution of the City and County Enterprise Boards.
NAMA	National Assets Management Authority	
NHCDC	National Hurling & Camoige Development Centre	
NSS	National Spatial Strategy	
PMBRC	Pharmaceutical and Molecular Biotechnology Research Centre	
POW	Port of Waterford	
POWSCAR	Place of Work, School or College Census of Anonymised Records	As part of the Census 2011 processing programme the place of work, school or college details were geo-coded. All workers resident in Ireland on Census night were coded to their place of work and all Irish resident students from the age of 5 and upwards were coded to their place of school/college.

Acronym		Glossary
PPN	Public Participation Network	PPNs provide a framework for public engagement and participation. The PPN will be the main link through which the local authority connects with the community, voluntary and environmental sectors without prejudice to other consultation processes.
R&D	Research and Development	
RDP	Rural Development Programme 2015-2020	The RDP is co-funded by the European Agricultural Fund for Rural Development (EAFRD) and the national exchequer. The RDP is based on six priority areas for rural development.
RSC	Regional Sports Centre	
SE	South East	
SEA	Strategic Environmental Assessment	A SEA is a systematic decision support process, aiming to ensure that environmental and possibly other sustainability aspects are considered effectively in policy, plan and programme making.
SEAI	Sustainable Energy Authority of Ireland	
SEAM	South Eastern Applied Materials Research Centre	
SEBIC	South East Business Innovation Centre	
SICAP	Social Inclusion Community Activation Programme	The aim of SICAP is to reduce poverty and promote social inclusion and equality through local, regional and national engagement and collaboration. Its vision is to improve the life chances and opportunities of those who are marginalised in society, living in poverty or in unemployment through community development approaches, targeted supports and interagency collaboration, where the values of equality and inclusion are promoted and human rights are respected
SME	Small to Medium Sized Enterprise	
SPC	Strategic Policy Committee	SPCs assist the Council in the formulation, development and review of policy. Membership of the SPC comprises elected members and representatives from sectors relevant to the committee work. The Economic Development & Enterprise SPC has a statutory remit in relation to the preparation of the LECP.
TSSG	Telecommunications Software & Systems Group	
TTCMG	Tramore Town Centre Management Group	SEE C&TCMG
WC&CC	Waterford City & County Council	The local authority is responsible for the adoption of the integrated Local Economic & Community Plan.
WG	Working Group	
WIT	Waterford Institute of Technology	
WSP	Waterford Sports Partnership	
WVT	Waterford Viking Triangle	WVT is Waterford City's cultural and heritage quarter.

## Appendix 5 - List of Submissions & Consultations

### Consultations & Submissions

Age Friendly Ireland, Shane Winters  
An Garda Siochana, Sgt Michael Lacey  
An Garda Siochana, Supt Pat Murphy  
An Taisce  
Annestown Boatstrand Community Group, John Murray  
ArcLabs, Eugene Crehan  
Ardmore Grange ICA, Elsie Hickey  
Ardsallagh Crossroads Community Group, Michael McKenna  
Ballybeg Community Development Project  
Ballybeg Community Development Project, Liz Riches  
Ballyduff Tidy Towns Committee  
Ballyduff Tidy Towns, Noel Ryan  
Ballymacarbry Elders Housing Association, Brian Norris  
Barony of Gaultier Historical Society  
Barony of Gaultier Historical Society, Michael Farrell  
Belle Lake Trust, Alan Walshe  
BIM/ FLAG, John Hickey  
Boatstrand Dunbrattin Fishermen & Community, Mary Murray  
Business Sector, Frank O'Regan  
City Square, Alan Weston  
Comeragh Development, Michael Behan  
Connect Ireland  
Copper Coast Geo Park  
Cork Road Residents Association, Daniel Cooke  
Councillor Eddie Mulligan  
Councillor Pat Fitzgerald  
Crafty Crafts, Caroline Virtue  
Debenhams, Adrian McArdle  
Deise Link Ltd, James O'Donoghue  
Department of Social Protection, Con Quinlan  
Department of Social Protection, Liam Daly  
Destination Waterford Tourism Committee  
DFBA Community Enterprises Ltd, Donal Lehane  
Dr Rory Harrington  
Dungarvan & West Waterford Chamber, Jenny Beresford  
Dungarvan Shopping Centre, Gerry O'Connor  
Dunhill Rural Enterprises Ltd, Senan Cooke  
Dunmore East TT, Mark Tritschler  
Earls Court Residents Association, Lynn Cahill  
Enterprise Ireland, Brian Fives  
Friends of St Mary's  
Gerty Murphy  
Grange Cohan Residents Association  
Healthy Cities Project, Kate Moloney  
HSE, Barbara Murphy  
HSE, Catherine O'Loughlin  
IDA Ireland, Ray O'Connor  
Inland Fisheries Ireland, Paul O'Reilly  
Inland Fisheries, Suzanne Campion  
Jitterbeans, Vincent Petit  
KCK Drama Group, Jim Dee  
Kilmacthomas Mahon Valley Group, Pat Phelan  
Kilmacthomas/ Mahon Valley Initiative, Helen Ridgard  
Lilly Kavanagh  
Lismore Castle Arts & Lismore Marketing Group  
Lismore Heritage Centre & Lismore Marketing Group  
Lismore Mochuda Development Group  
Lismore Tidy Towns, Mary O'Brien  
Man Shed, Oliver Whelan  
Marie Quinn  
Maura O'Shea  
Mount Sion ISU, Victoria Kilamo  
New Frontiers, Eugene Crehan  
NuVasive, Mike Dendinger  
Passage East Development Committee, Fidelma Williamson  
Passage East, John Carey  
Paul Flynn  
Ray McGrath  
REA Spratt, Eamonn Spratt  
Red Heaven Design & Lismore Marketing Group  
Rita Canney  
Samantha Richardson  
SEBIC, Michael Maddock  
Sesame Special Needs, Eleanor McGrath  
Southeast Makerspace (SEMS)  
Southern Regional Assembly

St Brigids Family & Community Centre, Anne Goodwin👤  
St Vincent de Paul, Michael Behan👤  
Teagasc, John Maloney👤  
Tramore Allotments Association📧  
Tramore Coder Dojo, Karen McCarthy👤  
Tramore Community Radio📧  
Tramore Community Radio, Laura Wiggins👤  
Tramore Development Trust Ltd📧  
Tramore Queen Street Residents Group📧  
Tramore Tidy Towns Association📧  
Tramore Women's Network, Derbhile Graham👤  
Transition Town Tramore📧  
TREGO Point Lairge, Ken Sauvage👤  
TUSLA, Claire McNamara👤  
Údarás na Gaeltachta, Rachel ni Riada👤  
VECP, Carol Smith👤  
Waterford & Suir Valley Railway, Tom Hartery👤  
Waterford & Wexford ETB, John Cassidy👤  
Waterford & Wexford ETB, Martin FitzGerald👤  
Waterford Airport, Desmond O'Flynn📧  
Waterford Area Partnership Ltd📧  
Waterford Business Group, Eddie Mulligan👤📧  
Waterford Chamber, Nick Donnelly👤  
Waterford Childcare Committee📧

Waterford Children & Young People's Services Committee, Jim Gibson👤  
Waterford City & County Council, Lar Power👤  
Waterford City & County Council, Michael Walsh👤  
Waterford Comhairle na nÓg, Jamie Moore👤  
Waterford County Museum👤  
Waterford Energy Bureau, Liam Fleming📧  
Waterford Immigration Network, Ann Hayes👤  
Waterford Institute of Technology, Eugene Crehan👤  
Waterford Institute of Technology, Ruadhri Neavyn👤  
Waterford Joint Policing Committee, Claire O'Neill👤  
Waterford LEADER Partnership, Caroline O'Brien👤  
Waterford LEADER Partnership, Jimmy Taafe👤  
Waterford LEADER Partnership, Joe Greene👤  
Waterford LEADER Partnership, Teresa Wright👤  
Waterford LEO, Ciarán Cullen👤  
Waterford PPN: Comeragh Municipal Area  
Waterford Sports Partnership, Rosarie Kealy👤📧  
Waterford Spraoi, TV Honan📧👤  
Waterford TCU, James O'Donoghue👤  
Waterford Traveller Community Development Project📧  
Waterford Women's Centre, Breda Murphy📧  
West Waterford AC, Tony Fencombe👤  
Woodlawn Grove Residents Association, Warren Fitzgerald👤

## Appendix 6 - Socio Economic Profile

The Waterford Socio Economic Profile prepared as part of the process of preparing the Waterford Local Economic & Community Plan is available for download at [www.waterfordcouncil.ie](http://www.waterfordcouncil.ie)

## Appendix 7 – Strategic Environmental Assessment Screening

The requirements for SEA in Ireland are set out in the national regulations, S.I. No. 435 of 2004 (European Communities (Environmental Assessment of Certain Plans and Programmes) Regulations 2004 and S.I. No. 436 of 2004 (Planning and Development (Strategic Environmental Assessment) Regulations 2004 as amended by S.I. No. 200 of 2011 (European Communities (Environmental Assessment of Certain Plans and Programmes) (Amendment) Regulations 2011) and S.I. No. 201 of 2011 (Planning and Development (Strategic Environmental Assessment) (Amendment) Regulations 2011) respectively.

The Regulations 2004-2011 require case by- case screening of individual plans and programmes based on the criteria in Schedule 2A to the Planning and Development Regulations 2001. These criteria must be taken into account in determining whether or not significant effects on the environment would be likely to arise.

The SEA is available for download at [www.waterfordcouncil.ie](http://www.waterfordcouncil.ie)

## Appendix 8 – Habitats Directive Article 6 Screening Assessment

The aim of the European Habitats Directive (Council Directive 92/43/EEC on the conservation of wild habitats and of wild fauna and flora) is to create a network of protected wildlife sites in Europe, maintained at a favourable conservation status<sup>19</sup>. Each member state must designate their most important natural areas as Special Areas of Conservation. The Directive specifies the scientific criteria on the basis of which SAC sites must be selected and very strictly curtails the grounds that can be used as justification for damaging a site. The network of sites is referred to as NATURA 2000 and includes SACs (Special Areas of Conservation) for protected habitats and species and SPAs (Special Protection Areas) for protected birds.

The European Habitats Directive (Council of the European Communities 1992) was transposed into Irish legislation by the European Communities (Natural Habitats) Regulations 1997 and amended in 1998, 2005 and 2011. The Birds and Habitats Regulations 2011 and (Part XAB) of the Planning and Development Act 2000 (as amended), set out the obligations of planning authorities under the Birds and Habitats Directives.

Article 6 of the Habitats Directive provides a strict assessment procedure for any plan or project not directly connected with or necessary to the management of a designated European site but which has the potential to have implications for the site in view of the site's conservation objectives. The Waterford Local Economic and Community Plan 2015-2020, therefore, falls under the remit of Article 6.

The Screening Assessment is available for download at [www.waterfordcouncil.ie](http://www.waterfordcouncil.ie)

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<sup>19</sup> The conservation status of a species can be taken as "favourable" when population dynamics data on the species concerned indicate that it is maintaining itself on a long term basis as a viable component of its natural habitats, the natural range of the species is neither being reduced nor is likely to be reduced for the foreseeable future and there is and will continue to be a sufficiently large habitat to maintain its populations on a long-term basis. Article 1 (i) of the Habitats Directive 92/43/EEC

The conservation status of a habitat can be taken as "favourable" when its natural range and area it covers within that range is stable or increasing and the ecological factors that are necessary for its long-term maintenance exist and are likely to continue to exist for the foreseeable future.