

Waterford City Centre Management Plan



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Introduction

Waterford City has a vital role at the head of the regional hierarchy for commerce, employment, shopping, leisure, culture and social amenities within the South East. The city centre is the main shopping centre for Waterford. It offers a range, choice and quality of shopping facilities together with a diverse range of complimentary services and leisure uses within a compact and accessible area. The city centre also hosts the majority of the city's artistic, archaeological, cultural, tourist and historic heritage as well as its commercial and administrative core with key community and residential uses.

The Draft City Centre Core Report (2009) notes that historically retail in Waterford is the only use which has generated demand for city centre development of any significance, while office sector development has generally performed poorly. The importance of retail is evident in the numbers employed in this sector in Waterford (not exclusively city centre based). Retail employs 2,758 which along with manufacturing with 2,756 is the largest employer in the city and is important in terms of maintaining the vitality of the city.

The City Centre Management Group (CCMG) acknowledge the importance of retail led urban regeneration and the necessity to re-establish the city centre at the top of the shopping hierarchy by improving the range and quality of shopping on offer, in the context of a much improved experience of visiting the city centre as a whole.

The visitor experience is being enhanced following significant capital investment which has already taken place within the city centre particularly within the Waterford Viking Triangle in both the public realm and the tourist offering and with the Green Route on the city's quays.

The Waterford City Development Plan 2013-2019 includes the following vision for Waterford City, 'The development of a compact, accessible and vibrant city that is a destination in its own right; that offers a unique, distinctive and diverse range of independent, national and international retailers to serve the needs of its regional catchment and that is developed fully in accordance with its designation as a gateway city.' The Waterford City Development Plan 2013-2019 identifies a need for a City Centre Framework to contribute towards the achievement of this vision which is addressed by this Plan. The need for such a framework is further reinforced in the Economic Strategy for Waterford City & County (2013) which is delivered through this City Centre Management Plan.

The City Centre Management Plan will provide this framework for the future growth and development of the city centre and one which will enable the co-ordination of ongoing programmes, projects and initiatives with the city centre. The City Centre Management Plan will also reinforce the city centre as the South East's major economic and retail hub ensuring future infrastructure supports growth and economic activity.

Waterford City Nodes

The Waterford City Centre Management Plan further develops this vision for Waterford City centre through the development of four key nodes distributed across the city centre. Each of these nodes will have a distinct identity and will help to generate cross movement of pedestrian traffic in the city centre contributing to the vibrancy and vitality of the city centre and which are discussed under theme of 'City Vibrancy'.



Figure 1: Waterford City Nodes

The four nodes are:

- Cultural Node – focused on O’Connell Street, this will see the further development of the existing base of the Garter Lane Arts Centre and the development of the Presbytery Buildings on Georges Street as cultural assets.
- Evening & Night Time – focused on John Street and building on the established base of night time economy focused businesses in the area.
- Tourism & Heritage focused primarily on the existing base of established infrastructure in Waterford Viking Triangle and working in partnership with Destination Waterford City Tourism Committee; and
- Retail Node focusing on the existing core city centre anchored by City Square, Georges Court, Shaws on Georges Street and the proposed development on Michael Street.

The City Centre Management Plan does not seek to replicate existing work but rather bring about improvements in the way the city operates both now and into the future. The City Centre Management Plan presents existing activities together with agreed new actions into a single framework to achieve the vision of a compact, accessible and vibrant city that is a destination in its own right. Delivering this vision will require strong civic leadership and the active participation of all city centre stakeholders.

The development of this plan has been informed by a number of key strategies including:

- Retail Planning Guidelines
- Waterford City Development Plan 2013-2019
 - Chapter 4: Retail
 - Chapter 5: City Centre
- Waterford City Retail Strategy (2011)
- Draft Waterford City Core Report (2009)
- Waterford Economic Strategy (2013)
- Waterford Re-organisation Committee Implementation Plan (2013)

The City Centre Management Plan includes:

- A detailed framework to enable the co-ordination of ongoing programmes, projects and initiatives within the city centre.
- A profile and the context of the city centre as a focus for commercial investment and activity.
- The challenges currently facing the city centre.
- A ‘visioning’ statement and action plan that supports this under thematic headings.
- Implementation plan detailing responsibilities and delivery time table.
- KPIs in the form of a ‘Health Check’ and the management process to track progress and ensure the delivery of actions.

Definition of Waterford City Centre

In preparing the City Centre Management Plan the city centre has been defined as including the following:

- Waterford City centre From William Street/Canada Square along the Quays to the Bridge
- From the Railway Square to Ballybricken

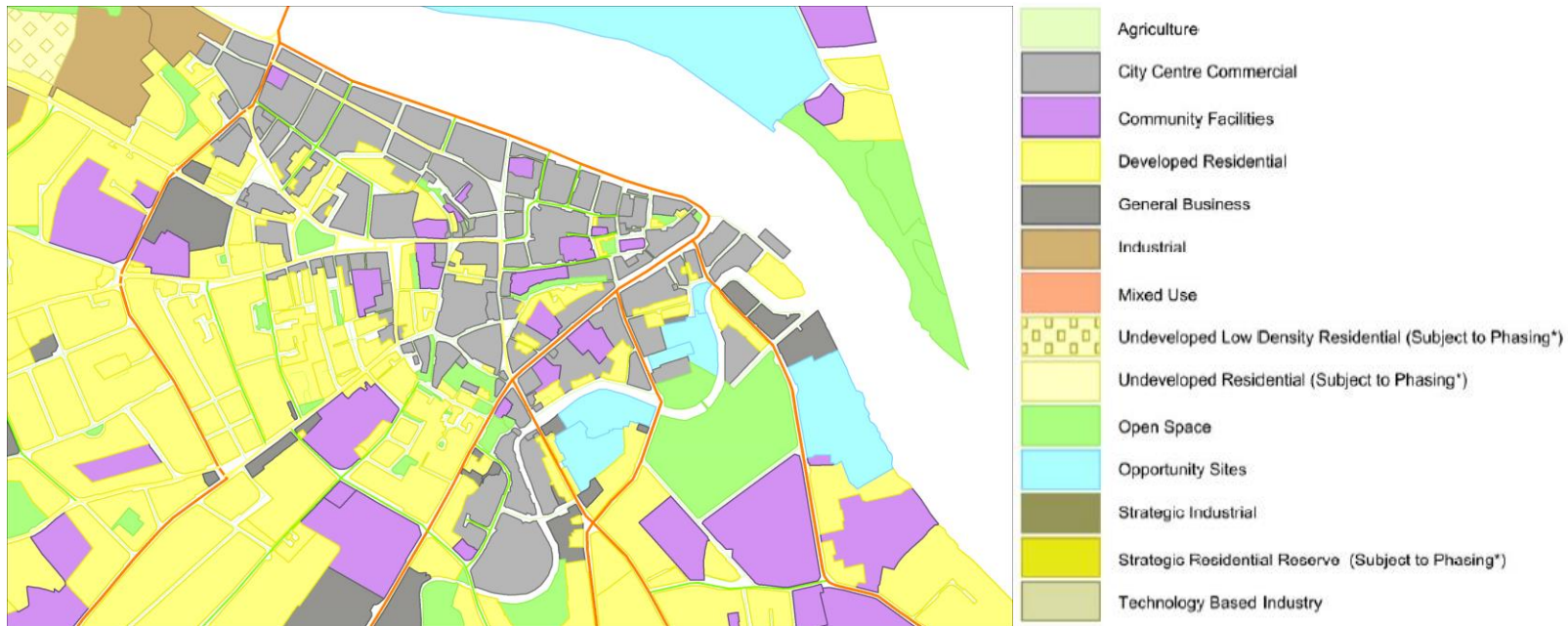


Figure 2: Waterford City Centre – Waterford City Development Plan

During the preparation of this Plan a number of challenges and opportunities facing the city centre were identified which have informed the development of the actions across a number of themes.

Challenges

- Lack of cohesion
- Competing centres and new retail formats
- Difficulty identifying large sites for retail
- Lack of major retail anchors and multiples
- High vacancy levels
- Poor presentation of buildings
- Accessibility

Opportunities

- Capacity for increase in shopping floor space
- Opportunity sites identified
- Good accessibility and car parking
- Green route
- Tourism and Waterford Viking Triangle
- Festivals culture
- Living City Initiative

Delivery of the City Centre Management Plan

This Plan was prepared by a number of key stakeholders from the public and private sector that formed the Waterford City Centre Management Group and they will have responsibility for ensuring the Plan is fully implemented and put in place a regular monitoring system in the form of a Health Check.

Other stakeholders from the public and private sector will be encouraged to engage in the implementation phase of this Plan to ensure the development of a vibrant and economically sustainable city centre which is a destination in its own right.

Waterford City Centre Management Group Membership

- | | |
|--|---|
| ▪ Waterford City Council | Mayor Cllr John Cummins, Cllr Tom Cunningham, Cllr Seamus Ryan, Michael Walsh, City Manager & Lar Power, Director of Economic Development |
| ▪ Waterford Chamber | Nick Donnelly |
| ▪ Waterford City Centre Business Group | Eddie Mulligan |
| ▪ Shopping Centres | Alan Weston, City Square Shopping Centre |
| ▪ Large Retailer | Adrian McArdle, Debenhams Waterford |
| ▪ Estate Agent | Des O'Shea, O'Shea O'Toole |
| ▪ Tidy Towns Committee | Nichola Beresford |
| ▪ An Garda Síochana | Chief Supt. Pat Murphy |
| ▪ Port of Waterford | Stan McIlvenny |

This action plan is delivered under a number of Strategic Themes for which Issues & Options Papers were prepared:

- Retail Offer & Mix
- City Access & Internal Management
- City Vibrancy
- Education & Employment
- City Presentation
- Tourism & Heritage

Strategic Theme:
Retail Offer & Mix

Retail Offer & Mix

Key Goals

- Reinforce Waterford's position in the regional retail hierarchy
- Development of key opportunity sites in the city centre
- Tackle vacancies and presentation of buildings
- Improve quality and variety of retail offering in the city centre

Waterford's retail core has not radically expanded geographically beyond the traditional retail foci, with the exception of City Square and more recently the Railway Square. This is in part a result of the inherited layout of the historic city centre fabric in that the identification of suitably large sites for development in key locations has proven more problematic than in out of centre locations. In recent years, the city centre has been compromised by the emergence of out of centre retail developments and competing retail centres within the region including Kilkenny and Wexford and at a national level Cork and Dublin. Waterford City's retail representation has remained static for a number of years to the point where other centres in the region are challenging for primacy. It is envisaged that Waterford's role and function as the major retail destination in the region will continue to erode unless there is significant investment and redevelopment in the prime city centre retail core area in the short term.

Apart from the direct and indirect employment generated by the retail sector, shops play a major role in attracting people to cities thus contributing to the overall economic vitality of the city. The City Centre Management Plan acknowledges the city centre is the most suitable location for higher order fashion and comparison goods and is the most accessible location for the majority of the catchment population. While the city centre currently contains a large range of independent shops as well as a more limited range of high street retailers, the city lacks major retail anchors and international fashion multiples that would normally be found in a city of Waterford's scale. There are also concerns about the continuing loss of comparison and convenience retailers in the prime retail pitch area and their replacement by lower order retail uses. Vacancy levels are increasing both in the prime retail area and in the peripheral streets. A survey of city centre properties in June 2013 showed 104 vacant properties. The poor presentation of these vacant units detracts from the environment sending the wrong message to developers and shoppers.

Redevelopment of key sites within the city centre for retail development is central to Waterford competing as a high level retail destination. To date, none of the opportunity sites identified in the Retail Strategy or Core Report have been developed. A key issue for Waterford is that the city currently cannot accommodate major space users which would typically have floor plate requirements of between 1,000 and 2,000sq m. Four key opportunity sites have been identified in the city centre: Michael Street, Exchange Street, Patrick Street and Miller's Marsh.

Strategic Theme: Retail Offer & Mix					
Action		Lead	Partners	Timeframe	Resources Required
1.1	Develop a retail investment prospectus to promote Waterford to potential retailers and actively promote Waterford to new retailers and identify appropriate retailers to target. Short term target retailers with smaller plate requirements.	WCC	WCCBG Estate agents Waterford Chamber	Q4 2013	€3,500
1.2	Explore potential to incentivise new developments of 1,000m ² . Prepare policy for WCC as appropriate.	WCC	-	Q4 2013	Foregoing income
1.3	Vacant properties: (See also Action 5.8) <ul style="list-style-type: none"> ▪ Review existing vacancies and develop proposals to occupy these premises. ▪ Implement a mechanism for ongoing monitoring of vacant properties. 	WCC	Estate agents Waterford Chamber WCCBG	Q4 2013	As above
1.4	Enhance the overall retail experience through targeted training initiatives for retailers	WCCBG	Waterford Chamber	Q1 2014	N/A
1.5	Prioritise development of Michael Street	NAMA	WCC	-	€50,000
1.6	Develop appropriate data sets to benchmark Waterford City and to monitor progress and to be incorporated into the Health Check	WCC	CCMG	Q4 2013	€3,000
1.7	Achieve consistent opening hours and communicate these to consumers through appropriate mechanisms: <ul style="list-style-type: none"> ▪ Short term focus on Friday opening to 9pm ▪ Medium term Sunday opening 1-5pm ▪ Long term Thursday late night opening 	WCCBG	Waterford Chamber	Q1 2014	N/A
1.8	Develop a family friendly shopping experience. Evaluation of success of family friendly Friday to include consideration of the merits of Sunday as a family friendly day with links to tourism offering	WCC	WCCBG Waterford Chamber WMoT (David Rogers)	Q1 2014	€25,000
1.9	Explore mechanisms to create usp for Waterford including initial consideration of expanding retail premises onto pedestrian areas	WCCBG	WCC Waterford Chamber	Q1 2014	N/A
1.10	Develop online presence for Waterford City Centre through www.waterfordcitycentre.com and develop 'Click and Collect' option	WCCBG	WCEB Waterford Chamber	Q1 2014	€2,000
1.11	Explore the potential to develop high quality City Market and progress proposals if feasible	WCC	City Market WCCBG Waterford Chamber	Q1 2014	€100,000
1.12	Conduct a retail mix assessment of the city centre (Health Check)	WCC		Q1 2014	N/A

Strategic Theme:
City Access &
Internal Management

City Access & Internal Management

Key Goals

- To ensure connectivity between the different city centre nodes to promote the cross movement of pedestrian traffic through the city centre
- Accelerate the provision of internal signage for pedestrians
- Ensure provision of car parking in close proximity to the city centre
- Reduce the impact of delivery vehicles on the city centre
- Address the issue of the dominance of taxis in the city centre

The modes of access to the city are primarily car based with public transport, taxis, pedestrian and cycling taking relatively small modal shares. As a consequence of the ease of access to the city, car based transport represents around 90% of the overall with remaining 10% comprising the other modes of transport. In general it is acknowledged that there is adequate parking availability in the city centre which will be further enhanced with the addition of the Waterside in 2014. Issues with car parking relate to access on and off the South Quays and the visibility of multi storey car parking on New Street and The Glen and also the environmental quality of some of the car parks.

Internal movement for visitors or those unfamiliar with the city is difficult with legibility being an issue due to the inherent nature of the historic core which has small streets and varied geometry. A new way-finding signage scheme is being installed which will assist with this issue.

The issue of loading and unloading for the servicing of commercial enterprises is a significant generator of negative impact in a number of areas particularly High Street which is compromised by the servicing of City Square.

Strategic Theme: City Access & Internal Management					
Action		Lead	Partners	Timeframe	Resources Required
2.1	Explore potential for collaborative approach to pricing and marketing of car parks	WCC	Car park operators	Q4 2013	To be confirmed
2.2	Accelerate installation of way finding signage in city centre (See also Action 5.7)	WCC	-	Q4 2013	€80,000 (NTA)
2.3	Develop Bye-Laws: <ul style="list-style-type: none"> ▪ to achieve consistent delivery times to city centre businesses ▪ to make loading bays available for car parking after 11am ▪ install revised signage 	WCC	WCCBG Waterford Chamber	Q1 2014	€5,000
2.4	Address the issue of the dominance of taxis in the city centre and its negative impact on the customer experience	WCC	Taxi operators	-	-
2.5	Develop High Street as a main pedestrian artery from WVT to the retail centre	WCC	-	Ongoing	See Action 5.1

Strategic Theme:
City Vibrancy

City Vibrancy

Key Goals

- Develop distinct nodes within the city centre with different ‘anchors’ to generate cross movement through spaces
- Make Waterford a safe city
- Promote the Living City Initiative

A number of elements will contribute to city vibrancy including maintaining existing uses and attracting new ones, promoting urban living, developing a vibrant night time economy and ensuring that Waterford is a safe city. It is acknowledged that there is a perception that there are safety issues within the city centre particularly in the evening time when there is reduced footfall. Enhancing the overall vibrancy of the city centre in addition to other measures including enhancements to the public realm e.g. lighting and engagement with the Gardai, can help address these issues.

In terms of urban living, there are approximately 4,500 people living in the city centre (See Figure 2 page 4) but these figures are declining (-8.5% since 2006) with rented accommodation dominating (three quarter of households). By supporting a residential population in the city centre there is an opportunity to generate activity outside traditional business hours and to help sustain shops and services within the city centre.

This plan proposes the development of four key nodes in the city centre each with a distinct identity which will create cross movement of pedestrian traffic through the city centre and within each of the different nodes. The establishment of linkages between each of these nodes is considered under the theme ‘City Access & Internal Management’ and will be essential to the success of each of the nodes and the combined city centre area.

Culture Node: O’Connell Street

There is potential to develop Waterford’s extensive base of cultural groups and facilities to create vibrancy in the O’Connell Street area. The planned re-development of the Presbytery buildings on Georges Street as a location for arts and culture will further strengthen the focus on this node. These facilities and local expertise in youth arts create opportunities to develop Waterford City centre as a cultural centre for both the resident population and the visiting tourist population. O’Connell Street is to be developed as a family oriented arts/ culture node with Garter Lane Arts Centre as the anchor.

Evening & Night Time Economy Node: John Street

There is a well established cluster of businesses in John Street supporting the evening and night time economy including restaurants, pubs, take aways and night clubs. This area is in need of enhancements to the public realm to increase the attractiveness of the area and this will be considered as part of the urban renewal proposals to be prepared. These proposals will also consider the control of taxis to facilitate businesses expanding out onto the street and development of the café culture within this area.

Tourism & Heritage Node: Waterford Viking Triangle

An existing base of tourism infrastructure and extensive capital investment has resulted in the development of a tourism and heritage node in the Waterford Viking Triangle (WVT) which is anchored by a number of key attractions: the House of Waterford Crystal, Bishop’s Palace, Medieval Museum and Reginald’s Tower. The proximity of a number of hotels creates significant potential to ensure footfall throughout the day and into the evening. Evening vibrancy will be supported by venues such as the Theatre Royal and the traditional bars based in the WVT. The development of this node will be undertaken by the Waterford Viking Triangle Trust. This is further considered under the theme: Tourism & Heritage.

Retail Node: Core City Centre

The core city centre will continue to be the primary focus of the retail offering. Anchoring the retail node will be City Square, Shaws on Georges Street, Georges Court and the proposed development on Michael Street. The development of the core retail area along with the other three nodes will help ensure ongoing footfall with the core city centre. This is considered under the theme: Retail Offer & Mix.

Strategic Theme: City Vibrancy					
Action		Lead	Partners	Timeframe	Resources Required
3.1	Develop the Evening & Night Time Economy Node: <ul style="list-style-type: none"> John Street Village – focus on pubs and clubs. 	WCCBG	John Street Village traders	Q1 2014	N/A
3.2	Develop the Arts & Culture Node: <ul style="list-style-type: none"> Explore potential to develop Presbytery buildings and other buildings for arts and culture 	WCC		Q1 2014	Capital costs to be confirmed
3.3	Explore potential to attract music, arts, drama classes to city centre locations including GLAC and Red Kettle	WCC	WCC Arts Office	Q1 2014	N/A
3.4	Make Waterford a Safe City: <ul style="list-style-type: none"> Quarterly meetings between An Garda Síochana and a representative group from CCMG to be held to discuss pertinent safety issues 	An Garda Síochana	WCC, WCCBG, Waterford Chamber	Q1 2014	N/A

Strategic Theme: City Vibrancy					
Action		Lead	Partners	Timeframe	Resources Required
	<ul style="list-style-type: none"> ▪ Undertake a review of the effectiveness of existing CCTV system 				
3.5	Enhance current urban living locations: <ul style="list-style-type: none"> ▪ Spring Garden Alley – road surfacing and lighting 	WCC		Q4 2013	€80,000
3.6	Promote the Living City Initiative	WCC		Ongoing	N/A
3.7	Create the environment to promote opportunities for outdoor seating areas	WCC	WCCBG Waterford Chamber	Q4 2013	N/A

Strategic Theme:
Education & Employment

Education & Employment

Key Goals

- Continue to support opportunities for education providers in the city centre
- Promote office based employment in the city centre

Waterford City provides a base for a number of educational providers which contribute to the vibrancy and vitality of the city centre. The recent relocation of the WIT School of Architecture to the Granary is already benefitting the city centre with students choosing accommodation in proximity to the facility. The presence of Waterford College of Further Education with 900 day students and a further 1,100 night time students contributes to lunch time and night time footfall.

While historically there has been a low level of service sector employment in the city centre, there is an adequate provision of office accommodation for potential office based employment. Under the City Development Plan, the city centre is the preferred and most suitable location for office based accommodation. The location of Fumbally Exchange within the Waterford Viking Triangle is recent positive development which creates the opportunity to build on the level of professional services based in the city centre.

Strategic Theme: Education & Employment					
Action		Lead	Partners	Timeframe	Resources Required
4.1	Pursue opportunities for higher education led regeneration in city centre – explore potential to further expand WIT facilities into city centre	WCC	WIT	Ongoing	N/A
4.2	Promote Waterford as an international location for learning English	WCC	Waterford Chamber English language schools	Q1 2014	€2,000
4.3	Continue to support IDA itineraries for office based employment in city centre	WCC	Waterford Chamber Estate Agents	Ongoing	N/A

Strategic Theme:
City Presentation

City Presentation

Key Goals

- Prepare urban renewal proposals for identified city centre areas and secure funding to implement proposals
- Develop High Street as the main pedestrian artery from Waterford Viking Triangle to the retail centre
- Maintain high scores on IBAL and Tidy Towns Competition

While it is acknowledged that a lot of good work has been carried out on public realm works and presentation to date, it is clearly accepted that there is a need for further investment in this area. Waterford’s progress on presentation can be measured using two independent mechanisms: IBAL Litter Survey and Tidy Towns Competition. Waterford is classified as ‘Cleaner than European Norms’ under the most recent IBAL survey and has shown improvement under the Tidy Towns Competition. These assessment mechanisms also provide guidance on areas for improvement. Waterford City also has a very proactive Tidy Towns Committee.

While significant urban renewal works have taken place within the Viking Triangle area of the city, additional areas have been identified as part of Waterford’s ‘high street’ which require enhancement. Connectivity between the WVT and retail core is key and three potential routes were identified: High Street, Peter Street and Lady Lane with High Street being prioritised despite the difficulties it presents in terms of dimensions, levels and uses etc, it is necessary that this is developed as the main access route.

Strategic Theme: City Presentation					
Action		Lead	Partners	Timeframe	Resources Required
5.1	Prepare urban renewal proposals to include surface finishes, street furniture, planting, lighting etc., for the following locations: <ul style="list-style-type: none"> ▪ High Street ▪ John Street ▪ Michael Street ▪ Apple Market ▪ Arundel Square ▪ Peter Street Secure funding to implement urban renewal proposals.	WCC	CCMG	Ongoing	€200,000 Capital budget for urban renewal works to be confirmed
5.2	Meet with Friary to discuss potential opening of Friary Garden	WCC	Friary	Q1 2014	N/A
5.3	Develop proposals to decorate vertical dimension of city centre in association with local arts community	WCC	WCC Arts Office Arts Community	Q1 2014	€5,000

Strategic Theme: City Presentation					
Action		Lead	Partners	Timeframe	Resources Required
5.4	Conduct a detailed Traffic Survey and develop a Traffic Model to eliminate traffic from identified streets in the city centre	WCC	WCC Roads Section	Q1 2014	€15,000
5.5	Relocate existing gable end arts works to new more suitable locations	WCC		Ongoing	€20,000
5.6	Ongoing monitoring of WCC Cleansing Programme	WCC	CCMG	Ongoing	N/A
5.7	Ongoing monitoring of city centre signage to ensure its suitability (See also Action 2.2)	WCC	CCMG	Ongoing	N/A
5.8	Ensure all buildings are maintained to a high standard (See also Action 1.3)	WCC		Q1 2014	N/A
5.9	Ensure key access routes to the city centre are maintained to a high standard including Rice Bridge and city quays	WCC		Ongoing	€30,000
5.10	Develop proposals to enhance the presentation and occupation of the quays and quayside properties	WCC	WCCBG	Ongoing	N/A
5.11	Ensure the presentation of John Roberts Square is maintained to a high standard	WCC	Retailers	Ongoing	€10,000

Strategic Theme:
Tourism & Heritage

Tourism & Heritage

Key Goals

- Support the development of a Tourism & Heritage Node in the city centre
- Support the work of Destination Waterford City Tourism Committee
- Continue promoting Waterford as a base for visiting and home grown events and festivals

Waterford’s wealth of tourist attractions and the city’s great history as Ireland’s oldest city offer a wealth of opportunities to bring vibrancy and economic benefit to the city. The significant capital investment in Waterford’s Viking Triangle which has taken over the last number of years has further added to the attractiveness of Waterford City as a tourist destination. The Destination Waterford City Tourism Committee was established in January 2010 and has been very successful in both promoting Waterford as a visitor destination and developing the product offering.

The City Centre Management Group will support the work of this Committee in promoting Waterford as a tourist destination and identify opportunities to enhance the attractiveness of Waterford as a destination and in developing a Tourism & Heritage Node in the city centre.

Strategic Theme: Tourism & Heritage					
Action		Lead	Partners	Timeframe	Resources Required
6.1	Explore feasibility of situating a seasonal tourist office in John Roberts Square	WCC			N/A
6.2	Explore feasibility of providing an ATM in Waterford Viking Triangle	WCC	WVT Waterford Chamber	Q1 2014	N/A
6.3	Retailers to explore potential incentives to attract tourists	WCCBG	Waterford Chamber		N/A
6.4	Retailers to explore the potential to offer free wi-fi in the city centre	WCCBG	Waterford Chamber		N/A

Waterford City Centre Health Check

Health Check

The purpose of the Health Check is to determine the vitality and vibrancy of the city centre and it is an integral part of the City Centre Management Plan. The objectives of the Health Check are to track the impact of economic activity on the city centre and to provide a baseline from which future performance can be benchmarked.

Variable	Data Source	Frequency
Diversity of uses	Visual inspection	Biannual
Competitiveness – current retail mix	Visual inspection	Biannual
Retailer representation	Visual inspection	Biannual
Shopping rents	Estate Agents/ Shopping Centres	
Accessibility -Car parking: No of spaces and cost	Survey	Biannual
Accessibility – Public transport: No of local buses, national services	Survey	Biannual
Environmental quality and attributes	Tidy Towns Survey IBAL Litter Survey	Annual
Fixed penalty notices e.g. Litter fines, Dog Fouling	WCC Environment Section	Biannual
Public realm design, street furniture, signage	Visual inspection	Annual
Perception of safety and occurrence of crime: Crime statistics	An Garda Síochana Retail Watch	Annual
Customer views and behaviours	Survey	Biennial
Pedestrian flows	Footfall counters	Weekly
Retail Sales	Retailers/ WCCBG	Biannual
Vacancy levels as a proportion of total retail units	Visual inspection & Rates Database	Biannual
Floor space in vacant units as a proportion of total retail floor space	Rates Database Estate Agents	Biannual
Average size of vacant and occupied units		Biannual
Length of vacancy		Biannual
Planning Applications	WCC Planning Department	Monthly
Good news stories for the city centre	Local media	Weekly