

Waterford City Centre Management Plan 2017-2020

Contents

1.0	Introduction.....	1
2.0	The Waterford City Centre Management Plan 2017-2020	1
2.1	Vision for Waterford City Centre	1
2.2	Objectives of the City Centre Management Plan	2
2.3	Links with the LECP and City Development Plan	2
3.0	Review of the City Centre Management Plan (2013)	3
4.0	Challenges facing Waterford City centre	4
5.0	Opportunities for Waterford City centre	5
5.1	Retail development as a catalyst for regeneration.....	7
6.0	Definition of Waterford City Centre	8
6.1	Waterford City Centre Nodes	9
7.0	Waterford City Centre Management Group.....	11
8.0	Monitoring: Performance, Delivery and Implementation.....	11
9.0	Communication & Marketing	12
10.0	Cohesion.....	13
11.0	Experience.....	14
12.0	Collaboration.....	16
13.0	Access & Movement.....	17
14.0	Change.....	18

Acronyms

CCMG	City Centre Management Group	RPG	Regional Planning Guidelines
CCMP	City Centre Management Plan	RSES	Regional Spatial Economic Strategy
DWTC	Destination Waterford City Tourism Committee	SDZ	Strategic Development Zone
LECP	Local Economic & Community Plan	SME	Small Medium Sized Enterprise
LEO	Local Enterprise Office	SUMP	Sustainable Urban Mobility Plan
MSU	Major Space User	WC&CC	Waterford City & County Council
NAMA	National Asset Management Agency	WIT	Waterford Institute of Technology
PLUTS	Planning Land Use & Transportation Study	WVT	Waterford Viking Triangle

1.0 Introduction

Waterford City centre is an important retail, business, service, cultural and community hub for a wide regional catchment. The future success of Waterford City centre depends on the city improving its competitive position to offer a high quality of life for its residents, visitors and potential investors. While the city centre is dependent on the growth in the overall local economy, the city centre can be a catalyst for growth if it has the attractions and activities to stimulate business, and 'enable a city centre outwards process of renewal and growth'¹.

Nationally and internationally, city centres have been subjected to many changes in the economy, technology, shopping and work patterns in recent years. Many of these changes have drawn people and footfall away through the relocation of public services or the competing pull of out-of-town shopping and online retailing. City centres need to find ways to adapt to these changes and to ensure the things people need and would like to do are located there.

2.0 The Waterford City Centre Management Plan 2017-2020

This Waterford City Centre Management Plan (CCMP) sets out the Waterford City Centre Management Group's (CCMG) vision for the city centre for 2017 and beyond. This CCMP also sets out the CCMG's ambition for the continued growth and regeneration of the city centre. The fundamental objectives of this plan are to improve the city centre's economic vibrancy, cultural vitality and overall resilience with direct benefits to existing city centre businesses and residents and to the wider Waterford area. It is envisaged that the actions contained in this plan will further develop Waterford City centre as a destination and transform the experience of the city centre for all who visit, live and work in the city centre.

2.1 Vision for Waterford City Centre

The vision for the city centre is outlined in the Waterford City Development Plan and is *'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'*.

¹ Ireland 2040 Our Plan: Issues & Choices (February 2017)

#

Putting the city centre first.....

Extract from Waterford Local Economic & Community Plan 2015-2020



Objectives



2.2 Objectives of the City Centre Management Plan

To achieve this vision, the following objectives have been identified under the following key themes:

1. **Communications & Marketing:** Use place branding and a strong visual identity to increase awareness of Waterford City centre and to actively promote it as a destination for shopping, leisure, tourism, business and living across all ages.
2. **Cohesion:** Achieve greater cohesion in the retail offering.
3. **Experience:** Develop Waterford City centre as a destination with a unique offering by building on the city's reputation as an historic, tourist and cultural destination.
4. **Collaboration:** Encourage collective responsibility amongst the local authority, wider public sector, businesses and community to help develop Waterford as a destination.
5. **Access & Movement:** Create a physical environment to reduce dependence on the car as the main method of accessing the city centre and the successful implementation of the City Access Project.
6. **Change:** Waterford is seen as a city that is willing to embrace change.

The actions under each of these themes and objectives are outlined from Page 12 onwards.

2.3 Links with the LECP and City Development Plan

This CCMP provides the implementation framework to achieve the high level goals and objectives for the city centre as outlined in the **Waterford Local Economic & Community Plan** (LECP) 2015-2020 which was adopted by Waterford City & County Council in July 2015. A stated objective in the LECP, is 'to develop vibrant urban centres' and the plan recognises urban areas as engines of growth and hubs for creativity and innovation.

The development of a City Centre Management Strategy or Plan is one of the policies outlined in the **Waterford City Development Plan 2013-2019**. The Waterford City Development Plan states that the Council's aim is to protect the role of the city centre and support its expansion as an economic force and capital of the region. Through the implementation of the Development Plan, a strategy of maintaining and enhancing the role of the city centre will be pursued by maintaining and developing policies to help existing uses, through regenerating the historic centre; through encouraging conservation and urban renewal activities; through managing and controlling traffic; and by co-ordinating the Council's activities with private initiatives, with the objective of maintaining and enhancing vitality and viability levels within the city centre.

Following the publication of the **National Planning Framework** and the **Regional Spatial Economic Strategy** (RSES), in mid 2017, a statutory review of the City Development Plan will commence and this review will have due regard to the City Centre Management Plan. 'Ireland 2040 Our Plan' published in February 2017 as part of the consultation process on the NPF highlights that 'The physical move to out of town locations has resulted in loss of trade, footfall and vitality of many historic main streets and urban centres. It has made it more difficult to ensure that they remain attractive, viable places in which to do business, work, live or visit and has undermined the concept of the town as a compact urban system.'

The CCMP will also support the implementation of the **Waterford Retail Strategy** (2011) which advocates protecting and strengthening the City's retail primacy within the region and is a key element in sustaining and growing the local and regional economy and assisting in achieving critical mass.

Other relevant plans:-

- Waterford City Centre Study 2009
- Planning Land Use & Transportation Study (PLUTS)
- Implementation Framework for Waterford's Viking Triangle 2011
- Urban Design Framework Plan for the North Quays 2008
- Retail Planning Guidelines

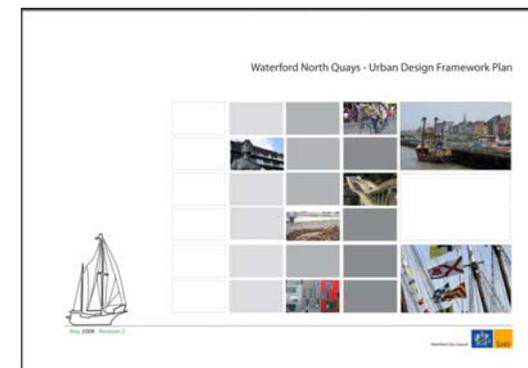
3.0 Review of the City Centre Management Plan (2013)

The first City Centre Management Plan was adopted in October 2013 and provided a framework for the future growth and development of the city centre and was designed to enable the co-ordination of ongoing programmes, projects and initiatives within the city centre. A review² of this plan was facilitated by an external consultant.

² Two externally facilitated (Wessel Badenhorst, Urban Mode) review sessions were held, one on 27th January 2016 and a second on 1st March 2016. A third internally facilitated review session was held in April 2016.

#

Putting the city centre first.....



Urban Design Framework for the North Quays



Waterford City Centre Management Plan 2013

The objectives of the review were to:

- Identify what the members felt had been achieved since the establishment of the CCMG in 2013
- Secure feedback on the operation and membership of the CCMG
- Identify priorities which will help operationalise the Goal in the LECP to 'Develop a vibrant urban centre in Waterford City'.

As part of the review process, the following achievements during the lifetime of the first plan were identified:

- Appointment of a dedicated City Centre Liaison
- Implementation of a rates incentive scheme to attract new retailers and encourage the occupation of vacant units
- Securing and retaining Purple Flag designation for a defined area within the city centre and the establishment of an industry led working group to progress this
- Successful introduction of the Age Friendly Business Recognition Programme with Waterford winning a national Age Friendly Business Award
- Establishment of a Safe City Working Group as a partnership between An Garda Síochána and the private sector
- Free Wifi in the city centre
- Launch of the City in Bloom initiative in 2015 and expansion in 2016
- Production of quarterly Health Checks which include data on footfall and vacancy levels
- Limited standardisation of retail opening hours

4.0 Challenges facing Waterford City centre

While there have been positives during the lifetime of the first plan, the review process identified a number of issues facing the wider Waterford City and the city centre some of which will need to be addressed through this plan and others through the higher level Local Economic & Community Plan.

#

Putting the city centre first.....



City Square development



Apple Market development



Waterford Walls

- There is still a need to attract more new jobs as many of the new jobs being created are external to the city centre with many commuting into Waterford for these jobs. The drive to attract new jobs should focus on higher paid jobs and generating city centre based employment.
- There is a continuing loss of services in the city centre e.g. banks, professional services, solicitors etc.,
- There is a continuing need to integrate the Waterford Viking Triangle into the city centre which should be addressed through the current public realm works.
- While tourism has experienced an increase in activity, the retail sector has not experienced a similar increase. There is a continuing issue with the retail product and while Waterford has a number of independents, these are not of a calibre to develop Waterford as a destination. The regeneration of City Square and the future Apple Market development should help address some of these issues
- There is a continuing issue with suitable property solutions which should be addressed by the regeneration of City Square and the Michael Street development.
- While the Council has taken a positive step in using vacant premises as arts venues, there has been a contraction in entertainment venues e.g. closure of The Forum.

5.0 Opportunities for Waterford City centre

This new plan comes at a time when Waterford is facing into a very positive period of investment, some happening in the short term and others coming on stream in the medium to long term. The projects that are coming on stream will give people a sense of positivity. This investment is indicative of a new confidence in Waterford and the city needs to leverage off these opportunities and use these to stimulate internal and external investment in the city centre.

- €30m Apple Market retail development covering over 10,000m² of gross retail floor area incorporating a prestigious anchor unit and a number of medium sized units which is expected to support 480 retail jobs.
- €2.5m regeneration of City Square Shopping Centre which will create an additional 1,600m² of retail space and will result in the establishment of a new high quality retail environment and a new two storey retail MSU unit.



Purple Flag Steering Group



Opening of Inglot, City Square



URBACT III Network

- Commencement of the €17.3m public realm works and associated regeneration projects to develop a vibrant and successful city centre destination through the creation of an urban environment that promotes the individuals well-being in addition to community's cultural, economic and social well being.
- €20m extension of the Court House which is due for completion by the end of 2017. The trebling of the number of courtrooms will bring additional business to the city from the legal profession and has the potential to create a new business district in proximity to the courthouse.
- Creation of the Strategic Development Zone (SDZ) for the North Quays with a planning scheme currently being prepared by Waterford City & County Council. The SDZ will allow for a mixed use development and will result in an extension of the city centre with connections to the South Quays via a new pedestrian bridge. The North Quays development will cater for a full range of uses including commercial, residential, retail and hospitality.
- The prioritisation of developing 'vibrant urban centres' in the Waterford LECP
- Waterford's participation in an URBACT III Network: Creative Spirits. Creative Spirits partner cities will focus on competitiveness of SMEs. The partner cities have a common need to improve the implementation of their existing integrated urban strategies/ action plans by including novel approaches linked to creative and cultural industries, creative places, people and businesses. There are three strands to the project:
 - Creative Region and the development of a Regional Cultural Strategy as a legacy of the Three Sisters Initiative.
 - Creative City and County through enabling the creative and cultural industries (CCI).
 - Create a cultural district – this will align with the Cultural Node (O'Connell Street) identified in the first CCMP and also included in this plan (See Page 9).

Other positive developments within Waterford will also contribute to regeneration of the city centre. While historically Waterford has performed poorly in terms of population growth, over the next 20 years it is projected that Waterford will achieve population growth of 10,000. Census 2016 shows growth in Waterford City's population of 1,637 or 3.5%. 2,000 to 3,000 jobs are being created in the next 2-5 years. The general consensus is that economic conditions are improving and this is evidenced in new investment in the city centre including the re-opening of the Patrick Street cinema, purchase by Wetherspoons of a site for a new city centre pub, conversion of The Old Stand to a modern independent retail offering and



Chairman's Arch Housing Development



Garter Lane Arts Centre, O'Connell Street



Fumbally Exchange, Waterford Viking Triangle

#

Putting the city centre first.....

an improved coffee/restaurant offering. While private investment is key to the city centre renewal, the establishment of a dedicated Economic Development Section within the local authority will also provide a supporting role.

5.1 Retail development as a catalyst for regeneration

There will be an unprecedented and dramatic level of development taking place in and around the existing city centre in the coming years. The Michael Street retail development and Apple Market public realm works will transform that area, while other developments such as the regeneration of City Square will also have major significance. It is vital that the existing city centre is integrated with these new developments. It is also vital that in the short to medium term that the city centre remains viable during the period of major physical development. The potentially negative effects of a large amount of development activity taking place concurrently in and around the city centre will need to be managed and mitigated.

The impact of the retail sector goes well beyond economic outputs. Research has shown that a diverse retail offer can also contribute to the social well being of local communities and serve as a key driver for tourism by increasing the attractiveness of the city centre. Tourism is a critical industry for a contemporary city and one in which Waterford has displayed growth.

The contemporary city centre needs to be the location offering a full range of activities to draw people to it and to be a source of employment across a range of skills levels:

- shopping
- non retail uses such as banks, offices, dentists, clinics, schools, colleges, government and council offices and other public buildings
- pubs, clubs and entertainment venues
- cultural and community activities
- social enterprise and flexible business spaces. Entrepreneurs need information about available space, low cost space on short term rentals and accessible high speed fibre broadband.
- housing - creating more good quality homes in the city centre, close to shops and facilities is an excellent way to bring life back into city centres, particularly in the evenings and at weekends. A growing residential population also supports local shops and businesses.

6.0 Definition of Waterford City Centre

The physical area covered by this plan is the area zoned in the Waterford City Development Plan as 'City Centre Commercial' (see map below). The area extends from William Street/ Canada Square along the Quays to the Bridge and from the Railway Square to Ballybricken.

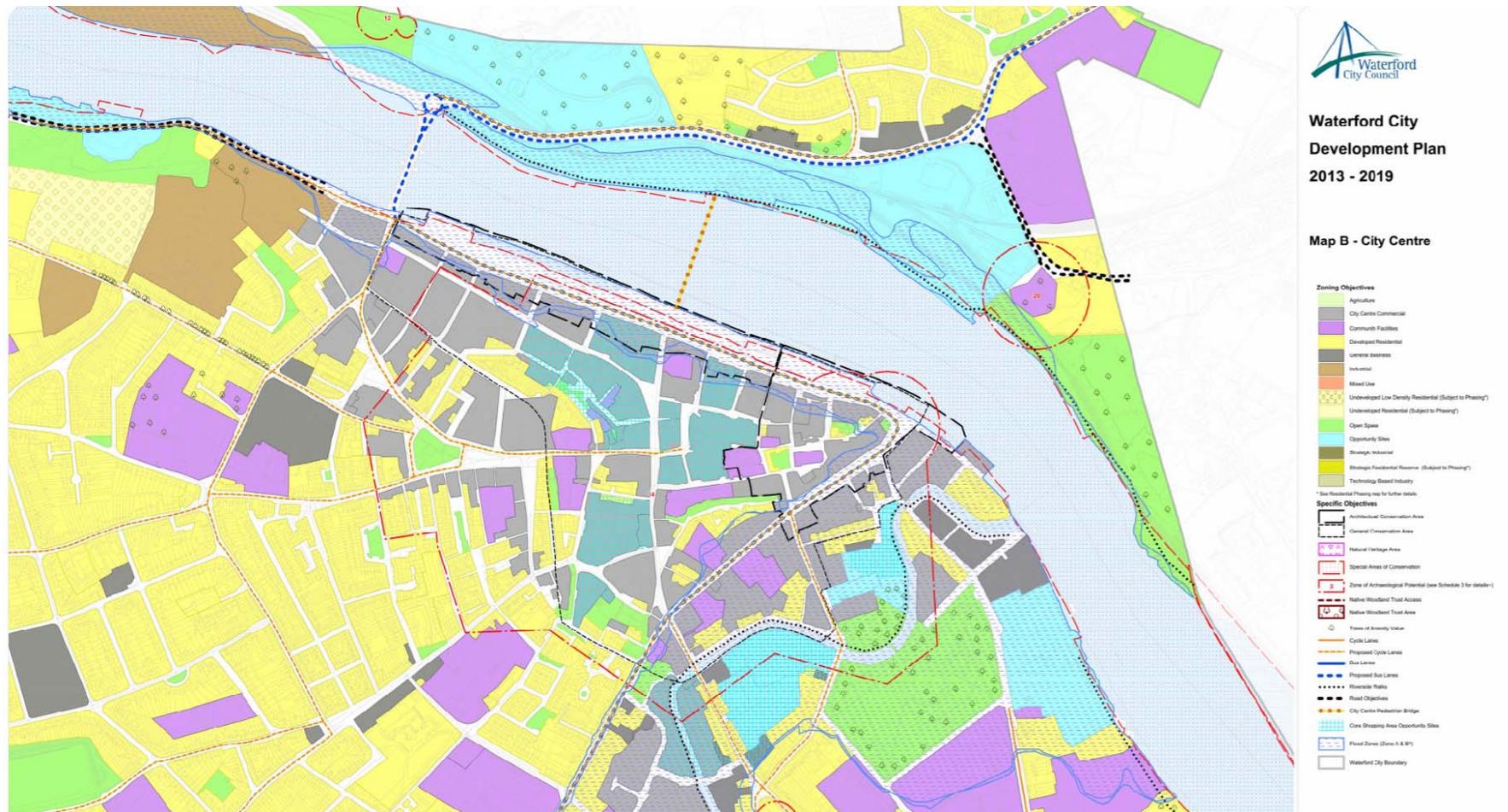


Figure 1 – Map of Waterford City centre. Source: Waterford City Development Plan 2013-2019

#

Putting the city centre first.....

6.1 Waterford City Centre Nodes

The first CCMP identified four nodes distributed across the city centre each with its own distinct identity (see map on next page³). Progress was made during the first plan on the development of these nodes or quarters. A fifth node has been identified which is aligned with the future developments on the North Quays. The development of each of these nodes will continue to be a priority over the life of this plan.

The five nodes are:

1. **Retail node** focused on the existing core city centre anchored by City Square, Georges Court, Shaws on Georges Street and future retail development at The Apple Market.
2. **Tourism and Heritage node** or Viking Triangle – focused on the now established tourism infrastructure in the Waterford Viking Triangle. This area will continue to be the focus of the Waterford Viking Triangle Trust and the Destination Waterford City Tourism Committee.
3. **Evening and night time economy node** focused on The Apple Market/ John Street and building on the established base of night time economy businesses already in the area. The current public realm works and the Purple Flag initiative will strengthen this node significantly.
4. **Cultural node** focussed on O’Connell Street and building on the existing base of the Garter Lane Arts Centre and the development of the Presbytery buildings on Georges Street. The development of this node will be prioritised under the URBACT III Network.
5. **North Quays node** which will be a mixed use development incorporating commercial activity, retail, residential and hospitality linked to the city centre via a pedestrian bridge.

³ The map of the nodes is intended to highlight the general areas contained within each node and is not an exact map of each area.

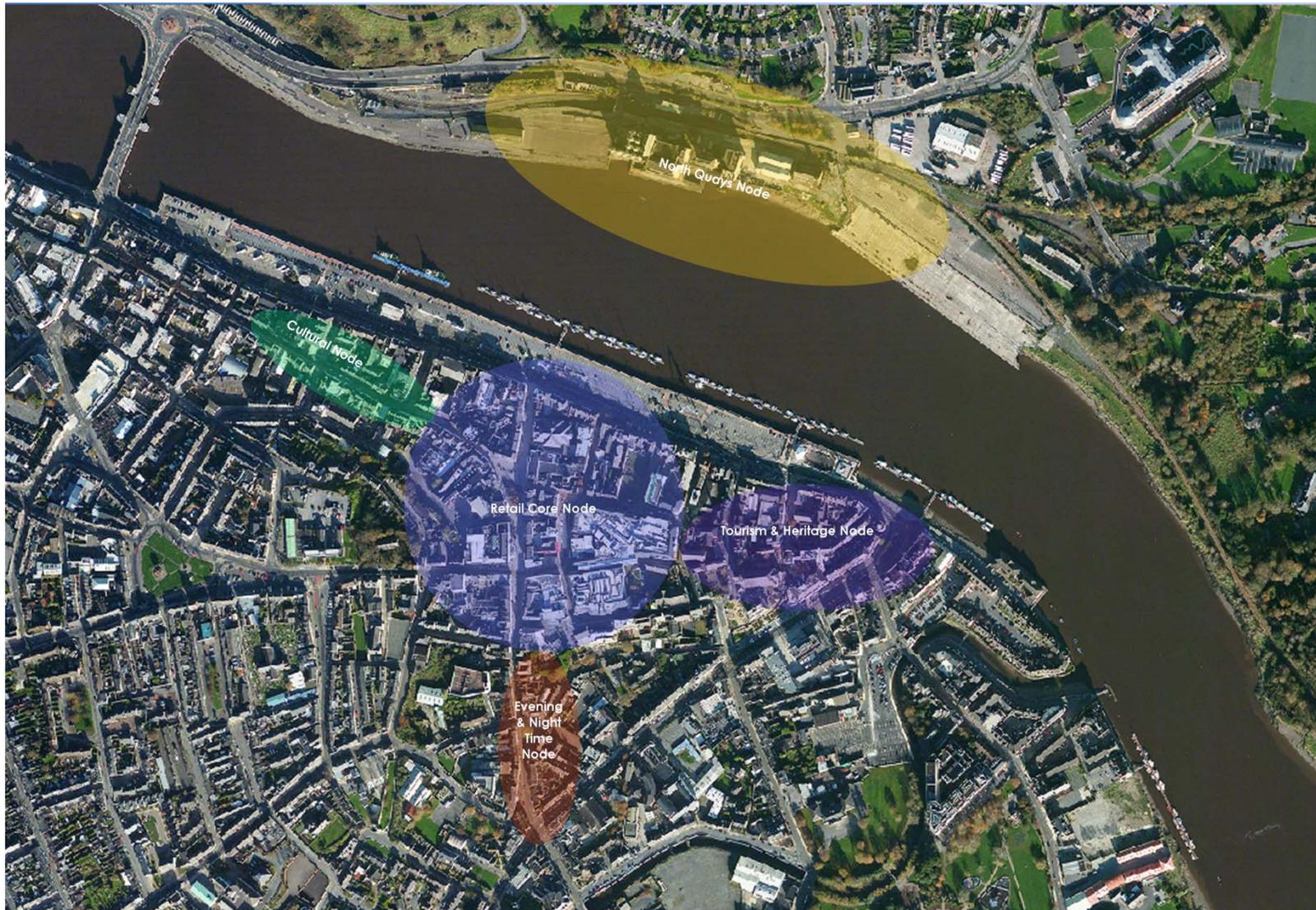


Figure 2 – Waterford City Centre Nodes.

#

Putting the city centre first.....

7.0 Waterford City Centre Management Group

The Waterford City Centre Management Group (CCMG) is a proactive partnership involving a range of key interests from the public and private sector (see Page 21 for membership) and was established by Waterford City & County Council in June 2013 with the purpose of:

- Preparing the City Centre Management Plan
- Ongoing monitoring of the implementation of the Plan
- Engagement in a quarterly and annual Health Check for the city centre
- Co-ordinating activities with the Destination Waterford City Tourism Committee

The review process which has resulted in this new CCMP, has identified an expanded role for the CCMG and the potential to expand the involvement of other sectors through, for example, involvement in temporary working groups.

8.0 Monitoring: Performance, Delivery and Implementation

Continuing success and the growth of Waterford City centre is vital to the economic health of the wider Waterford area and it is vital that the strategic priorities identified throughout this plan are implemented. The actions outlined will be further developed and regularly updated and monitored to ensure that the actions achieve their desired outcomes and deliver the vision outlined on Page 1 of this plan.

To monitor progress, quarterly and annual Health Checks will be prepared which will review achievements against key objectives. Other appropriate indicators will be developed to reflect progress towards delivering the vision.

Action Plan 2017-2020

#

Putting the city centre first.....

9.0 Communication & Marketing

Marketing is key to Waterford City centre's future success. The city centre is competing at a regional, national and international level not only in retail and tourism but also in ensuring that the city is recognised as a destination for business, investment, culture and leisure.

Objective

- Use place branding and a strong visual identity to increase awareness of Waterford City centre and to actively promote it as a destination for shopping, leisure, tourism, business and living across all ages.

Actions	Lead	Partner	Time Frame
1.01 Develop a Communications & Marketing Strategy for Waterford City centre	CCMG	DWTC	2017
1.02 Engage with key influencers to raise the profile of Waterford City centre e.g. Colliers, CBRE etc.,	CCMG	-	2017-2018
1.03 Identify appropriate national and international events to attend to promote Waterford as a location for investment	WC&CC	CCMG	2017-2018
1.04 Raise the profile of the CCMG	CCMG	-	2017
1.05 Develop an Ambassador Programme for Waterford City	CCMG	DWTC	2018

10.0 Cohesion

The current disjointed nature of opening hours, particularly late night and Sundays, and the disjointed nature of independents and multiples causes confusion for the consumer.

Objective

- Achieve greater cohesion in the retail offering in terms of the retail mix and opening hours

Actions	Lead	Partner	Time Frame
2.01 Agree and implement standardised opening hours including late night opening and Sunday	WBG	Waterford Chamber	2017-2018
2.02 Develop a targeted approach to address gaps in the retail mix	CCMG		2017-2018

11.0 Experience

The aim is to enhance the city centre's sense of place with a broad and inclusive appeal, be a destination of choice for visitors as well as being a place where people want to live, work and do business. While the visitor experience in the city centre is about more than just the retail offering, retail is a core element of the experience and is one which is continuing to undergo a fundamental change with competition from out of town shopping, new format retailing and e-retailing which all have the potential to result in reductions in the requirements for conventional retail space. By understanding and repositioning the city centre strategically to better serve its communities and visitors, the city centre can re-emerge at the centre of the community, cultural and civic life with retail as a key, though not always dominant, element.

Waterford City centre needs to develop its own distinctive retail experience to differentiate it from other centres and to develop Waterford City as a destination with a focus on local, artisanal, one-of-a-kind shops. This retail offering should be supported by a choice of accommodation, food and entertainment opportunities which will provide a compelling longer trip alternative to suburban shopping.

Objective:

- Develop Waterford City centre as a destination with a unique offering by building on the city's reputation as an historic, tourist and cultural destination

Actions	Lead	Partner	Time Frame
3.01 Continue to strengthen the evening and night time economy by developing and promoting the Purple Flag Programme to	Purple Flag Working Group	-	2017-2020
3.02 Work with DWTC to improve the visitor offer so that it meets and exceeds expectations	CCMG	DWTC	2017-2018
3.03 Work with DWTC to develop and implement a methodology to measure the experience of users and visitors to Waterford City centre	CCMG	DWTC	2017-2018
3.04 Maintain Waterford's status as a 'safe city' and promote this through the Communications Strategy	An Garda Siochana	Safe City Working Group	2017-2020
3.05 Develop mechanisms to ensure high levels of customer service and the monitoring of same	CCMG	Retailers Skillsnet	2017-2018
3.06 Provide support to facilitate independent retailers to adapt to changing shopping habits	CCMG	Retailers	2017-2018

#

Putting the city centre first.....

Actions	Lead	Partner	Time Frame
and develop as strong brands		Skillsnet LEO	
3.07 Continue to facilitate opportunities for festivals, events etc., to use the city centre as a canvas	WC&CC	Festivals and events	2017-2020
3.08 Implement the URBACT III Project	WC&CC	URBACT Partners	2017-2019
3.09 Identify and promote opportunities to maximise take up of the Living City Initiative	WC&CC	Estate Agents Property Owners	2017
3.10 Develop a plan for the visual presentation of Waterford City centre to include gateways, public realm and buildings including vacant/derelict buildings	WC&CC	Property Owners	2018
3.11 Promote and monitor the effectiveness of the Retail Incentive Scheme	WC&CC	CCMG	2017-2018
3.12 Strengthen existing city centre market to grow as a local and tourist attraction	WC&CC	CCMG Market Traders	2018
3.13 Develop a strategy to target professional services to locate or relocate back into the city centre	CCMG		2017-2018
3.14 Review of Waterford City & County Development Plan to have due regard to the CCMP	CCMG	WC&CC	2018
3.15 Develop the North Quays as an extension of the city centre	WC&CC	Private Developers	2018 onwards

#

Putting the city centre first.....

12.0 Collaboration

City centre management has to date been reliant on local authority funding and investment of public funding and Waterford lacks a culture of businesses collectively contributing towards city centre initiatives. If a key objective of this plan is to develop Waterford City centre as a destination, then placemaking should not be viewed as an activity of a single group or a few individuals. To create changes that are sustainable requires an integrated approach. The delivery of this plan in a sustainable manner will require an integrated and co-ordinated approach and the prioritisation of resources. Developing a collaborative approach will also significantly increase the resources, the momentum and the creativity to achieve the vision of this plan. The Purple Flag Working Group provides a good model of the private sector taking a lead role on implementing an initiative and is one which should be expanded to the other areas of work of the CCMG.

Objective:

- Encourage collective responsibility amongst the local authority, wider public sector, businesses and community to help develop Waterford as a destination

Actions	Lead	Partner	Time Frame
4.01 Shift the balance of CCMG membership from public to private by identifying new stakeholders to participate in the CCMG and any sub groups	CCMG	City Centre Stakeholders	2017-2019
4.02 Identify any opportunities for city centre for initiatives such as Ireland's Ancient East	CCMG	DWTC	2017-2020
4.03 Identify and engage with other stakeholders to develop Waterford e.g. WVT, WIT, DWTC, Arts sector, public transport providers etc.,	CCMG	City Centre Stakeholders	2017

13.0 Access & Movement

Making a city centre more accessible means making it very easy and affordable for people to get to and to move around. Pedestrian footfall is the lifeblood of a city centre and successful city centres are designed primarily for the convenience of those on foot. The city also has to respond to increasing car use and pressure on the available road network in the centre to accommodate a range of traffic and access needs including taxi provision, loading, disabled access and clear pedestrian routes. The availability and appropriate use of on street and other paid parking is a major issue in most core city centres, and a range of cultural and behavioural changes will need to continue to be pursued to ensure Waterford City centre meets the needs of users, but also reduces the impact of traffic movement and encourages a range of more suitable transport modes.

A key element of successful city centres is that pedestrians and visitors arriving at key entry points can orientate themselves around the city centre and are enabled to make informed choices. This requires a range of information provision and with the development of mobile technologies, there is an opportunity to improve that provision and also reduce street clutter and pedestrian obstacles that compromise the enjoyment of city centre spaces and places. While the component parts of Waterford City are not very distant from each other, they can feel separated due to the poor physical connections. For example, the lack of connectivity between the Waterford Viking Triangle and the city centre. In the future, it will also be essential the existing city centre is integrated with new developments and the public realm works currently being undertaken will address many of these issues.

Objective:

- Create a physical environment to reduce dependence on the car as the main method of accessing the city centre and the successful implementation of the City Access Project

Actions	Lead	Partner	Time Frame
5.1 Implement the City Access Project	WC&CC	-	2017-2020
5.2 Communicate specifics of new access routes and implications for city centre users	WC&CC	-	2017-2020
5.3 Create welcoming gateways including car parks, railway and bus station and develop a plan to ensure that all main access points to the city centre are presented to a high standard	WC&CC	Tidy Towns	2017-2020
5.4 Review PLUTS to ensure it incorporates the key elements of the Sustainable Urban Mobility Plan	WC&CC	-	2018
5.5 Explore potential for Waterford City to benefit from the Greenway and become a 'cycle city'	WC&CC	-	2018

#

Putting the city centre first.....

14.0 Change

Waterford's compact nature gives us the agility to transform and change and it is essential that Waterford is willing to embrace change so that the city is well positioned to meet current and future challenges.

Objective:

- Waterford is seen as a city that is willing to embrace change

Actions	Lead	Partner	Time Frame
6.01 Identify opportunities to gain first mover advantage in embracing new technologies and identify technological solutions to future problems - Waterford perceived as a 'tech town'	CCMG	WIT	2017-2020
6.02 Change public attitudes to using public transport	Public transport providers	-	2018
6.03 Identify opportunities for Waterford to be seen as a European city	WC&CC	CCMG	2017-2020
6.04 Develop an Internationalisation Strategy for Waterford	WC&CC	Relevant stakeholders	2018

City Centre Management Group Membership

Sector	Organisation	Representative
Large Retailer	Debenhams	Adrian McArdle, Manager
Shopping Centre	City Square	Alan Weston, Manager
Shopping Centre	Georges Court	Kathleen Fitzgerald, Owner*
Auctioneer	O'Shea O'Toole	Des O'Shea
Business Sector	Waterford Chamber	Nick Donnelly, CEO
Business Sector	Waterford Business Group	Eddie Mulligan
An Garda Síochána	An Garda Síochána	Chief Sup. Pat Murphy
Waterford Tidy Towns	Waterford Tidy Towns	Vacant
Elected Members	Waterford City & County Council	Cllr Breda Brennan
Elected Members	Waterford City & County Council	Cllr Joe Kelly
Local Authority	Waterford City & County Council	Michael Walsh, Chief Executive
Local Authority	Waterford City & County Council	Lar Power, Director of Economic Development & Planning
Local Authority	Waterford City & County Council	Paul Daly, Director of Roads*
Local Authority	Waterford City & County Council	Jim O'Mahony, Senior Planner*
Local Authority	Waterford City & County Council	Billy Duggan, Senior Executive Officer
Local Authority	Waterford City & County Council	Maureen Fitzsimons, City Centre Liaison

* To facilitate greater input into the review process, additional participants were invited to participate in the drafting of the new CCMP.