



# **WATERFORD CITY AND COUNTY COUNCIL CORPORATE PLAN 2019 - 2024**



# **WATERFORD CITY AND COUNTY COUNCIL CORPORATE PLAN**



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## Foreword by

**Michael Walsh**  
CE Waterford City and County Council

We live in a time of continuous change, be it social, environmental, or political. However, Waterford City and County Council has remained resolute in its focus on the development of the City and County of Waterford.

I welcome the 2019-2024 Corporate Plan which shows our commitment to the ongoing development of Waterford as the Capital of the South East. The plan outlines how we will continue to help create a vibrant and sustainable place for all who live, work, visit or invest here. We have pledged to meet our responsibilities under the UN Sustainable Development Goals and aim to transition to a low carbon, climate-resilient, and environmentally sustainable economy. We will also support green enterprise initiatives that will support this progression.

Waterford will continue to foster quality access to services and transport links, thus attracting investment, economic activity, increased visitors, and a skilled and talented workforce. Population in Waterford is projected to grow by 60% by 2040, driving a 33% increase in the South-East region. To accommodate such growth, we hope to exceed the targets for housing supply as outlined in Rebuilding Ireland.

In the next five years, we will continue to create an inclusive Waterford, promoting respect for diversity. We will protect our most vulnerable by fulfilling Waterford's Age-Friendly strategy and creating communities where all can be heard.

Waterford offers unique world-class amenities and unspoiled natural landscape. We are a recognised tourism destination which honours our cultural and historical heritage. Waterford City and County Council is committed and will continue to develop, enhance, support, and invest in Waterford.



## Foreword by

**Cllr John Pratt**  
Mayor of Waterford City and County Council

The Corporate Plan outlines a vision of a strong, inclusive, and sustainable Waterford. In the last five years the Council has accomplished many successes for Waterford.

The Greenway, the Waterford Viking Triangle, Urban Renewal works have all had a transformative effect on our City and County. Waterford is now well established on the National Agenda, and Waterford City and County Council has worked tirelessly to achieve this. I am proud of the work we do as Councillors and the work that Waterford City and County Council do for the benefit of all.

The next five years will see new initiatives and infrastructure that will transform our City and County. Waterford is ambitious, progressive, and ready to lead the South East in terms of business, economic, and educational growth. The North Quays Development, the Blackwater Valley Economic Development Zone 2020/2023, the Migrant Strategy, our involvement with the Smart Cities Forum as well as our commitment to exceeding the Rebuilding Ireland targets for housing supply will drive growth, and connect communities.

In Waterford, we have a beautiful unspoiled landscape as well as a historic heritage as Ireland's Oldest City. I am delighted at the commitment that Waterford City and County Council has made to protecting and enhancing our historic landmarks.

Waterford City and County Council is committed to enhancing and developing Waterford and making it a vibrant and sustainable place for all.







# MISSION STATEMENT

Waterford, as the Capital of the South East will be a vibrant and sustainable place for all its people who live, work, visit or invest here.







# OUR VISION

- That Waterford is ambitious, progressive, and connected. A place where all our people enjoy life, well-being and opportunity at its heart.
- That Waterford people have access to a responsive, professional and people focused local authority which is connected at a strategic level to the wider public service.
- That Waterford and the South East are positioned to lead in terms of business development, economic growth and educational excellence.
- That Waterford offers a unique quality of life for all with outstanding world class amenities and a natural unspoiled landscape and scenery. A recognised tourism destination which honours its cultural and historic heritage as Ireland's Oldest City.





# OUR VALUES



## QUALITY OF LIFE

We will promote the well-being and quality of life of citizens and communities through the delivery of high quality services.



## SUSTAINABILITY

We are committed to meeting our responsibilities under the UN Sustainable Development Goals and aim to transition to a low carbon, climate resilient and environmentally sustainable economy.



## PUBLIC SERVICE

We aim to continually improve our services to deliver better outcomes for the public and to build an agile and resilient organisation which communicates and engages effectively.



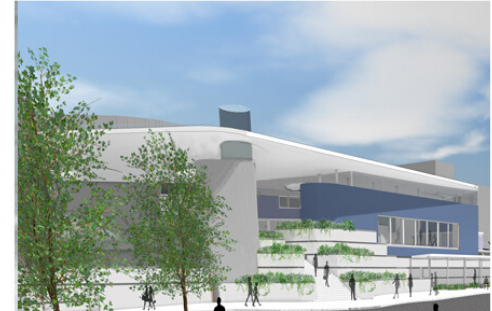
## ECONOMIC DRIVER

Waterford as Capital of the South East will aim to exceed all objectives, programmes and projects outlined in Project Ireland 2040.



## PEOPLE FOCUSED

We are focused on developing the skills, capacity and effectiveness of our staff so that we continue to deliver high quality public services which are connected and people focused.



## AMBITIOUS

As the Regional Economic Driver, we will make Waterford attractive to all investors and companies wishing to avail of all the Capital of the South East has to offer.



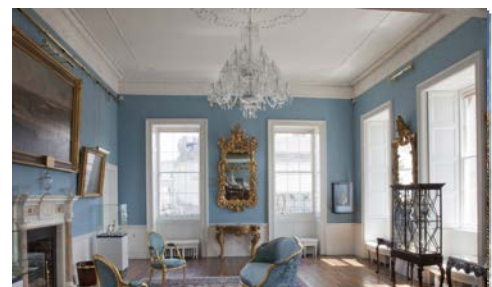
## INCLUSIVENESS

We will seek to deliver opportunities and accessibility for all in our activities and will promote respect for diversity and inclusion in our communities.



## INNOVATION

Waterford will be a place which encourages a culture of innovation, entrepreneurship and fosters a sustainable economy in Waterford and the South East region.



## CULTURE AND CONSERVATION

We will value and promote our cultural and built heritage for present and future generations to enjoy and appreciate.



# WHERE WE ARE

## SE Regional Capital

with a population of 116,000



## North Quays

€350m investment in Urban Regeneration creating 2,300 fulltime jobs



582,000

tourists visit annually



Over 11,000 third level students and staff




Waterford City Region is ranked in 2nd, 3rd and 4th place winners of *European Cities and Regions of the Future* 2018/2019 for economic potential, business friendliness and FDI strategy in its population category.

Waterford Belview deepwater port is connected to global shipping hubs, providing access to the Americas and Asian markets.



Ireland's Oldest City with a rich and varied cultural heritage



 Purple Flag accreditation

## Waterford Airport

€5m funding received for runway development



Waterford **Greenway**, a unique and spectacular 46km off road cycle and walking trail following route of disused railway



Waterford City population is projected to grow by 60% by 2040, driving a 33% increase in the South-East region population, which will reach >800,000 by 2040



Tourism spend of €127m is expected to double by 2025, reaching €275m and arriving at €429m by 2040



The Waterford Nature Park is an 150 acre oasis of greenery and wildlife within the city environment.



7th fastest growing region in the EU in terms of GVA per capita. Total Gross-Value Added for the South-East is expected to increase by 150% to €51Bn in 2040

Living City Initiative is a tax incentive scheme to regenerate historic buildings in the city



WIT, the only IOT with 3 EI Technology Gateways:

- SEAM (Advanced Manufacturing)
- TSSG (ICT)
- PMBRC (Pharmaceuticals)



In 2018 a total of €17.3m was invested in the City Centre public realm



Average house price in South East in Q2 2019 is €210k (65% lower than South Dublin)



Childcare costs are 50% lower than in Dublin



## WATERFORD 2040

### Build a Sustainable

Resilient Region around a Compact City Core



### Create

A Contemporary, Competitive, Quality and Green City



### Invest

Appropriate level of Capital Investment required



### Plan

a Connected City with a network of Sustainable Neighbourhoods



### Deliver

an Integrated Transport System





# PLENARY COUNCIL

## COMERAGH MUNICIPAL DISTRICT



Cllr. Liam Brazil  
Fine Gael



Cllr. Declan Clune  
Sinn Féin



Cllr. Ger Barron  
The Labour Party



Cllr. John O'Leary  
Fianna Fáil



Cllr. Seán Power  
Fine Gael



## DUNGARVAN - LISMORE MUNICIPAL DISTRICT



Cllr. Tom Cronin  
Fianna Fáil



Cllr. Declan Doocey  
Fine Gael



Cllr. Damien Geoghegan  
Fine Gael



Cllr. Pat Nugent  
Fine Gael



Cllr. Séamus O'Donnell  
Independent



Cllr. John Pratt  
The Labour Party



Cllr. James Tobin  
Fianna Fáil



Cllr. Thomas Phelan  
The Labour Party



Cllr. Conor D. McGuinness  
Sinn Féin

## METROPOLITAN DISTRICT



Cllr. Breda Brennan  
Sinn Féin



Cllr. John Cummins  
Fine Gael



Cllr. John Hearn  
Sinn Féin



Cllr. Donal Barry  
Independent



Cllr. Séamus Ryan  
The Labour Party



Cllr. Jason Murphy  
Fianna Fáil



Cllr. Jody Power  
Green Party



Cllr. Davy Daniels  
Independent



Cllr. Pat Fitzgerald  
Sinn Féin



Cllr. Eddie Mulligan  
Fianna Fáil



Cllr. Matt Shanahan  
Independent



Cllr. Adam Wyse  
Fianna Fáil



Cllr. Joe Conway  
Independent



Cllr. Jim Griffin  
Sinn Féin



Cllr. Marc O Cathasaigh  
Green Party



Cllr. Joe Kelly  
Independent



Cllr. Lola O'Sullivan  
Fine Gael

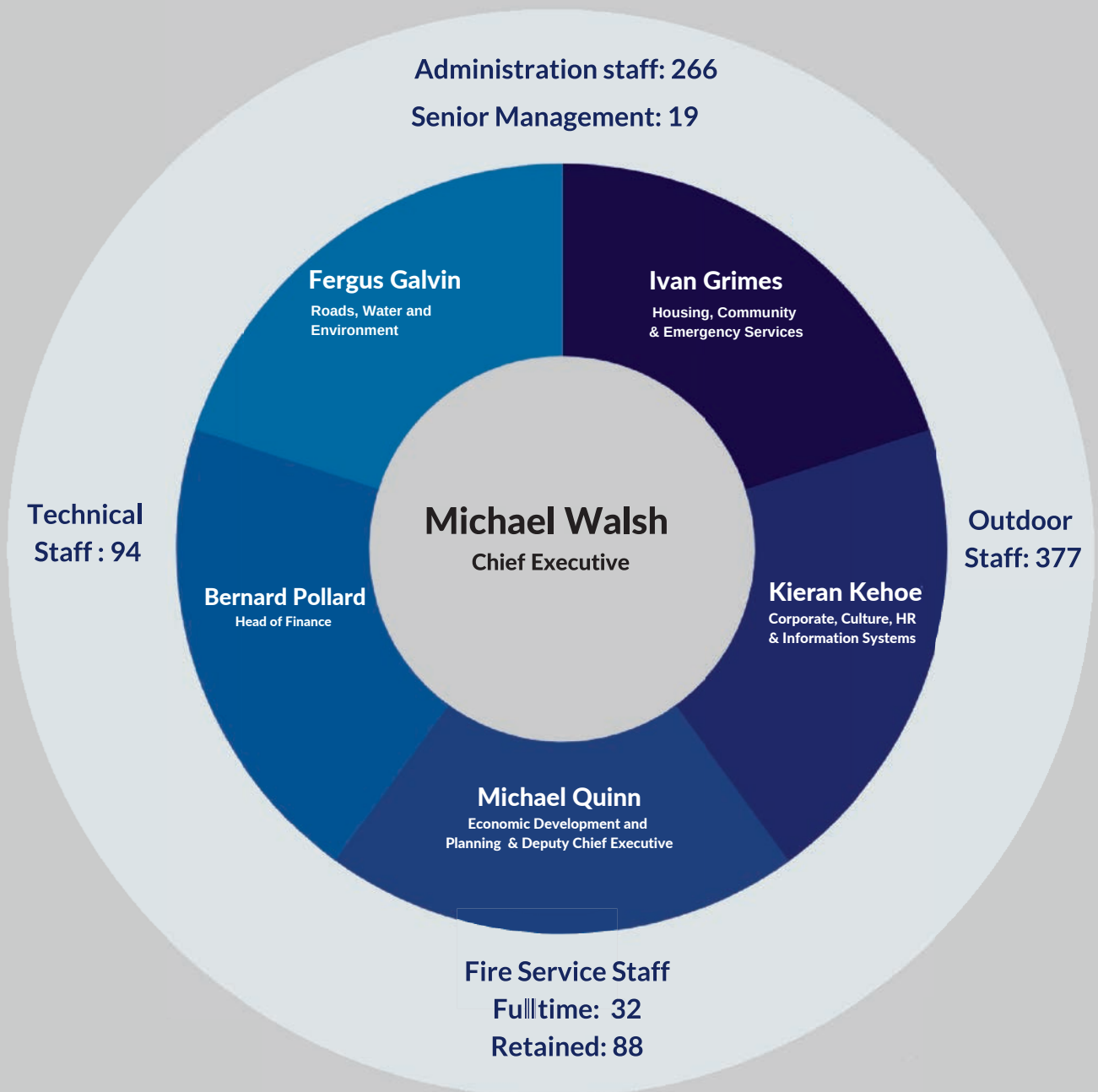


Cllr. Eamon Quinlan  
Fianna Fáil



# OUR TEAM

The work of Waterford City and County Council is critical to the successful economic and social wellbeing of Waterford. More than 880 staff deliver almost 1,100 public services and this requires a diverse range of skills, ability and knowledge.





## **CORPORATE AIM 1**

# **WATERFORD AS THE DRIVER OF REGIONAL GROWTH**

Waterford is positioned to lead in terms of development and be the economic driver of the South East region. Waterford City and County Council is committed to ensuring Waterford remains a key enabler of growth by supporting the delivery of Project Ireland 2040.





# WATERFORD AND PROJECT 2040

The blueprint for Waterford's future is the foundation laid in Ireland 2040.



A new Technological University for the South East (TUSE) will increase the intellectual capital of the region. It would be a key driver for innovation and entrepreneurship, increasing FDI investment and thereby attracting increased external funding and investment.



Waterford Airport has received €5m in funding for a runway extension, while Dunmore East's Fisheries Harbour Centre will benefit from investment.



Ireland 2040's €2bn urban regeneration fund will offer financial support to the Waterford North Quays SDZ regeneration project.



Work with TII to upgrade and improve the N24 corridor.



Waterford is set to expand by 60% in the next 22 years - 35,000 to 85,000. The jobs required to support this increased population will be in the region of 12,000 - 15,000.



New patient accommodation block, to include replacement inpatient beds and a palliative care unit for University Hospital Waterford.



Housing supply to increase by approximately 15,000 units.



Work closely with the National Transport Authority to deliver a state of the art sustainable transport system for the City and County to support economic, social and cultural progress and significantly reduce carbon emissions as a core climate change mitigation measure.

## CURRENT AND FUTURE PROJECTS



The Greenway has had a transformative effect and Waterford City and County Council will continue to develop, expand and enhance this asset. The extension, which will take the Greenway into the heart of the Viking Triangle with further linkages to New Ross, is currently in development.



Development of a Blueway presents huge opportunities for rural County Waterford and coastal tourist villages. Waterford City and County Council has assisted rural communities in rural economic activity with almost €4m allocated in rural funding since 2016.



We continue to support rural villages and towns through our Rural Regeneration Projects. The Blackwater Valley Economic Development Zone 2020/2023 aims to create a single economic zone, through which the villages of the Blackwater will share a collective vision and purpose.



Waterford City and County Council piloted the 'Vacant Housing Repair and Leasing Initiative'. This initiative which repurposes vacant and derelict properties targets the delivery of social housing ensuring that existing housing stock is maximised.



The development and restoration of the Mount Congreve Estate will provide enhanced visitor amenities including repair of the historic greenhouse, improved access to grounds and pathways and provision of family-friendly facilities. Led by Waterford Council, in partnership with Fáilte Ireland, this initiative will ensure Mount Congreve is a world-class tourism destination with an enhanced visitor experience.



## CORPORATE AIM 2:

# BALANCED RURAL AND URBAN DEVELOPMENT

Ensure balanced development across Waterford City and County by encouraging development of our primary urban centres; Waterford City, Tramore and Dungarvan while planning for Dunmore East, Portlaw, Lismore, Tallow, Kilmacthomas, Passage East and Cappoquin to continue to be key drivers of rural growth.

## OBJECTIVES

- Invest in the development of our primary urban centres; Waterford City, Tramore and Dungarvan, to ensure all are vibrant well presented centres where retail, business and quality of life are to the fore.
- Ensure rural towns such as Dunmore East, Portlaw, Lismore, Tallow, Kilmacthomas, Passage East and Cappoquin are supported to be key drivers of rural growth.





## CORPORATE AIM 2: BALANCED RURAL AND URBAN DEVELOPMENT

- Maximise the impact of rural development utilising national funding through the LEADER programme in conjunction with the Local Community Development Committee.
- Access to National Funding under Rural Regeneration Development Fund, Town and Village Renewal Scheme, CLÁR and Outdoor Recreation Infrastructure Scheme.
- Implement the settlement hierarchy to deliver a range of house types, facilities, infrastructure, amenities and transport services at county, district and local level.
- Invest in the ongoing development of the Rural Arts Network to ensure local and community interests are included.
- Ensure the most disadvantaged areas in our rural communities are targeted under appropriate social inclusion measures progressed through the Local Community Development Committee, Public Participation Network and Social Inclusion and Community Activation Programme.
- Maintain, conserve and restore the natural and built heritage of Waterford's City, towns and villages to promote sustainable development with support from LEADER, Rural Regeneration Development Fund and Town and Village Renewal Scheme.





## CORPORATE AIM 3: CREATING A GROWTH CULTURE

An integrated plan for the future sustainable development of the Waterford Metropolitan Area will be developed in collaboration with key stakeholders and state agencies to ensure that the City's identified role as the principal urban centre in the South East region is enhanced and supported.

A strong Waterford will lead to the development of the South East region which will enhance economic growth and create added value employment opportunities.

### OBJECTIVES

- Promote sustainable population growth across the county through the identification of a clear settlement hierarchy in support of adopted National and Regional planning policy.
- Deliver and aim to exceed the targets for housing supply as set in Rebuilding Ireland.
- To support green enterprise initiatives which help transitioning to a low carbon economy.





## CORPORATE AIM 3

### CREATING A GROWTH CULTURE

- Promote Waterford as a world class tourist destination in collaboration with Fáilte Ireland and Visit Waterford.
- Continue to develop our libraries, art galleries, tourism and cultural offering to be a must include destination in the Ireland visitor experience.
- Work with TII and regional stakeholders to ensure Waterford and the South East is connected to all major cities, in particular to work with TII to upgrade and improve the N24 Limerick to Waterford corridor.
- Ensure all our public amenities are maintained to the best possible standard.
- To enhance the existing environment for enterprise activity and company growth to facilitate the development of a resilient economy which encourages entrepreneurship and supports business start ups.
- Provide an effective and efficient street cleaning regime across our primary urban centres.
- Leverage the Council's membership of the All Ireland Smart Cities Forum and work with a wide range of stakeholders to exploit technology as much as possible.



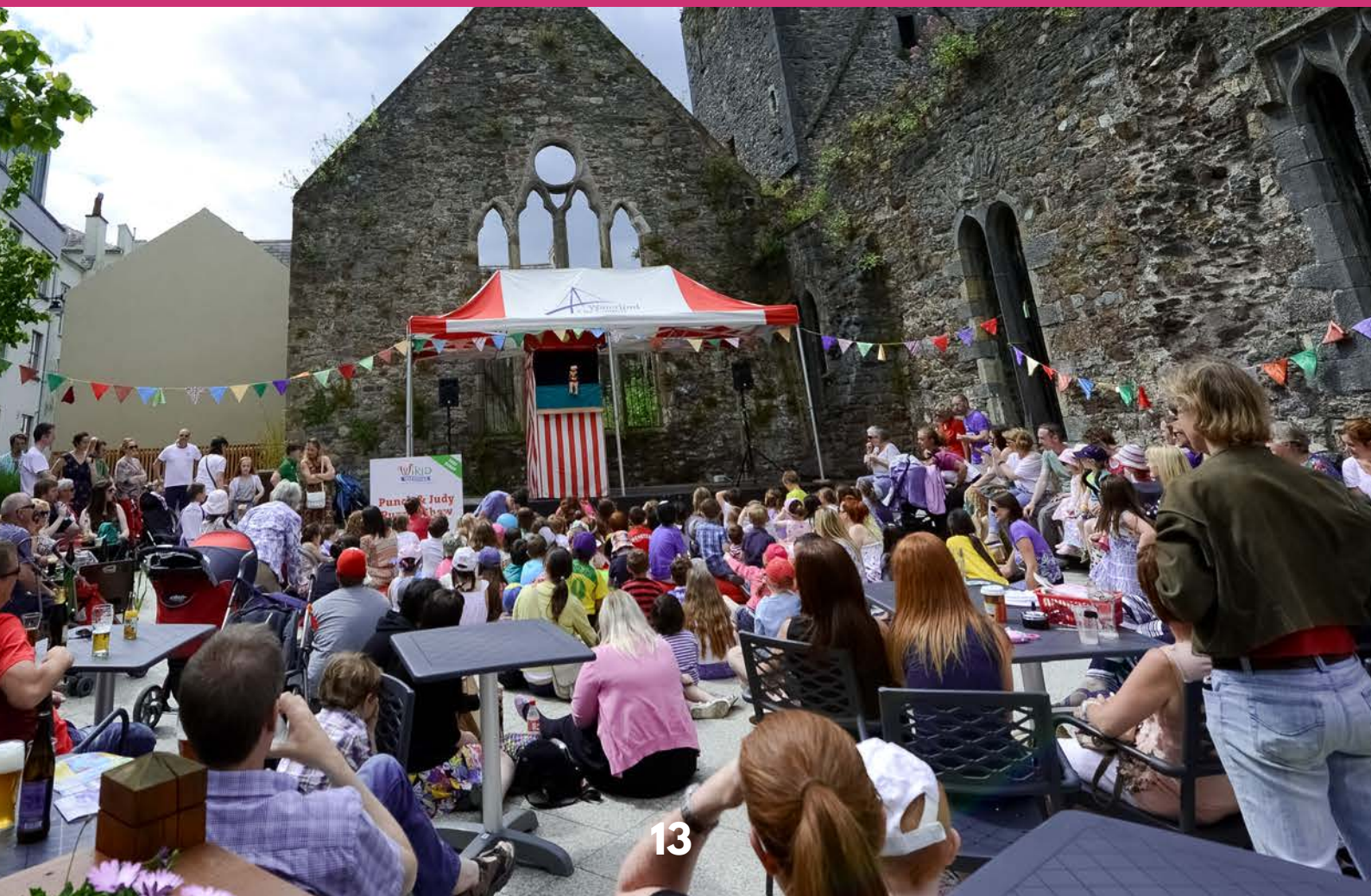


## CORPORATE AIM 4: PEOPLE AND COMMUNITIES

Waterford will be a place where all are included as active participants in the cultural, environmental, social and economic fabric of their community. Waterford will be a place of resilient communities. Our work within urban and rural communities will be to strengthen the connections, improve facilities and quality of life. We will work in partnership with agencies and communities to prioritise initiatives that impact positively on the health and well being of all.

## OBJECTIVES

- Working in partnership with migrant communities we will implement our Migrant Integration Strategy.
- Work to develop sustainable local community groups and sporting organisations across Waterford.





## CORPORATE AIM 4: PEOPLE AND COMMUNITIES

- Ensuring our public services are inclusive, relevant and open to change and continuous improvement.
- Work to create effective and connected communities through inclusivity in urban design.
- To ensure our housing services cater for the most vulnerable and the need for rough sleeping is eliminated.

- To achieve sustainable communities through proactive good estate management and tenancy management.
- Develop a Digital Strategy and maximise the benefits of broadband rollout to improve internet connectivity for communities and rural enterprise.
- Continue to improve and maintain all of our public amenities, and ensure all are presented to a high standard and are sources of community wellbeing.
- Fulfillment of Waterford's Age Friendly vision through combining a bottom-up participatory approach at local and community level with top-down political and agency-led commitment and resources.



## **CORPORATE AIM 5:**

# **A STRONG FOUNDATION**

Waterford will continue to develop an attractive environment with good quality access to services to ensure a high quality of life, thus attracting investment, economic activity, increased visitors and a skilled and talented workforce.

## **OBJECTIVES**

- To carry out a comprehensive review of the City and County Development Plans to ensure settlements are best positioned geographically and from a social, economic and community perspective to ensure balanced development across the county.
- To ensure Waterford is well served in terms of transport links including rail, road, airport and port opportunities being maximised.





# CORPORATE AIM 5: A STRONG FOUNDATION

- Work with National Government and education partners to ensure Waterford is well served as a Regional City and the opportunity for the TUSE to develop is fully supported.
- Work with National Government and health service partners to ensure UHW is a health facility of scale and expertise which is in keeping with its role as a Regional healthcare provider.
- To provide supports to SMEs which will help them to scale, embrace innovation and technological change and improve productivity.
- To continue to meet current required legal standards in all of our Social Housing stock.



- Work with the Waterford Public Participation Network to enable the public to take an active role in the policy making and oversight activities of Waterford City and County Council's areas of responsibility.
- The Local Community Development Committee will facilitate the coordination of public and non public sector actions to drive rural development.
- To ensure roll out of the National Broadband Plan into our hard to reach rural areas as an economic and social measure to improve connectivity and sustainability.



## CORPORATE AIM 6: FIT FOR PURPOSE ORGANISATION

To ensure we are a Fit for Purpose organisation, we need to be transparent and accountable while delivering efficient public services and ensuring value for money. We continue to achieve the actions outlined in Public Service 2020 by continually improving our performance, development, and growth.

We will meet our commitments in our Public Sector Equality and Human Rights Duty to eliminate discrimination, promote equality of opportunity, and protect the human rights of both our customers and staff.





## CORPORATE AIM 6: FIT FOR PURPOSE ORGANISATION

- To provide our Elected Members with the necessary supports to ensure Waterford and its people are best represented.
- To deliver capacity and capability by delivering a culture of innovation and continuous improvement.
- To guarantee effective management by empowering and enabling our managers and supervisors.



- Create a fair, supportive and healthy working environment by promoting positive employee relations and engagement.
- To be an employer of choice and continue to build a workforce of the future by planning and delivering the organisation's workforce requirements.
- Develop a dynamic and evolving ICT strategy to underpin the Corporate Plan for 2019-2024. The aim will be to ensure reliable ICT infrastructure to support service delivery and enable all operations to run smoothly.
- There will be a focus on Digital Transformation and innovation over the lifetime of the strategy.



# HOW WE WILL FINANCE THE PLAN

Our 2019 annual budget for Waterford City and County Council totaled €136.7m or €1,176 per person.

## WHERE WE GET OUR MONEY FROM:

### Rates

(€30.81m or 22.5% of Budget)

Charges levied on the owners of commercial properties based on their value.

### Equalisation Fund

(€11.22m or 8.2% of Budget)

Local Property Tax (LPT) top-up payments for authorities with lower LPT bases.

### Local Property Tax

(€7.69m or 5.6% of Budget)

Discretionary Local Property Tax (minus LPT Self-Funding - see Grants & Subsidies where applicable).

### Goods & Services

(€39.95m or 29.2% of Budget)

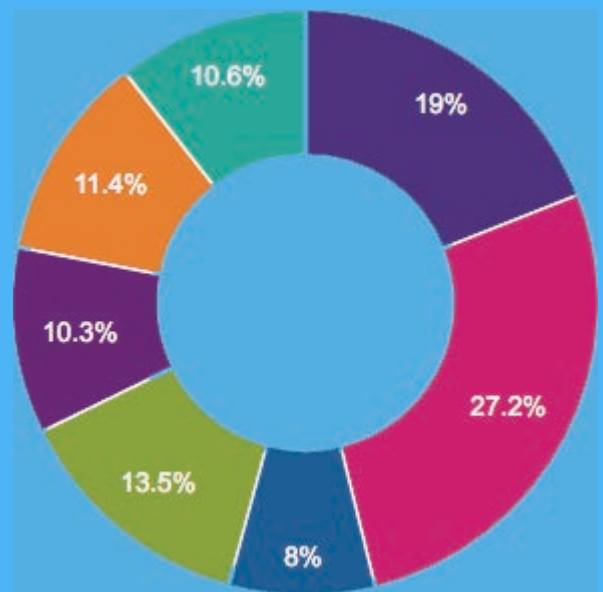
Charges, fines and levies for certain council services.

### Grants & Subsidies

(€47.00m or 34.4% of Budget)

Grants and subsidies received from central government to fund specific local activities and services.

## WHERE WE PLAN TO SPEND OUR MONEY



\*Subject to change







## **WATERFORD CITY AND COUNTY COUNCIL CORPORATE PLAN 2019 - 2024**

### **Office Locations**

City Hall,  
The Mall,  
Waterford,  
X91 PK15

Civic Offices,  
Davitt's Quay,  
Dungarvan,  
Co. Waterford.  
X35 Y326

### **Contact**



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