

# THE VIKING TRIANGLE WATERFORD CITY CENTRE



MARCH 2011



# Locumconsulting

creating successful destinations

This Executive Summary Report for Fáilte Ireland and Waterford City Council on an implementation framework for Waterford's Viking Triangle area was led by Locum Consulting. Locum is a specialist destination development & management service provided by Colliers International a global top three property advisory business.

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The Locum & Colliers International team were delighted to work with the following on the Viking Triangle Study



BRADY SHIPMAN MARTIN

A multi-disciplinary consultancy providing landscape architecture, town planning, urban design, environmental & visualization with offices in Dublin, Cork, Limerick & Chester.



A UK consultancy specialising in making historic, cultural and environmental sites, stories and collections compelling and inspiring to their visitors.



The Hive is a multi-disciplined creative agency in Dublin.

impression

A Dublin based public relations and marketing agency.

NEMETONTV

A Waterford based independent television production company.

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# 1 INTRODUCTION

## TO THE VIKING TRIANGLE

### THE ESSENCE OF THE VIKING TRIANGLE INITIATIVE

The Viking Triangle defines the historic centre of Waterford. This area of Waterford is where in 914 the Vikings first settled. It is a small area, approximately 2 ha (4.94 ha), but within it much of Waterford's story from 914 to the present day can be found. The Viking Triangle forms the north east corner of Waterford city centre fronting the River Suir to the north, the central retail area to the west and the new Waterford Crystal Factory & Visitor Centre to the south.



“ THE VIKING TRIANGLE WILL BE WATERFORD’S CULTURAL & HERITAGE QUARTER ”



The Viking Triangle is a tranquil and charming area, characterised by narrow streets, historic architecture, civic spaces and an emerging critical mass of cultural & heritage attractions. These are key ingredients common to many successful cultural & heritage quarters seen around the world. The reality of cultural & heritage districts across the world is that these are often the most popular and vibrant areas. They are places where people go to relax, socialise, spend time, money and to return to.

The discussion of economic impact and regeneration involving culture & heritage tends to focus on landmarks and attractions. However the wider historic environments, especially townscapes, have greater economic impact than historic landmarks or attractions on their own. This means action by the public sector to nurture its cultural and heritage environments can pay dividends.

Evidence from across the world shows:

- Historic environments allow distinctive businesses to thrive
- They create oases in towns and cities which are fundamental to their appeal, encourage social interaction, people making repeat visits and staying for longer
- Imaginative leadership of their development and management can achieve outstanding results in a relatively short period

## 1000 YEARS IN 1000 PACES

CHRIST CHURCH CATHEDRAL  
18<sup>TH</sup> CENTURY

BISHOPS PALACE  
18<sup>TH</sup> CENTURY

ASSEMBLY ROOMS

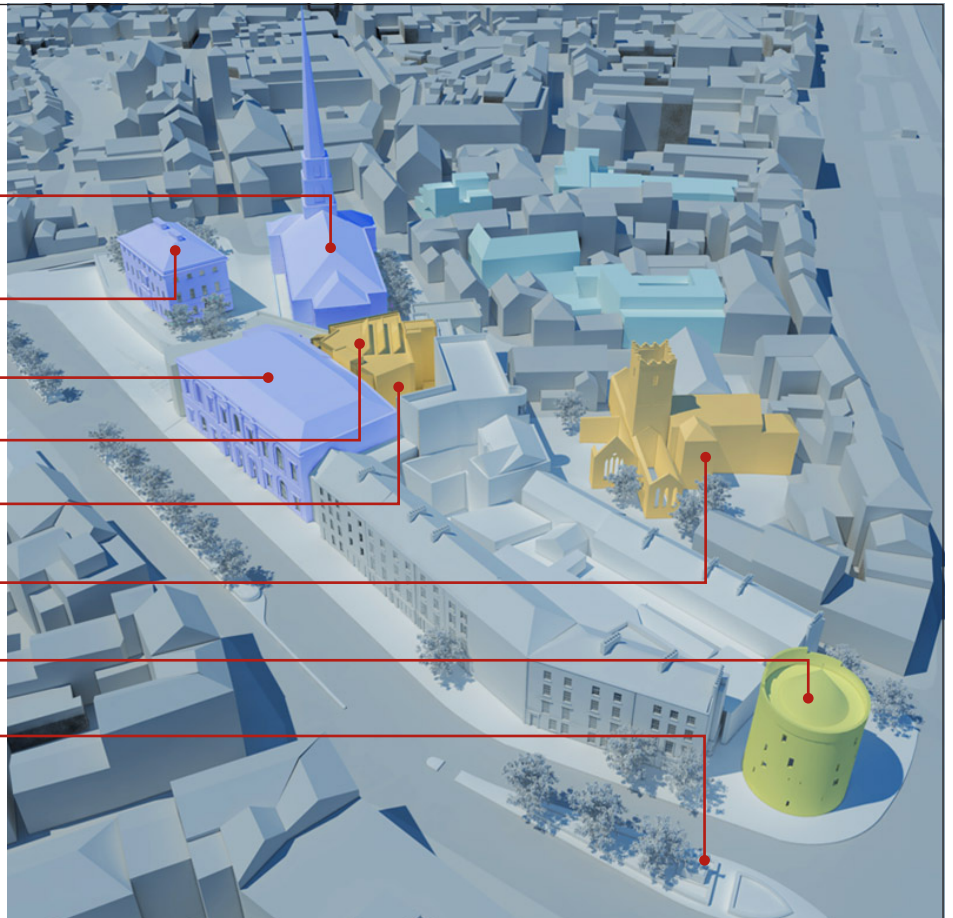
NEW MEDIEVAL MUSEUM

UNDERCROFTS MEDIEVAL

FRANCISCAN FRIARY  
MEDIEVAL

REGINALD'S TOWER VIKING

THOMAS FRANCIS MEAGHER  
EQUESTRIAN SCULPTURE



## THE VISION FOR THE VIKING TRIANGLE

Reflecting over 1,000 years of history, the Viking Triangle will be the distinctive cultural and heritage district of Waterford city centre. It will provide a vibrant experience that will attract more visitors to the city. It will also become a sought after place for locals to spend time, socialise and feel proud. It will be the catalyst for the future regeneration of Waterford.

### The Mission of the Viking Triangle

In the short term it will begin to change local and national perceptions of Waterford and create a feel good factor. In the medium term it will provide a richer offer and experience, meeting international standards. In the long term it will contribute to wider city regeneration that helps Waterford to make a step change in economic performance.

### The Strategy for the Viking Triangle

The Viking Triangle has excellent cultural & heritage product and in 2012 this will be supplemented with the new eye catching Medieval Museum.

**Masterplan** – the spatial Masterplan that is absolutely crucially in setting the tone and ambition

**Content** - Development of the cultural & heritage assets, the stories of the area and their interpretation



**Property** – how can distinctive businesses and occupiers be attracted and property improved

**Brand/Marketing** – clarity on the Viking Triangle experience and what this means for a destination brand within Waterford

**Management** – for continued success a holistic approach is needed

This means there will need to be a combination of small and large scale interventions, these will be led

- By the public sector where it is strong
- The public and private sectors in partnership
- An active private sector setting up businesses, investing in buildings and developing others



## THE BIG PICTURE

### Revitalising Waterford City Centre



Waterford is revitalizing its city centre, the Viking Triangle is the catalyst and a core element of the city's regeneration. In a competitive domestic and international context having a vibrant and high quality city centre destination attractive to residents, visitors and businesses is fundamental to any city's success.

- Defining zones of activity or a “mosaic” of which the Viking Triangle is one crucial component is a sensible strategy for Waterford. Other parts of the Waterford mosaic are likely to include: The Merchants Quarter (the main retail area) and The Waterfront. This “place making” approach will help make the city centre a more attractive destination.
- As a destination Waterford is in a strong position. A great setting, the impressive River Suir, a fine collection of heritage buildings, close proximity to the sea and attractive countryside, many commercial and cultural attributes, a growing events & activities program and situated in Ireland's sunniest region. These are attributes other towns and cities can only envy.
- Waterford is Ireland's oldest city its history traced back to the arrival of the Vikings in 914. The Normans, a rich trading heritage with Britain, Europe including the Heuguenots and the whole Anglo-Irish story have all been written in Waterford.
- Waterford is Ireland's 5th largest city and for many years has been a successful city, a rich port and merchant heritage and for much of the 20th century a hugely successful manufacturing city dominated by Waterford Crystal. The city is linked to Dublin via the new M9 motorway and Irish rail services. Waterford airport provides daily links to London, Manchester and Birmingham and aims to develop more routes.
- In recent years Waterford's economy has struggled. Body blows such as the closure of the original Waterford Crystal factory, the meltdown in the Irish economy and subsequent loss of thousands of jobs hitting the city incredibly hard. However the city is now positioning for the future and an upturn in economic conditions.



## WATERFORD<sup>®</sup> CRYSTAL

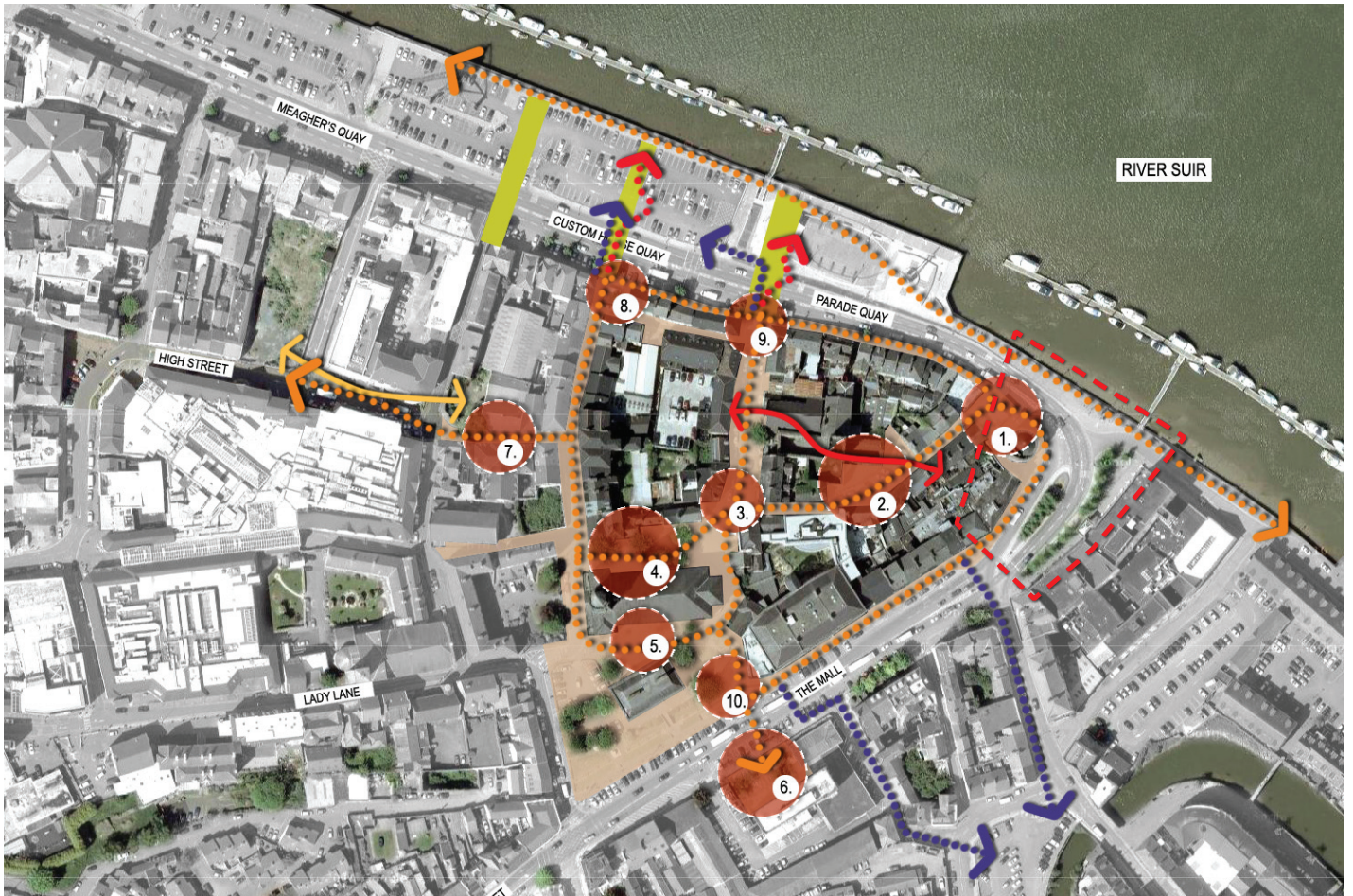
### Waterford has a globally recognised brand

The strength of the existing Waterford brand should not be ignored. Many places around the world have sought to create new destination brands and although some have been successful, very few have achieved the level of awareness of the ‘real’ destination brands that have grown organically over many years.

In Waterford's case, the manufacture and sale of exquisite premium quality crystal bearing the Waterford name has been spreading positive associations about Waterford for a long time. This is a huge advantage that Waterford needs to assert some more. The new Waterford Crystal Factory & Visitor Centre in the city centre is setting a new quality benchmark for the city centre. Waterford therefore has the sort of natural, commercial and human assets and stories that many other towns and cities can only envy.

# RECOMMENDED MASTERPLAN STRATEGY FOR THE VIKING TRIANGLE

Stepping Stones, Walking Routes, reconnecting with the waterfront and rest of the City Centre



## What might success look like in the Viking Triangle?

The target is for the Viking Triangle project to be essentially complete and successful by early 2013. What might some of the signs be of a successful Viking Triangle in two years time?

- A part of the city centre that feels different with a distinct identity
- Signs showing you are entering somewhere different
- Cleaned up streets and buildings with great public spaces
- 3 new cultural projects open attracting good visitors numbers
- Increased footfall throughout the Viking Triangle year round
- An increased range of food & beverage and speciality retail shops
- An attractive program of events and activities
- A development project planned or underway
- Improvement and development of property to attract small and big occupiers
- More people staying in Waterford

## Key

- Public realm
- Key public area / Stepping stones:
  1. Reginald's Tower (might contain viking long boat)
  2. Bailey's New Street
  3. Greyfriar's Street
  4. Cathedral Square
  5. Bishops Palace Square
  6. Waterford Crystal Entrance
  7. High Street
  8. Henrietta Street
  9. Greyfriar's Street
  10. The Mall
- Future Design Study
- Primary walking route
- Through route - Bailey's New Street - Greyfriar's Street
- Visual connection
- Pedestrian route fractured by traffic and parking
- Enhanced pedestrian access to carparking
- Landscape extension to river's edge



## 2 OPPORTUNITES & CHALLENGES

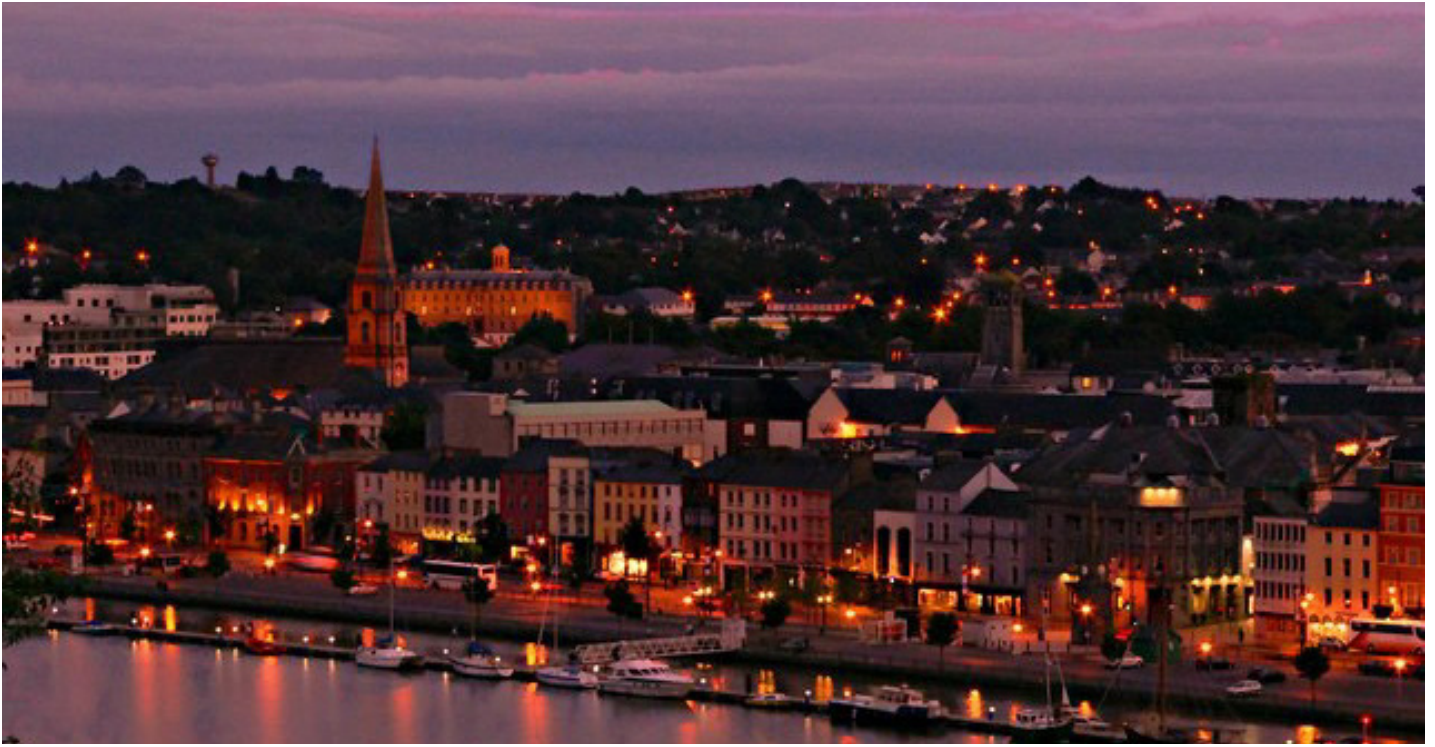


In an increasingly competitive domestic and global market place, the last twenty years has seen many comparable and competitor Irish and overseas cities implement wide ranging regeneration policies aimed at strengthening their city centre offer. This was becoming clear to Waterford.

In an era of scarce public sector funds plus a risk averse private sector means an innovative approach will be needed to deliver the Viking Triangle. This fresh approach is likely to comprise a series of smaller interventions and ideas, plus creative and innovative public and private sector partnerships. However economies and property markets move in cycles, an upturn will happen. The approach being adopted now is identifying the route map and actions during 2011 and 2012 to deliver the Viking Triangle initiative.



# Positioning the Viking Triangle as a Cultural & Heritage destination



## WHAT IS A CULTURAL & HERITAGE QUARTER?

A cultural & heritage quarter can best be described as *“An area where cultural & heritage facilities are concentrated, where cultural activities take place and to which artists and other creative people are attracted.”*

Classic cultural & heritage quarters have evolved over time due to a host of factors, often including a location that has become peripheral, where property rents are more affordable. More recently cultural & heritage quarters have become a policy mechanism used to further urban planning and regeneration objectives (e.g. Temple Bar in Dublin and Glasgow’s Merchant City).

The table overleaf provides a summary of some of the key enablers identified for the creation of successful cultural & heritage quarters. This shows that the Viking Triangle has many of the ingredients that a cultural and heritage quarter should possess.

- Strong existing cultural & heritage anchors reaching critical mass in 2012 with the completion of the Medieval Museum

- A variety of attractive buildings, street scapes and spaces
- An area that is pedestrian friendly and feels different
- A truly impressive sense of authentic Irish history

There are missing ingredients but there is also an excellent base to work with. The missing ingredients that will form part of the implementation strategy are achievable in a relatively short period of time:

- Clean up the street fronts and buildings
- Make the streets less cluttered, more legible with high quality public spaces
- Nurture a diversity of land uses
- Local arts development, cultural animation and creative businesses
- Manage and animate the Viking Triangle day and night by using the public spaces and streets

## Evidence shows cultural & heritage areas of cities work

Research undertaken in the north west of England shows that successful cultural & heritage quarters are dynamic destinations that are closely linked to the creative economy, relevant to both the producers and consumers of cultural & heritage activities and capable of innovation and evolution. Almost always this success has been secured through their development over a period of time and with public sector intervention to provide a first class environment.

Research for the North West Development Agency in England showed:

- In all 5 cultural & heritage cases in the UK analysed, for every £1 of public sector investment in the cultural & heritage environment there was a return of £1.60 of cumulative net additional GVA over 10 years

Surveys of people using cultural & heritage quarters provided some powerful messages

- 90% of respondents thought cultural & heritage environments were a nicer place to live, work and visit
- 92% said it raised local pride
- Over 80% said there was an enjoyable atmosphere created and a pleasant place to go in the evening
- 95% thought they were a good place to meet friends
- More than 90% of people identified heritage environments as an important factor influencing where people chose to visit
- Whilst 90% thought it improved the image of the immediate area and wider town or city centre



## Criteria for Cultural & Heritage Districts applied to the Viking Triangle

USES & ACTIVITY	VIKING TRIANGLE COMMENT	*SCORE
*All individual scores are out of a potential of 5		
<ul style="list-style-type: none"> <li>Diversity of primary and secondary land uses (including residential)</li> </ul>	NO more needs to be done to attract other uses in	1
<ul style="list-style-type: none"> <li>Variety of cultural venues at different scales and price points</li> </ul>	YES Good offer, critical mass by summer 2012	4.5
<ul style="list-style-type: none"> <li>Informal meeting places to foster café culture</li> </ul>	<b>Emerging</b> Cafés, restaurants starting to set an attractive tone	2
<ul style="list-style-type: none"> <li>Strong F&amp;B and often a speciality retail offer</li> </ul>	<b>Emerging</b> Cafés, restaurants starting to set an attractive tone	2
<ul style="list-style-type: none"> <li>Street markets, festivals and events</li> </ul>	<b>Emerging</b> Initial art/book fair again much more needed	2
<ul style="list-style-type: none"> <li>Strength of small-firm economy (creative businesses &amp; shops)</li> </ul>	NO Much potential that needs to be nurtured	1.5
<ul style="list-style-type: none"> <li>Availability of workspaces for artists and low-cost cultural producers</li> </ul>	<b>Emerging</b> Space created for artists/organisations	1.5
<ul style="list-style-type: none"> <li>Location of arts development agencies and companies</li> </ul>	<b>Emerging</b> Theatre Royal & others just outside	2
<ul style="list-style-type: none"> <li>Access to education providers (including arts and media training)</li> </ul>	<b>Emerging</b> Theatre Royal & WCC supportive	2
<ul style="list-style-type: none"> <li>Local arts development initiatives and cultural animation programmes</li> </ul>	<b>Emerging</b> As above plus Spraoi organisation	2
<ul style="list-style-type: none"> <li>Complementary daytime, evening and night time activity</li> </ul>	NO programming of the VT is needed	1
Section Score		21.5
MAX Potential Section Score		55
ENVIRONMENT & BUILT FORM		
<ul style="list-style-type: none"> <li>Variety of building types, styles and design</li> </ul>	YES A strong positive	4
<ul style="list-style-type: none"> <li>Innovative and confident new architecture</li> </ul>	<b>Emerging</b> New artisans space & Medieval Museum	2
<ul style="list-style-type: none"> <li>People attractors</li> </ul>	YES Good cultural, heritage, tourism products emerging	3.5
<ul style="list-style-type: none"> <li>Adaptability of building stock</li> </ul>	<b>Emerging</b> Potential, difficult for smaller buildings/houses	2.5
<ul style="list-style-type: none"> <li>Active street frontages</li> </ul>	NO Artisans space has large picture window	1
<ul style="list-style-type: none"> <li>Human scale and pedestrian friendly</li> </ul>	YES Good streetscape & scale but rather gloomy	3.5
<ul style="list-style-type: none"> <li>Legibility and permeability of streetscape</li> </ul>	NO A weakness of the VT must be improved	1.5
<ul style="list-style-type: none"> <li>Effective way marking and signage</li> </ul>	NO A weakness of the VT must be improved	1.5
<ul style="list-style-type: none"> <li>Extent and quality of public space</li> </ul>	<b>Emerging</b> Small to medium spaces great potential	1.5
<ul style="list-style-type: none"> <li>Places for people-watching, meeting and gathering</li> </ul>	<b>Emerging</b> Small to medium spaces great potential	2
<ul style="list-style-type: none"> <li>Art in the urban environment</li> </ul>	<b>Emerging</b> Limited but some “funky art” in Cathedral Sq	1.5
<ul style="list-style-type: none"> <li>Secure and safe settings by day and by night</li> </ul>	NO Consensus that people feel uneasy at night	1.5
Section Score		26
MAX Potential Section Score		60
AUTHENTICITY & MEANING		
<ul style="list-style-type: none"> <li>Sense of history and community</li> </ul>	YES Limited but emerging on community	4
<ul style="list-style-type: none"> <li>Area identity, image and profile</li> </ul>	<b>Emerging</b> Strong efforts starting	2.5
<ul style="list-style-type: none"> <li>Environmental signifiers</li> </ul>	<b>Emerging</b> Limited but improvements needed	2
<ul style="list-style-type: none"> <li>Authenticity</li> </ul>	YES A very authentic city district a key proposition	4.5
<ul style="list-style-type: none"> <li>Organic development and change</li> </ul>	<b>Emerging</b> Change beginning	2
<ul style="list-style-type: none"> <li>Energy and animation</li> </ul>	NO Understand this needs to be developed	1.5
<ul style="list-style-type: none"> <li>Relationships, social interaction and networking</li> </ul>	NO Understand this needs to be developed	1.5
<ul style="list-style-type: none"> <li>A “must see” for visitors</li> </ul>	NO Great potential, environment & W’ford Crystal drive	1.5
<ul style="list-style-type: none"> <li>A key factor in the local economy</li> </ul>	NO Part of the longer term objective	1.5
Section Score		26
MAX Potential Section Score		60
<b>TOTAL</b>		<b>68.5</b>
<b>POTENTIAL TOTAL</b>		<b>160</b>

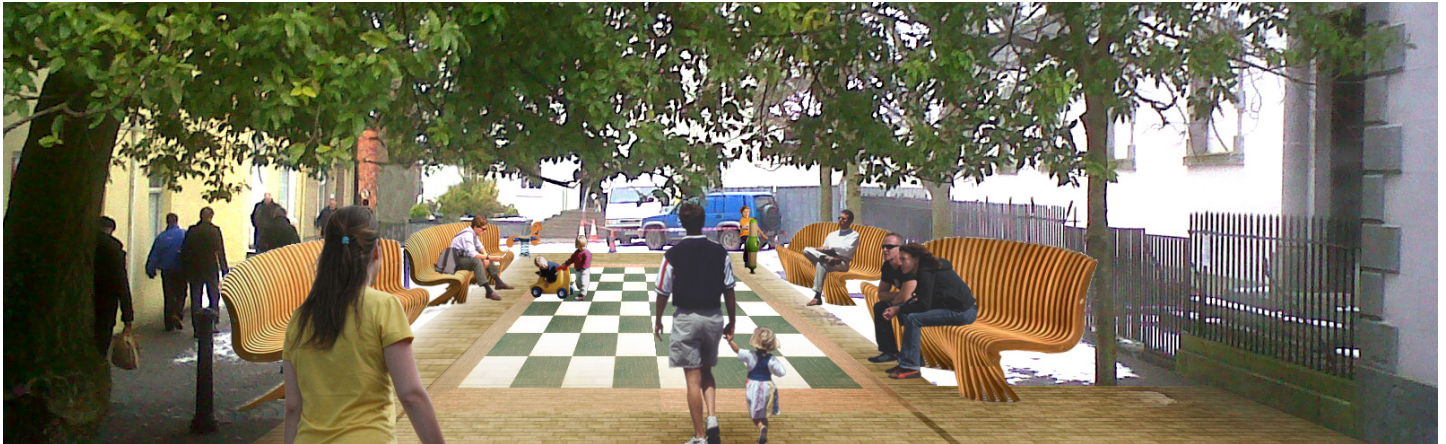
# 3 THE VIKING TRIANGLE

## VISION

### WHAT IS THE VIKING TRIANGLE?

*“The Viking Triangle is the cultural & heritage quarter of Waterford City Centre. It will provide a vibrant experience, where visitors and residents come to spend time, relax, do business and socialise in a high quality distinctive environment.”*

- The Viking Triangle will bring a powerful new dimension to the visitor, resident and business experience of the city centre.
- It will be part of an extended and refreshed city centre offer and experience.



### Composition

*The Viking Triangle will provide an appealing mix and offer of cultural and heritage attractors interspersed by distinctive businesses.*

Three new cultural projects will anchor the Viking Triangle. These projects will house the Waterford Treasures collection.

- Reginald’s Tower
- A new Medieval Museum
- A refurbished Bishops Palace
- The Theatre Royal, Christchurch Cathedral and the Franciscan Friary

Just outside the Viking Triangle is the new Waterford Crystal Factory & Visitor Centre which in its first 6 months at its new location attracted some 100,000 visits. This is expected to total 150,000 in 2011 and build up to its historical trend at its previous location of 250,000 to 300,000 visits pa.

In time the Viking Triangle will offer

- Distinctive businesses, such as speciality retail and food & beverage
- Work and incubator business space for businesses perhaps in the creative sectors
- Living spaces in a variety of tenure types
- High class public spaces for existing and future events & activities to take place

### Target Markets

*The Viking Triangle will be popular with local residents and visitors to Waterford. Whether those popping into the city for the weekly shop, international tourists spending a day or two in the city and visitors from the rest of Ireland coming for an overnight trip.*

The visitor market for the Viking Triangle primarily falls into two overarching categories:

**People visiting from home:** including people who live locally, people who live just outside the city but for whom Waterford may be within easy reach for using local facilities or for leisure, people who live further afield but may visit Waterford for a day out or to visit family or friends.

**People who visit while they are staying away from home:** this includes people who visit whilst staying in other nearby places, people who are staying in Waterford overnight in the area on long holidays and foreign visitors who come to Waterford either on a tour or as part of a wider self guided trip.

Core priority target markets for the Viking Triangle have been split into two:

TIER 1	TIER 2
Fully Independent Travellers (US, GER, FR, UK)	International Coach Groups
Irish Overnight visitors	Domestic groups
Irish day visitors from within the region	Special interest groups
Locals	
Irish schools	

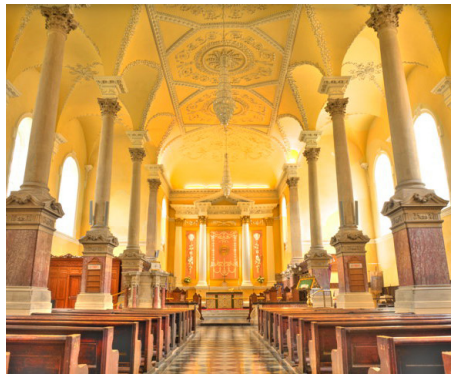
### Market Position and why is it different?

*The Viking Triangle has a critical mass of culture & heritage experiences, speciality shops, restaurants & cafes. The streets and spaces will be high quality. The day to day experience will be delivered and managed by a Viking Triangle Manager. This will help make the Viking Triangle Waterford’s premium neighbourhood.*

The Viking Triangle will be different by fusing three key elements:

- **Niche** – focused on an authentic culture & heritage stories
- **Attractive and animated cultural & heritage buildings** set within a polished environment
- **Leadership** – from a new organisation that will improve and develop the urban fabric and content, manage and promote the Viking Triangle on a day to day basis





## Branding

*A holding position of using one of the “Viking Triangle”, The Viking Triangle, Waterford” or “Waterford’s Viking Triangle” is recommended.*

Destination brands are different from fast moving goods brands. There is always much going on in towns and cities - Waterford & the Viking Triangle is no exception.

- Understanding the offer & experience is crucial
- A destination brand provides a key to what the place is about
- A destination brand is a promise delivered

Early destination brand strategy work shows values that are core to the Viking Triangle include:

- fun, living, history, authentic, stimulating, relaxing, accessible, friendly & vibrant

More work is recommended to consider how the Viking Triangle sits as part of Waterford’s emerging destination brand.

## Marketing

*An early priority initiative is to erect some high quality interim Viking Triangle signs to show people are entering a distinctive area.*

*Broadcast and print media, posters, banners, letterheads, leaflets, websites and social networking websites should all be used.*

The Tall Ships Race in late June 2011 is a call to arms. Thinking of the long term strategy but acting in the short term to maximise the legacy of the Tall Ships Race is vital.

## Delivery & Management

*A special purpose vehicle will be needed to deliver the regeneration sought in the Viking Triangle and to ensure long term high quality management.*

A combination of public and private partnerships will be required for delivery and ongoing management of the Viking Triangle. A Viking Triangle led by a Viking Triangle Manager should be created.

## What is the Viking Triangle’s value to Waterford?

*The Viking Triangle will start to generate a feel good factor for Waterford and its people by improving the visitor and resident experience.*

The Viking Triangle will build on the momentum already achieved by the new and impressive Waterford Crystal Factory & Visitor Centre. It will be a key project and act as a catalyst for the physical, economic and social regeneration of Waterford city centre.

## Bishop's Palace Square provides an area for events and activities



## Olaf Street strengthens a pedestrian route from the Viking Triangle to the rest of the City Centre





## KEY HERITAGE AND CULTURAL BUILDINGS

Plus an improved environment will help create the conditions for private sector investment.



### Key

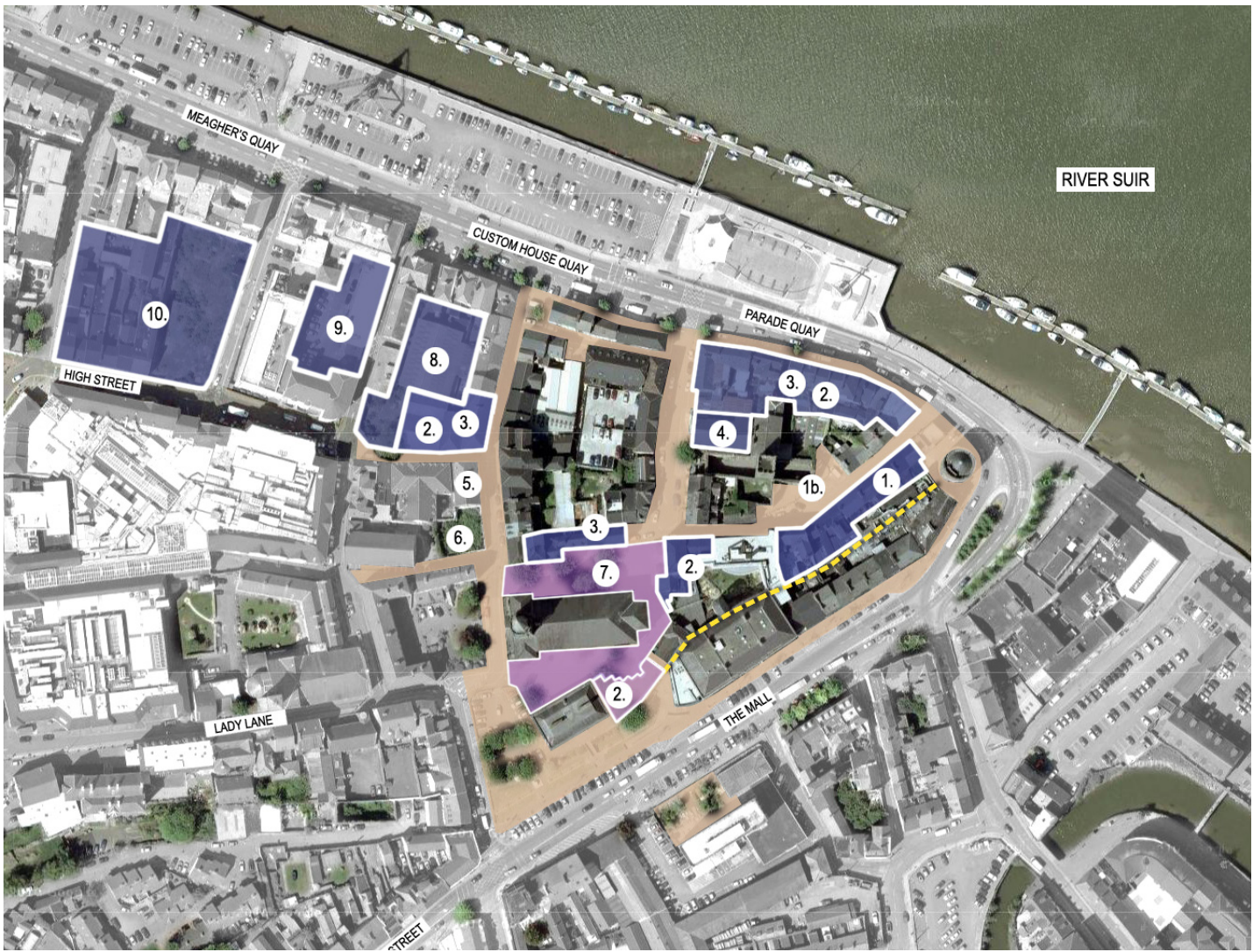
Public realm

Key building

1. Reginald's Tower
2. Franciscan Friary
3. Gothic Revival Church
4. Deanery
5. Theatre Royal
6. Christchurch Cathedral
7. Bishops Palace
8. Olaf Street Hall / Church
9. Waterford Crystal Factory and Visitor Centre

Bailey's New Street - an early action

- Remove parking
- Remove wall & railing
- Make good gable
- Central seated planter
- Feature paving
- Remove clutter
- A potential activity and events space



## POSSIBLE USE, MIX AND OFFER

Ideas for future uses to drive foot fall and spread energy across the city centre.



### Key

- Public realm
- Public Square Usage
- Potential site / building for development / improvement
- Undercover / expose where possible the Old City walls from Reginald's Tower

Schedule of indicative Uses:

1. Art and crafts pop up shops
- 1b. Event and activity space
2. Food and beverage / hotel
3. Arts & Crafts / pop up shops / F&B
4. Arts use
5. F&B, retail
6. Craft works
7. Event and activity space
8. Artisans - Farmer's Market
9. Retail, office, residential potential
10. Retail, office, residential potential

Henrietta Street - an early action





## 4 ACHIEVING THE VISION

### KEY STEPS

#### THE TALL SHIPS RACE 2011 IS THE STARTING POINT



With an estimated 500,000 visitors expected in Waterford between the 30th June and 3rd of July the Tall Ships 2011 is a huge event and opportunity for Waterford. This is helping to focus minds in the public and private sectors to bring forward initiatives that otherwise might take many years to deliver. For Waterford hosting the Tall Ships 2011 its legacy benefits are likely to be about:

- Showcasing and profiling Waterford as a city that is going places and open for business
- Delivering a short term boost to the visitor economy and service sector through people staying and spending money in the city during the event - estimated at an additional €30m
- Training and up skilling to ensure the visitor experience is the best possible for the event and into the longer term
- Starting projects such as the Viking Triangle and other urban revitalisation projects that help reinvigorate local businesses, improve local attitudes, pride and support inward investment





Greyfriar's Street - an important connection to the waterfront

## **PUBLIC INTERVENTIONS MAKE SPATIAL IMPROVEMENTS**

These are things the public sector must do early. This is in the public sectors control. The spatial improvements will be the catalyst for the project and they will also be the catalyst for things outside your control to happen. They can be expected to generate:

- a feel good factor
- private sector investment
- engage local people who will be a crucial part of the experience

A return on the investment from spatial improvements is generally seen quite quickly.

This is underway in the first half of 2011 with road calming underway in the Mall and the Quays around the Viking Triangle.

## **PRIVATE INTERVENTIONS ATTRACT DISTINCTIVE BUSINESSES**

With spatial and building improvements setting a positive tone plus a clear investment story of the Viking Triangle being told, private sector entrants will be encouraged. This means the private sector filling in the spaces between the main cultural and heritage attractors.

- Improving the retail and food & beverage offer, ideally reflecting Waterford's merchant past i.e) wine, leather goods, bakery
- Distinctive and independent businesses, creative sector and business services perhaps aligned to Waterford Crystal
- A large speciality retail anchor that fits the Viking Triangle's market position and vision
- A critical mass of artisanal producers
- Pop up shops should be encouraged for the Tall Ships and Spraoi festivals in property Waterford City Council control
- The existing city centre hotel offer is primarily a 3 star standard. A market gap for a small high quality "boutique hotel" and perhaps high quality serviced accommodation could be filled

## PUBLIC & PRIVATE PARTNERSHIPS IMPROVEMENT, DEVELOPMENT & MANAGEMENT

The Viking Triangle needs a special purpose vehicle (s) to provide Leadership, Promotion & Management of the Viking Triangle destination. Local needs, strategy, budgets and day to day operations all need to be considered. Examples in Ireland of area based special purpose vehicles are rare. In many towns and cities around the world there has been significant growth in such development and management vehicles. Examples include:

- Tax Incremental Financing (TIF's)
- Urban Regeneration Companies (URC's)
- Zone d'aménagement concerté (ZAC's)
- Business Improvement Districts (BID's)
- Local Enterprise Partnerships (LEP's)
- Town Centre Management (TCM's)
- Local Asset Backed Vehicles (LABV's)

For improvement and development projects it is recommended that Waterford investigates as a priority the potential of a Local Asset Backed Vehicle for the Viking Triangle area. These seek to pool resources, such as the property assets and powers of the public sector alongside the cash, property and entrepreneurial skills of the private sector. The business entity might be called "The Viking Triangle Company".

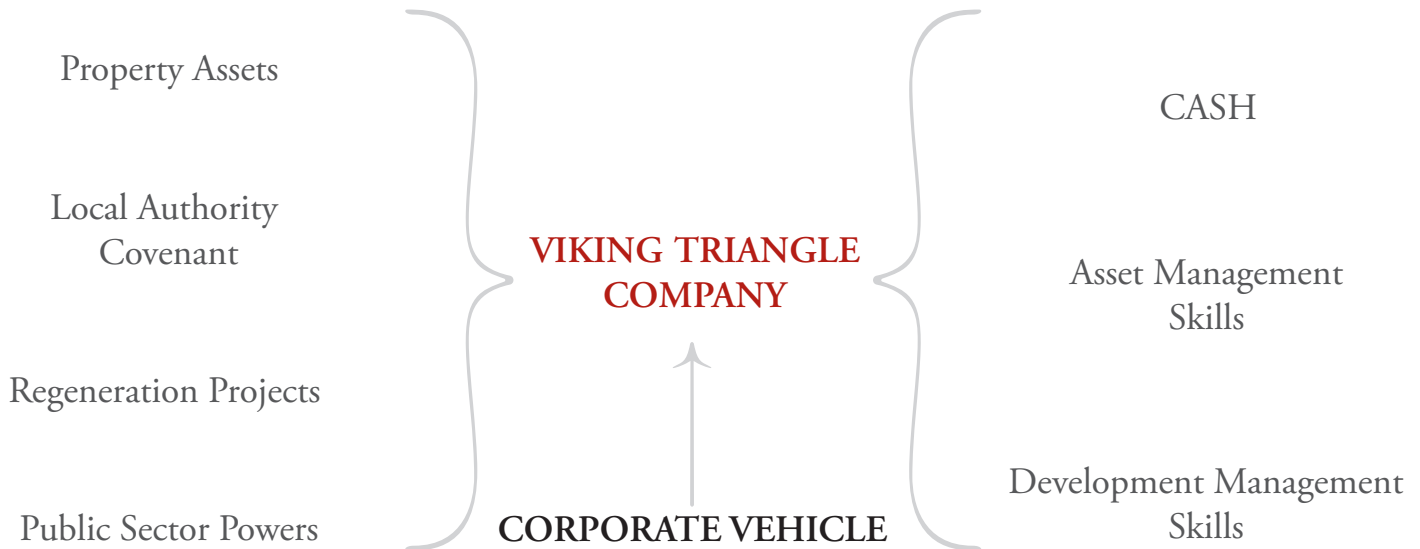
Management of the Viking Triangle will be vital to ensure a high quality destination is achieved and maintained for sustainable success. For day to day management of the Viking Triangle the establishment of a Trust is recommended given the cultural, heritage and visitor focus of the area. A *Viking Triangle Trust* will oversee the operation of the Viking Triangle. There will be a *Viking Triangle Manager*, whose focus will be on:

- Ensuring a safe & clean environment
- Excellent events, activities and promotion
- High quality standards of service
- Helping to attract and retain distinctive businesses
- Engaging with other businesses in the city centre

The *Viking Triangle Trust* is likely to be a registered charity, a company limited by guarantee and have a board with expertise in marketing, culture/heritage, hospitality, tourism and property.

### PUBLIC SECTOR INPUTS

### PRIVATE SECTOR INPUTS



VIKING TRIANGLE TRUST		
VIKING TRIANGLE MANAGER (CEO) - COMPETENCY IN THE FOLLOWING		
<ul style="list-style-type: none"> <li>• Understand, Retail, Culture, Heritage &amp; Tourism</li> <li>• Drive quality standards</li> </ul>	<ul style="list-style-type: none"> <li>• Retail and F&amp;B presentation</li> <li>• Marketing &amp; Branding</li> <li>• Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Property Management</li> <li>• Events &amp; Activities</li> </ul>
VIKING TRIANGLE BOARD-EXPERTISE IN THE FOLLOWING AREAS		
MARKETING, TOURISM, HOPITALITY, CULTURE, RETAILING AND PROPERTY		
FUNDING		
PUBLIC & PRIVATE SECTORS		

# 5 ACTIONS

## TO MAKE WATERFORD'S VIKING TRIANGLE A FIRST CLASS DESTINATION

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The following are ideas and initiatives for the city to get behind over the next two years to help develop the Viking Triangle into a first choice destination.

### IMMEDIATE – 1<sup>ST</sup> HALF 2011

These are recommended so as to present a positive image that change is underway ahead of the Tall Ships Race when some 500,000 people are forecast to visit Waterford.

#### Get Noticed

- Start using existing available marketing outlets to generate coverage for the Viking Triangle in print and broadcast media ahead of and during the Tall Ships Race
- Erect some simple interim Viking Triangle signs to help indicate people are arriving or leaving a special area
- Host a seminar amongst key partners on i) the Viking Triangle Brand within the city and ii) Understanding the Viking Triangle as a key legacy outcome of the Tall Ships Race

#### Start spatial Masterplan improvements

- Implement the road calming measures and environmental improvements around the Viking Triangle perimeter
- Remove “clutter” from streets & pavements
- Install pocket parks at Henrietta Street and Kaizer Street
- Complete Stepping stone 10 opposite Waterford Crystal
- Secure ownership of the building adjacent to Reginald's Tower, demolish and create an interim flexible public space
- Commence design and preparatory works for implementation

#### Have a clear vision of the cultural and heritage products

- Have a document that spells out the interpretation of the cultural and heritage assets and their model of operation

#### Appoint a Viking Triangle manager

- This person should be something of a human dynamo with strong consumer, retail, marketing, customer service, presentation & creative skills
- Write down what you want the Viking Triangle to achieve and the standards that all involved with the Viking Triangle in the private sector (occupiers, investors & developers) and the public sector will adhere to
- They will help create a Viking Triangle Trust that will focus on management and promotion of the area

#### Dust down and polish up your buildings

- Set the tone for what you want to achieve. Focus energy on improving the presentation of property you control.
- A coat of paint and a simple fit of internal spaces
- Understand the property use mix & experience you aspire to, understand value, lease structure and routes to delivery for property in the Viking Triangle
- Prepare a list of appropriate occupiers and select either on a “pop up” shop basis or agreed short term lease
- Business advisory experts in design, marketing, sales to support the new craft studio and the products they are starting to produce

#### Use the public spaces more

- Prepare an events & activity program for the Viking Triangle for the remainder of 2011 & 2012
- Centred around Cathedral Square this will probably include, arts/book markets, artisanal food markets, outdoor games, small concerts, film & image projections on walls and some of the Waterford Treasurers stories being interpreted outside
- Ensure Cathedral Square has a health and safety certificate and the utilities & infrastructure to host a range of events & activities





Bishop's Palace Square



Reginald's Tower, potential public space



Strengthening links across the city centre

## 2<sup>ND</sup> HALF 2011

### Create a Viking Triangle Special

#### Purpose Vehicle(s)

- Decide on the projects for improvement and/or development in the Viking Triangle & immediately adjacent that will influence the performance of the Viking Triangle
- Set up the development, improvement and management vehicles that are appropriate for Waterford and the Viking Triangle

### Public art in the Viking Triangle

- Start to commission public art and lighting and begin to install this in the Viking Triangle

### Trucks and Cars

- Deal with the large articulated trucks using the Quays and the Mall and decide on a range of measures to exclude them from the city centre
- Reduce and rationalise car access and parking in the Viking Triangle

### Attract new businesses

- Seek to attract arts and creative organisations
- Consider other opportunities to attract businesses who will be a good fit to the Viking Triangle, perhaps supplier businesses to Waterford Crystal and some of the higher order business functions of corporate businesses located in and around Waterford

## LONGER TERM

### Conclude public realm improvements

- Complete the stepping stone and pocket park public spaces Masterplan with a 12 month build in 2012

### Have a celebration event to mark the opening of the Medieval Museum

- Organise an event programme around the opening of the last of the cultural anchors to open in the Viking Triangle

### Start development project(s)

- There are three potentially significant development sites on High Street/Exchange Street and High Street/Keizer Street that are likely to impact the potential of the Viking Triangle and the wider city centre. Aim to start one project to improve the look and feel of the approach into the Viking Triangle and provide larger space for bigger higher profile occupiers
- Look to develop a high quality boutique hotel in the Viking Triangle and secure a high quality branded operator

### Strengthen links in the city centre

- Roll out an affinity/loyalty program for the city centre including the Viking Triangle, Merchants Quarter and Waterford Crystal

# 6 BENCHMARKING

## THE WATERFORD CITY CENTRE DESTINATION TRACKER

To start to give a picture of the state and progress being made in the wider Waterford City Centre destination our *Destination Tracker* looks at the eight fundamentals required for city area revitalisation and regeneration. Each theme has been given a rating based on professional judgement, observation of available information, experience from elsewhere and local consultations.

### KEY

 AVERAGE

 GOOD

 EXCELLENT

### CLEAR VISION AND BRAND



Clarity on where Waterford wants to go, what the product is, its market position, brand and how this is communicated.

- A vision and route map is being established
- A holding position of the “Viking Triangle” is underway as the destination brand. More work to tie in the rest of the city is recommended as there are numerous new products and brands emerging

### APPROPRIATE ANCHORS



The anchors within it are appropriate and high quality.

- The city centre will soon have a critical mass of excellent cultural & heritage attractions plus the Waterford Crystal Factory & Visitor Centre that has set a quality benchmark
- Stronger retail, business space offer needed

### ON MESSAGE OPERATORS



Concentration on an agreed niche, with everyone pulling in the same direction, will allow a level of expertise and competitiveness to be achieved.

- There are a few quality food and beverage and retail operators. More needs to be done. The proposed recruitment of a Viking Triangle Manager will be important as will the Merchants Quarter and the Chamber of Commerce

### IMPROVED PUBLIC REALM



That creates a strong sense of place and is somewhere people want to be. It should have appropriate capacity and infrastructure for events and activities.

- Progress is expected in first half 2011 focused on traffic calming around the Viking Triangle perimeter, plus the Diarmuid Gavin designed garden for the Bishops Palace
- Simple measures such as painting of Waterford City Council controlled properties elsewhere in the city centre

### APPROPRIATE DEVELOPMENT



Development should align with potential occupier requirements and wider market trends relating to city centre aspirations.

- The incubator craft studio work space has opened on the corner of Peter and Henrietta Street
- New initiatives are being investigated for projects around the city centre area and how they might best be delivered

### APPROPRIATE EVENTS TO ATTRACT AND ANIMATE



An authentic programme of events and activities should be in place and developed based on experience of what generates i) a good ambience and ii) good footfall

- An experienced events and marketing executive is in place for the city
- The existing and refreshed public spaces will be programmed for use during the Tall Ships Race

### STRONG DESTINATION MANAGEMENT



To manage, operate and set guidelines so as to ensure the area operates as a competent destination

- It is envisaged that a Viking Triangle Manager will be appointed in 2011. This person should help focus minds, write a manifesto of agreed standards and objectives the businesses and local community will adhere to
- Merchants Quarter is in its early stages

### ECONOMIC RESTRUCTURING



This is a longer term objective bringing in physical and social regeneration projects, for example learning and skills.

- The Waterford Crystal Factory & Visitor Centre on the mall is proving a success. Projects aimed at enhancing and growing skills and business opportunities are underway
- The service and visitor economy are areas where the Viking Triangle can contribute to the city itself making a step change in economic performance
- A supply led approach of retail and office space should be investigated

## NOTES

# NOTES





**Fáilte Ireland**  
National Tourism Development Authority

