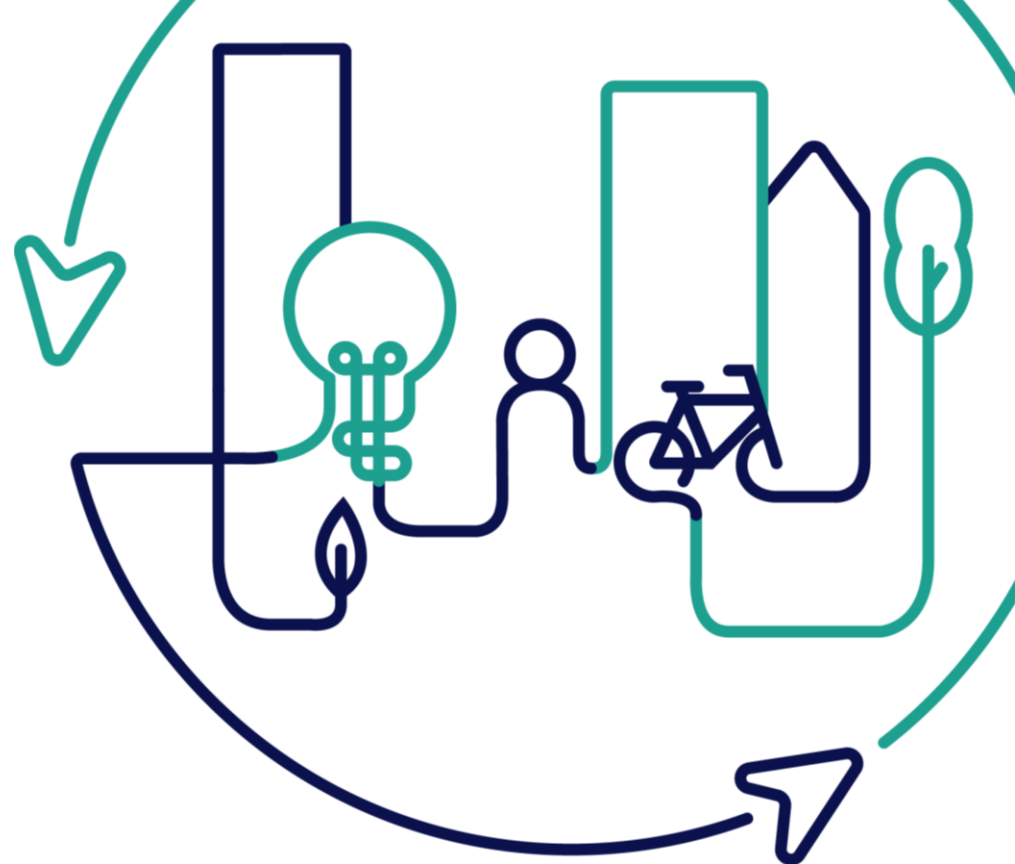


EUROPEAN U R B A N INITIATIVE



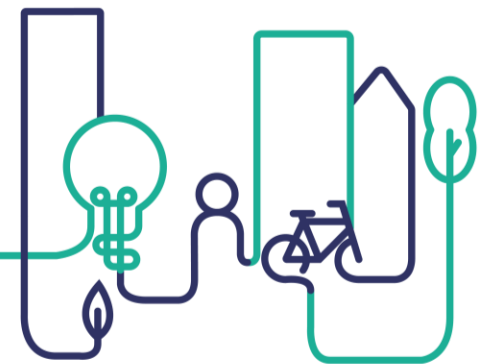
Co-funded by
the European Union

Parallel Workshops: Shared Sparks – Governance and partnership solutions for creative regeneration

Thursday 27th November 2025 – 11.00 to 12.30

Facilitated by Levente Polyák and with:

- Waterford Treasures
- Viskali Institute, Riga



Co-funded by
the European Union



Session Aims

1

To understand the governance and partnership challenges facing 2 regeneration projects (Waterford Treasures and Viskali Institute, Riga)

2

To discuss in groups those governance challenges and co-produce potential solutions

3

To share the potential solutions with the 2 regeneration projects and discuss what happened in reality

4

To apply learning to your local contexts in Ireland



Session Plan

11:00

Introduction

11:05

**Case Study Presentations
(Challenges)**

11:25

Group Activity

11:55

Feedback and Discussion

12:15

**Case Study Response
(Solutions)**

12:30

Wrap Up

The General Governance Challenges facing Regeneration Projects

- Funding and Procurement Models
- Participatory governance and stakeholder engagement



**Rosemary
Ryan,
Waterford
City & County
Council**

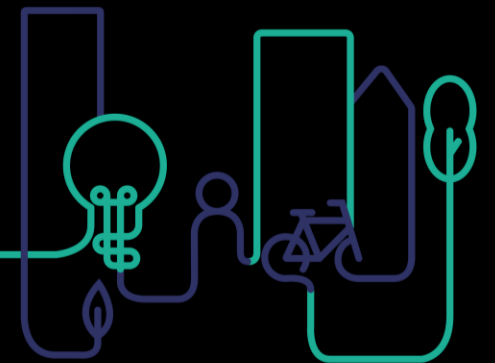


***The Waterford Viking Triangle Project:
regeneration through culture and heritage
in Ireland's oldest city***

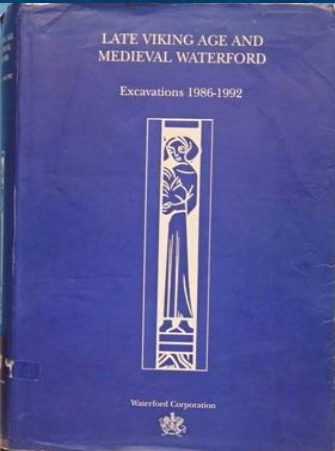
Rosemary Ryan

Keeper, Bishop's Palace,

Waterford Treasures Museums in the Viking Triangle



Co-funded by
the European Union



20% of Viking Waterford archaeologically excavated, 1986 - 1992



Waterford Treasures Museum 1999-2010 –

Displaying treasures from city excavations, the municipal collection and loaned church objects
All-Ireland Museum of the Year 2000; shortlisted European Museum of the Year 2002
now architecture department, South East Technological University



**Waterford
TREASURES**
FIVE MUSEUMS IN THE
VIKING TRIANGLE



At the announcement of a plan to oversee redevelopment of Waterford's Historic Quarter are, from left, Frank O'Regan, vice-president, global operations, Bausch & Lomb, Councillor Mary O'Halloran, Mayor of Waterford, and Eamonn McEneaney, director of the award-winning Waterford Treasures. Picture: Dylan Vaughan

Team to capitalise on viking history of oldest city

by Ian Power

A TEAM of experts has been established to oversee a €65 million redevelopment of Waterford's Historic Quarter as part of the vision set out in the recently launched Project 2014 initiative.

The group is to be chaired by Frank O'Regan, vice-president of global operations with

Bausch & Lomb, and with Eamonn McEneaney, director of the Waterford Treasures Museum, appointed as project manager.

The work of the group will involve examining how best to develop a National Viking Museum that will showcase the viking artefacts recovered at the Woodstown site during work on the Waterford city bypass.

Announcing the establishment of the project team, Councillor Mary O'Halloran, Mayor of Waterford, welcomed the timing of the initiative.

"With just seven years remaining until we celebrate our 1,100 year milestone in 2014, the time is now right for us to capitalise in a more coherent way on our unique history as Ireland's oldest city."

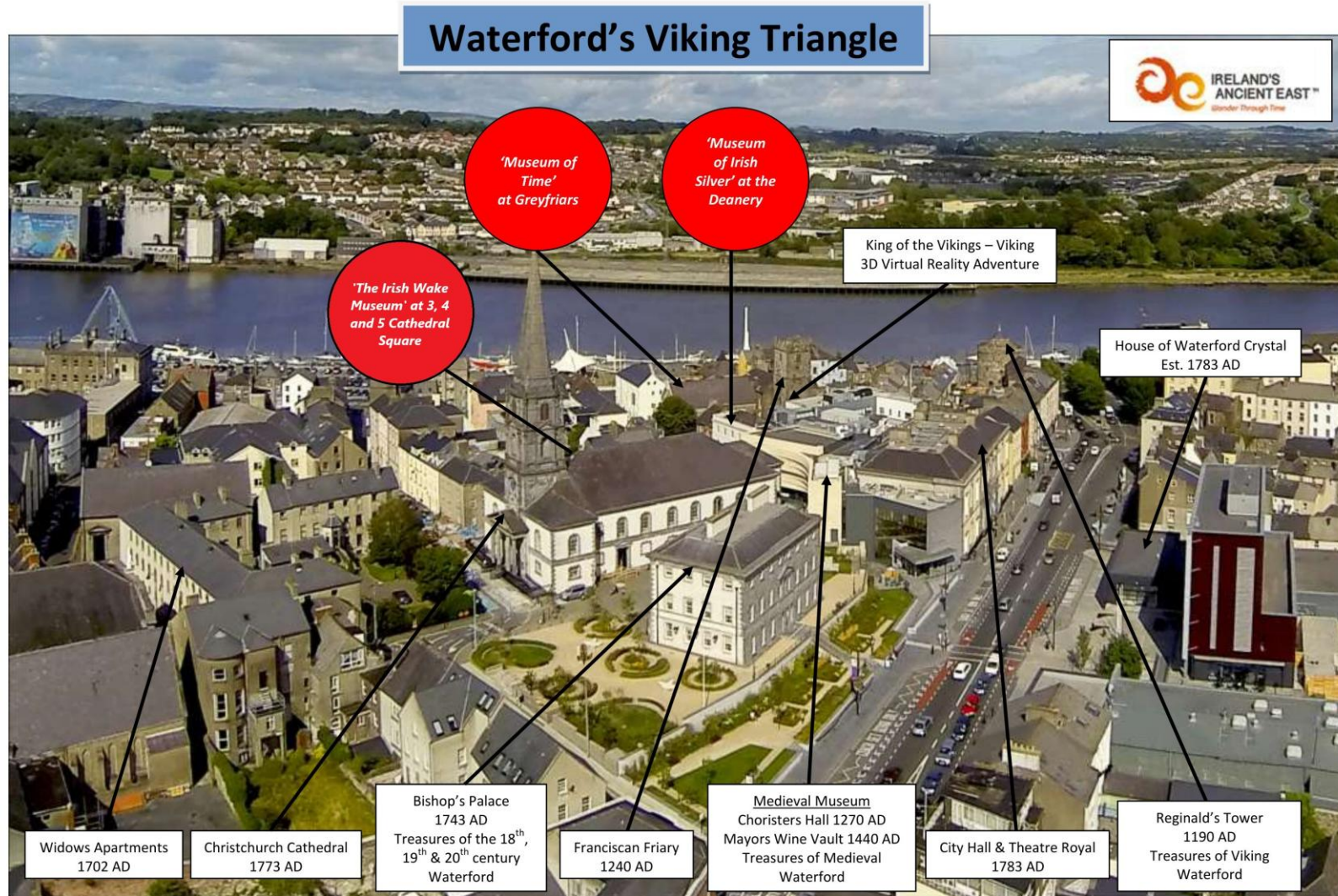
The mayor also welcomed the make-up of the working group and said their expertise and drive would result in the "exciting next steps that are needed to make the Historic Quarter a destination of national and international interest as well as a real asset to be enjoyed by all the people of our city".

Mr O'Regan said that because we have such rich historic assets

"we shouldn't be afraid to capitalise on them to the full benefit of our city".

Outlining some of the elements that might form part of the project team's work, Mr McEneaney said: "Project 2014 challenges us to think and act in fresh ways and refers to a radical reordering of the area to be branded as the Historic Quarter."

The Viking Triangle 2011-2025



www.waterfordtreasures.com

Waterford Treasures Museums 2025



EPIC WALKING TOUR
OF THE VIKING TRIANGLE

A Thousand Years of History
In a Thousand Paces

Join the ultimate guided walking tour of Waterford and discover the great stories of Ireland's oldest city from the Vikings to the Victorians. Here in the Viking Triangle, you will meet warring Vikings, be inspired by medieval wonders and elegant Georgian architecture. The 45-minute walking tour begins in front of the Bishop's Palace at 12noon, 2pm and 4pm daily (12noon and 2pm Nov - Mar incl.)

As part of your Waterford Treasures Guided Walking Tour, you can also enjoy access to Christ Church Cathedral.



Irish Museum OF TIME
TREASURES OF TIMEKEEPING

Ireland's National Horological Museum

From the very beginning, humans have been fascinated by the movement of the heavens and the passage of time. At the Irish Museum of Time, we explore the history of timekeeping in Ireland, Europe, the USA, Japan and beyond. This is the only museum of horology on the island of Ireland where we showcase the story and the science of time.

Don't miss: The interactive display of sixty pocket watches made all over Ireland and ten magnificent Irish longcase docks dating 1685-1938.



Irish Silver MUSEUM
TREASURES OF SILVERSMITHING

From the Vikings to the Victorians

Since the Viking period in Ireland, silver has been a most prized metal and a means of exchange. Explore the fascinating story of Ireland through magnificent, intimate, and personal silver treasures from the Vikings to modern Ireland.

Don't miss: The twelfth-century Kite Brooch and an authentic Georgian dining table.



KING OF THE VIKINGS

Travellers' Choice
TripAdvisor

Award-Winning Virtual Reality Adventure

Get up close and personal with Vikings in this exciting, award-winning virtual reality adventure. Experience the thrill of raiding the Viking settlement they called Vafrafordr.

Become enthralled witnessing epic voyages and battles within this authentic Viking house.

This experience is suitable for children age 8+.



Medieval MUSEUM
TREASURES OF MEDIEVAL WATERFORD

Step Inside Medieval Waterford

Begin your tour in the thirteenth-century Choristers' Hall and fifteenth-century Mayor's Wine Vault where you are sure to be wowed by some of the greatest Treasures of Medieval Ireland, including the Great Charter Roll viewed by HM King Charles III and the Queen Consort, as well as the magnificent fifteenth-century cloth-of-gold church vestments.

Guided tours of the Medieval Museum are included with your ticket subject to availability.

Don't miss: The twelfth-century relic of the True Cross and the largest collection of medieval statues in Ireland.



Bishop's PALACE
TREASURES OF GEORGIAN WATERFORD

An C18th Grand Residence Bridgerton Tour

Join us at the Bishop's Palace for an exclusive tour with a Housekeeper or Butler while the Bishop is away. Discover the secrets of this 18th-century Georgian residence and be captivated by its ornate furniture and architecture. Explore the real Bridgerton world with tales of scandal, romance, and intrigue beneath its Georgian facade.

Highlights include the Penrose Decanter, the oldest surviving Waterford glass piece (1789), and Napoleon's mother's mourning cross (1821).



Irish Wake MUSEUM
Rituals of Death. Celebration of Life.

The World's First Irish Wake Museum

The Irish Wake is a celebration of life which has evolved from ancient Irish practices. Explore the history surrounding this amazing tradition with a guided tour. Learn about where it all began, why these customs have carried on into modern Ireland and how they differ from funeral rites around the world. The Irish Wake Museum is a guided experience. This experience is suitable for children age 8+.

Don't miss: The beautifully conserved 15th century almshouse and Ireland's oldest death mask. Keep an eye out for our Dark History tours at Halloween.



Reginald's TOWER
TREASURES OF VIKING WATERFORD

Ireland's Oldest Civic Building

Reginald's Tower is named after the Viking who founded Waterford in 914. One of the city's remaining defensive towers, a former prison, and an icon of the city skyline, the tower formed the lynchpin of the area known as the Viking Triangle.

Today, this proud medieval fortification is home to artefacts connected to our Viking ancestors. Don't miss: Grave goods from the only intact Viking warrior's grave ever found in Ireland and beautifully conserved defensive features such as arrow loops, a spiral stone staircase and a medieval-style privy.

Derelict building transformed to the House of Waterford Crystal, in the Viking Triangle



**Waterford
TREASURES**
FIVE MUSEUMS IN THE
VIKING TRIANGLE

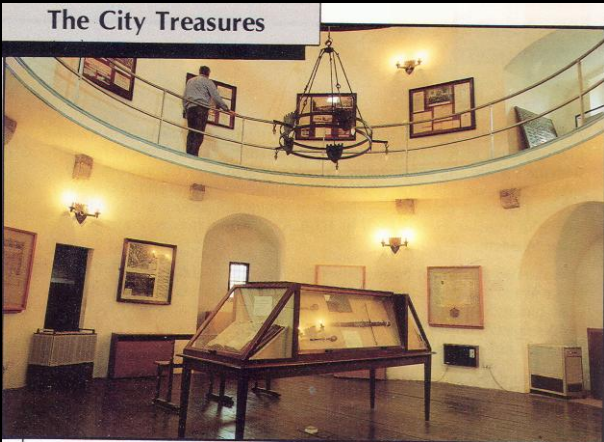
The new House of Waterford Crystal 2010



**Waterford
TREASURES**
FIVE MUSEUMS IN THE
VIKING TRIANGLE

Reginald's Tower, Viking treasures

curated by Waterford Treasures, staffed by Office of Public Works



GOVERNANCE

Limited company wholly owned by Council

- CEO & staff
- Board of Directors including Chief Executive and Councillor
- Museum advisory board



Our Viking heritage

King of the Vikings Virtual Reality Adventure

- opened 2017



Medieval Museum, Medieval treasures – opened 2012

Waterford Treasures shortlisted European Museum of Year 2014



- Royal Institute Architects of Ireland Best Public Building 2014
- UK Civic Trust built environment award 2014
- LAMA Best Heritage Project and Best Public Building 2014
- Stone Federation of Great Britain Natural Stone Award 2014
- Finalist, Mies van der Rohe prize 2015



FUNDING

- Council subvention
- Ticket & retail income €500,000
- Grant-aid: Department of Culture, Communications & Sport
- Grant-aid: The Heritage Council
- Grant-aid: Fáilte Ireland
- Friends of Museum scheme – acquisition and conservation
- Benefactors



The Bishop's Palace, Georgian & Victorian treasures - opened 2011



Medieval city wall/Bishop's Palace Garden 2011



STAKEHOLDERS

- citizens of Waterford
- National Museum of Ireland (by legislation, a designated Museum since 2001)
- All funders & grant-aiding bodies – Waterford City & County Council; government departments; Failte Ireland (operational) Heritage Council
- Friends of the Museum
- benefactors
- neighbours



Irish Silver Museum – opened 2021

Excellence in Local Government - built heritage award 2023 (with Irish Museum of Time)



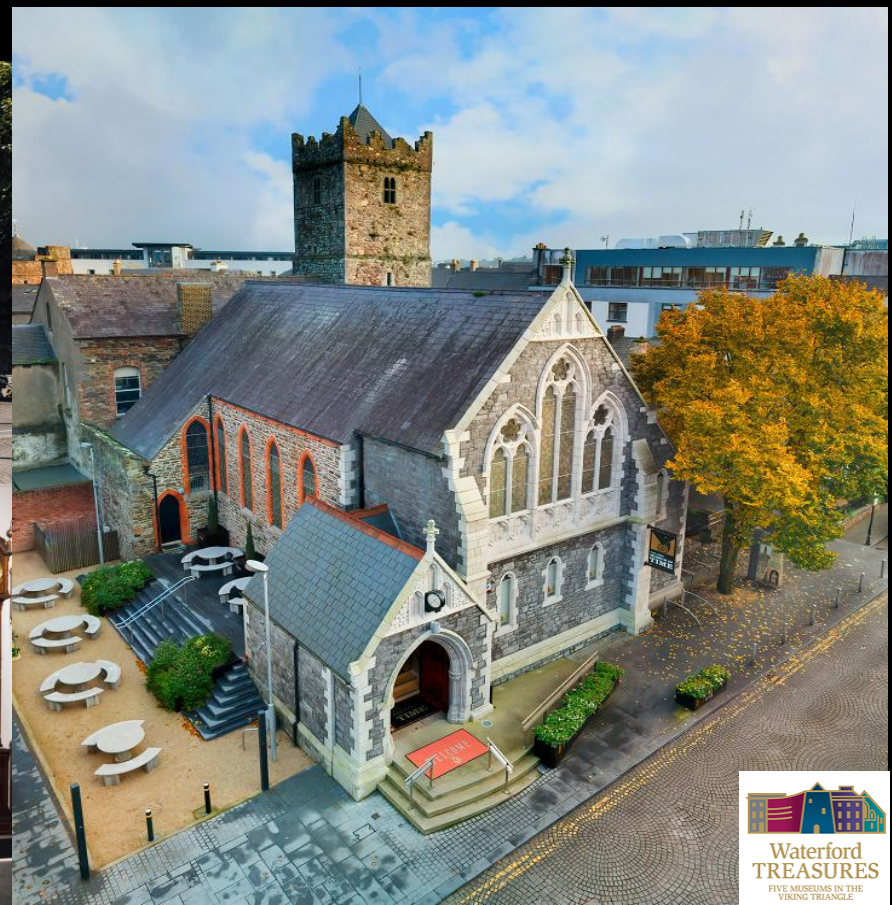
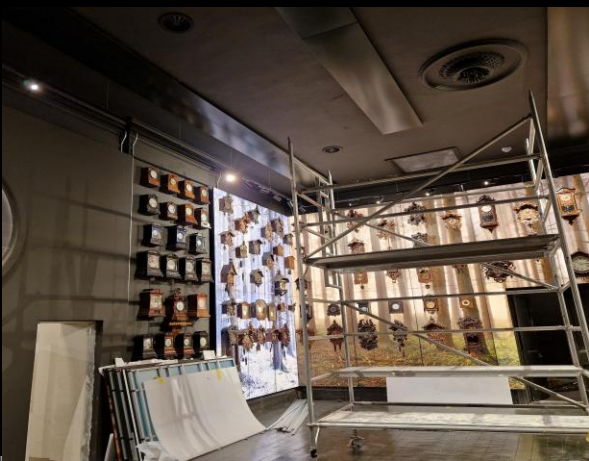
Waterford
TREASURES
FIVE MUSEUMS IN THE
VIKING TRIANGLE

Irish Museum of Time – opened 2021

Excellence in Local Government - built heritage award 2023 (with Irish Silver Museum)

- funded by the benefactor Mr David Boles

including an extension 2026



The Irish Wake Museum – opened 2023





Chairman's Arch before & after

PARTNERSHIPS

Project-specific



Rialtas na hÉireann
Government of Ireland




Comhairle Cathrach & Contae Phort Láirge
Waterford City & County Council



Waterford
Ireland's **Best**
Place **To Live**



Cistithe ag
An Chomhairle Oidhreachta
The Heritage Council



An Roinn Cultúir,
Cumarsáide agus Spóirt
Department of Culture,
Communications and Sport



An Roinn Tithíochta,
Rialtais Áitiúil agus Oidhreachta
Department of Housing,
Local Government and Heritage



museum
National Museum of Ireland
Ard-Mhúsaem na hÉireann



INTERNATIONAL CONFERENCE

Over half a millennium people from Waterford (and the South-East) have made their mark in their adoptive homelands from Salamanca to St John's, Newfoundland, and from Malaga to Mazulipatam. In turn Waterfordians today are a huge mix of Viking, Norman, Gaelic Irish and more recent immigrants from near and far. Come along to hear international experts from Newfoundland, New York, Spain, France, Italy, Scotland and Ireland share their researches into Waterford's international connections with England, Europe and the Americas, the East Indies, the Caribbean and Asia.

Networks of the Aylward, Butler, Carew, FitzGerald, Gough, Lee, Quilty, Sherlock, Porter, Walsh, White and other families criss-crossed from Waterford to Tenerife, France and London, operating across political boundaries and achieving local importance in quite unexpected places. These were highly mobile and culturally adaptable people. The conference will present the researches of the last forty years, spearheaded by Waterford's Julian Walton in the 1970s and 1980s.

It is hoped that the conference will incubate plans for future transnational research as well as highlight the existence of several little-known but very promising archival sources outside Ireland.

The conference includes a guided tour of the museum displays of objects connected to some of these remarkable people.



8th - 9th November 2024
TICKETS ON SALE NOW
www.waterfordtreasures.com

The outdoor museum/ museums without boundaries

Bronze thrones of wedding of Aoife & 'Strongbow' 1170



Public sculptures



enamelled silhouettes enliven buildings



bronze 'wayfinders'



Information panels in 4 languages



Photo opportunities





Mission statement

Collect, safeguard and present in an inclusive and dynamic way, the rich heritage of Waterford city and county and to ensure that the widest community possible feels welcome in this modern museum atmosphere.





KEY CHALLENGES

- Balancing sustainability and commerciality
- Community, local authority Museum operating in a commercial sphere
- tourism market



- *'the most remarkable part in this rejuvenation has been the development of a series of museums around the cathedral'* Peter Pearson, 'Civic Rhythm', *Irish Arts Review* (Dublin) 40, no. 2 (2023): 100–103.
- 2024: 115,487 visitors + 37,110 to Reginald's Tower
- 32 volunteers
- 6 buildings refurbished & repurposed
- Tripadvisor Travellers' Choice Top 10% Award 2025
- *New York Times*' '52 places to Go in 2024' "*Waterford is synonymous with crystal, but the city, founded in 914, also sparkles with history and natural treasures.*" Travel, *The New York Times*, 9 January 2024, <https://www.nytimes.com/interactive/2024/travel/places-to-travel-destinations-2024.html>
- U12s go free. Freedom of Waterford ticket gives entry to 4 museums, Christ Church Cathedral + guided walking tour
- **Public buildings - safe, democratic spaces for multicultural exchange**

ECONOMIC IMPACT

- 32 equivalent F/T jobs = 64 'gross employment impact'
(*Museums as Economic Engines: A National Report*. 2017. <https://www.aam-us.org/wp-content/uploads/2018/04/American-Alliance-of-Museums-web.pdf>, pp.11, 14)
- 2024: 115,487 paying visitors = estimated €5.12m in downstream spend (Central Statistics Office, 'Household Travel Survey Quarter 4 and Year 2023', CSO, 3 May 2024, <https://www.cso.ie/en/releasesandpublications/ep/p-hts/householdtravelsurveyquarter4andyear2023>.
Failte Ireland, *Key Tourism Facts 2023* (n.d.), 4, accessed 13 October 2025, https://www.failteireland.ie/FailteIreland/media/WebsiteStructure/Documents/Research/Key%20Tourism%20Facts%20and%20Figures%202023/FI_Key-Tourism-Facts-2023_National-Summary.pdf)

*Come with me to Waterford to sing and make merry –
Mayor Simon Wicken, 1413*



Waterford Treasures Museums fulfilling :

- Waterford City and County Council *Corporate Plan 2024 - 2029*
'to maintain and grow Waterford's status as the best place to live, work, invest in, and visit.'
(<https://waterfordcouncil.ie/app/uploads/2025/01/CP-24-29-Dec24-spread.pdf>)

- International Council of Museums *Museum Definition*
'not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing.'

(<https://icom.museum/en/resources/standards-guidelines/museum-definition/>)

Thank you

www.waterfordtreasures.com



**Zane Rugena,
Viskali Institute
and FREE RIGA**



**Zane Rugena,
Viskali
Institute and
FREE RIGA**

Viskaļi.
Institute of Design for
Quality of Life.

Zane Rugena,
Head of Sustainability and
Development
FREE RIGA

RIGA.

- 1,400 vacant buildings
- isolated neighbourhoods
- excluded marginalised groups
- affordable housing crisis

FREE RIGA.

- 10 years
- The one and only
- vacant buildings=affordable space



VISKAĻI.

- Former military and University campus
- 25 years rent contract
- funded only with the income
- first long term development project
- huge social impact - over 1000 events per year, creative and non-formal education, social services



Institute of Design
for Quality of Life



New European Bauhaus
PRIZES 2023 FINALIST

Platform for countless social innovations

Unlocking self-happiness involves caring for others.
That's when the co-creation of a better future begins.



social enterprises

cinema hall
tennis courts

artist residencies

co-working spaces

craft workshops

social initiatives

NGOs

200 residents

4 dogs

5 cats and the sharks...

active community life

circular and sharing economy

sports and mental health

different interests



 **KO NOTIEK VISKAĻOS** 
// WHAT'S UP

Group in VISKAĻI COMMUNITY · 207 members



VISKAĻI COMMUNITY
Community · 63 Groups

3 co-working spaces



active cultural programme



amazing social initiatives



CAN WE BE MORE EFFECTIVE?

200 residents
1000+ events
15 000 m2 +

1 coordinator
part-time position for marketing
self-managed, self-renovated

FOR SALE



**THANK YOU
FOR YOUR TIME!**



**Group
Activity**

CHALLENGE CANVAS

HOW DOES IT WORK

- Based upon the presentations of Waterford Treasures and Viskali

Institute, detail on the Challenge Canvas:

- Step 1 – your understanding of the core governance challenge and how it relates to your own experiences
- Step 2 – how you would address the core governance challenge
- Step 3 – how you would transfer the solution to your own contexts



Feedback

CHALLENGE CANVAS

➤ Each Group to feedback on their Challenge Canvas

20'



**Presenters'
response**

How did we respond to the Operational Challenges

SOLUTIONS AND LESSONS LEARNED

➤ Matthew Partridge

➤ Zane Rugena

10'



**Wrap Up
by
Levente**

Thank you

