

KILLARNEY

Destination and Experience Development Plan

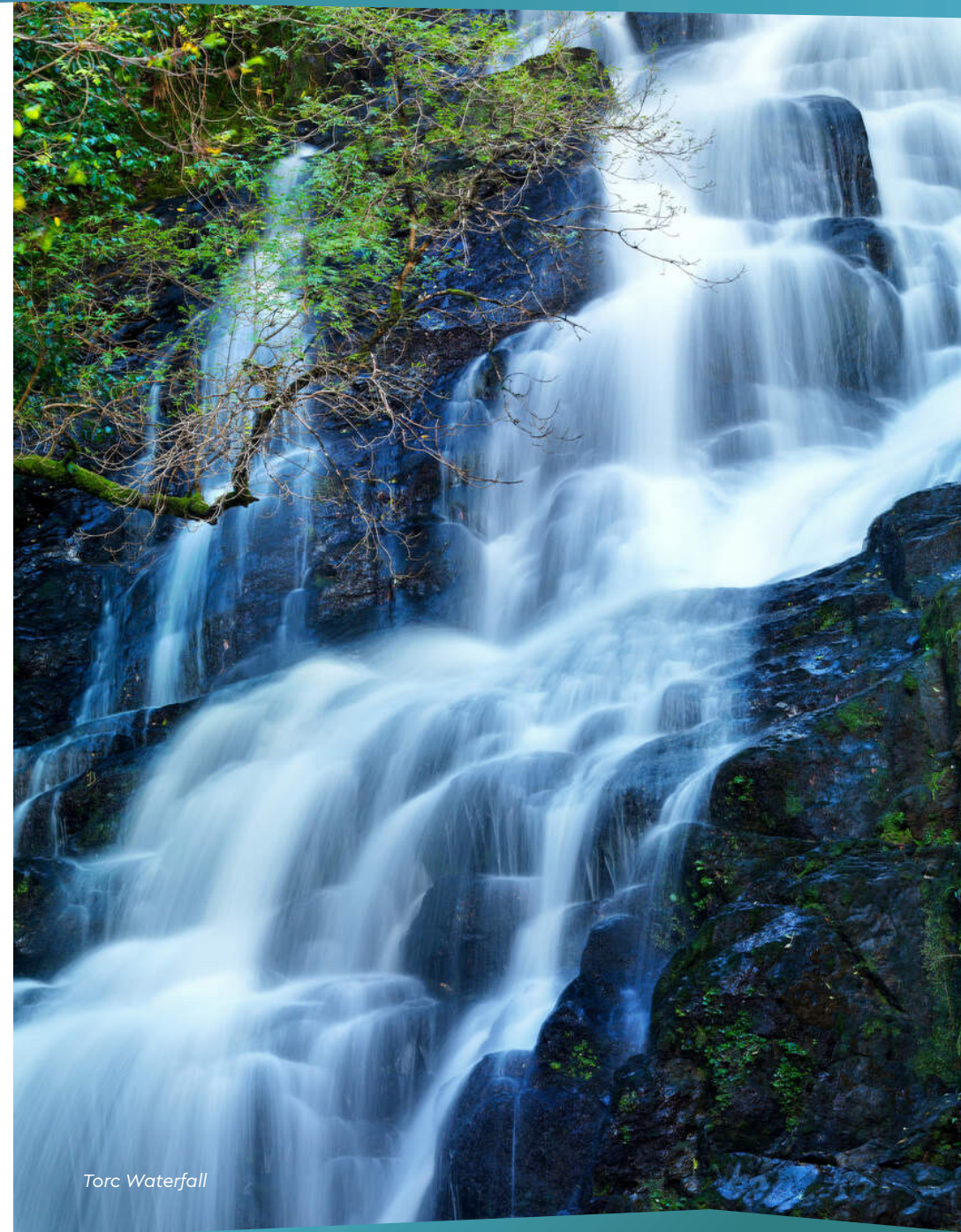
2022

Gap of Dunloe



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Torc Waterfall

EXECUTIVE SUMMARY

This Killarney Destination and Experience Development Plan (KDEDP) is a five year commercial destination development plan created to deliver a new collective vision for tourism in Killarney. It is designed to enhance the way in which visitors experience the town while maximising its role as an exploration base for the wider Kerry tourism economy. The overarching objective is to encourage visitors to extend the season, and grow the capacity of Killarney to become a year round exploration base for the Wild Atlantic Way and the wider Kerry tourism economy.

The development approach within the plan will ensure the Killarney Town experience will match the quality of its surrounding natural environment. The ambition throughout all elements of the plan is to deliver a world class sustainable tourism destination. It will combine best in class outdoor experiences with an enhanced town experience and a new approach to experience development.

Among the key objectives of the plan include:

- Deliver the vision for Killarney to become a world class destination strongly differentiated through the integration of its natural environment with a quality urban visitor experience.
- Provide a short, medium to long term focus for the macro environment challenges (Brexit, post COVID-19, Russia / Ukraine conflict) while building resilience in the long term through a new strategic destination development approach.
- Develop a coherent destination brand approach for Killarney as an international tourism destination.
- Maximise the Wild Atlantic Way opportunity for Killarney and the positioning of the town as a key exploration base for the wider Kerry visitor experience.
- Grow the year round economic value of tourism activity through season extension.
- Leverage the visitor potential of Killarney National Park and the uniqueness of the urban and outdoor experience proposition as a key USP for domestic and international visitors.
- Contribute to sustainable destination development through the adoption of the VICE model as the basis for international best practice proactively embraced by all stakeholders.

The principles of sustainable tourism have been instrumental in the development and vision for this KDEDP. Sustainability is at the core of all projects within the plan. The approach will contribute to the development of Killarney as an international destination recognised for its innovative approach to sustainable tourism.

The tourism offering in Killarney is largely based on its natural and built heritage located adjacent to the National Park. The new vision for Killarney is to create an awe inspiring destination delivered by a world renowned tourism industry in a stunning natural environment. It will create the conditions for Killarney to become a destination of the future demonstrating tourism leadership in meeting new and evolving visitor expectations. Killarney will deliver a world class visitor experience differentiated through the warmth of its people, rich culture and heritage within a natural environment admired globally for its beauty.

The main focus is the enhancement of the town experience combined with a closer integration of the town with the National Park. The KDEDP framework is designed to grow the town's capacity to be a unique destination in its own right in addition to a best in class base for outdoor activities. It will maximise the natural beauty of the surrounding environment while enhancing the town as an exploration hub for the wider Kerry and Wild Atlantic Way experience.

The framework provides a new structure for a coherent industry approach for experience development. Five strategic pillar themes provide the basis for a consistent development focus for the 'Killarney visitor experience' while influencing future 'experience' creation. These include Destination Competitiveness, Destination Brand, Aligning Town and Community, Killarney Experiences and Experience Artisans focused on developing the tourism industry's capacity to develop compelling visitor experiences.

A number of catalyst projects have been identified for Killarney aligned with the five strategic pillars. Each project is selected based on their ability to grow the year round tourism base, contribute to the destination brand vision and maximise the natural and built heritage of the area. The catalyst projects for delivery over the course of the KDEDP include;

1. **Refreshed Killarney Brand** - Undertake a refresh of the Killarney brand to develop a strong destination proposition that motivational for visitors and adopted by all tourism stakeholders.
2. **Urban Animation / Public Realm** - Develop the Killarney Destination Experience through Urban Animation / Public Realm that will introduce visitors to the full range of Killarney experiences.
3. **Killarney National Park** - Implement the Killarney National Park Tourism Interpretation Masterplan Framework (TIMF) actions that encourage sustainable and responsible use of its natural resources. This will include maximising the potential of the Killarney House and Gardens visitor experience.
4. **Develop Saleable Experiences** - The delivery of a new 'Killarney story' needs to be told through the creation of an expanded saleable experiences portfolio.
5. **Outdoor Activity Base** - Build the local capacity and conditions for Killarney to maximise the opportunity around outdoor activity and adventure that supports season extension.
6. **Business Tourism** - Develop the competitiveness of Killarney as a national business tourism destination.
7. **Festivals & Events** - Grow the opportunity to extend the Killarney visitor season through the development of a compelling portfolio of destination events and festivals.

Underpinning the strategic destination projects will be a new focus on establishing a leadership approach in developing a destination for the future and a new ambition for a sustainable Killarney destination. Accessible tourism for all and sustainable tourism have been identified by the Killarney tourism industry as immediate areas for adoption. The agreed focus is to progress these development areas beyond a functional level of compliance to collectively embrace them as future points of destination differentiation.

The implementation of the KDEDP over the five years of the plan is based on stakeholder commitment to project delivery. Key stakeholders will take ownership or partner on the delivery of the key tasks required to implement the KDEDP. The plan adopts the VICE model as a means of measuring success. The VICE model for sustainable tourism is applied to the operational framework for the KDEDP. This includes the measurement of projects that will enhance tourism industry capacity development, experience creation and enhancement, catalyst and elevation destination enabling projects.



Ross Castle, Killarney

Upper Lake, Killarney

SECTION

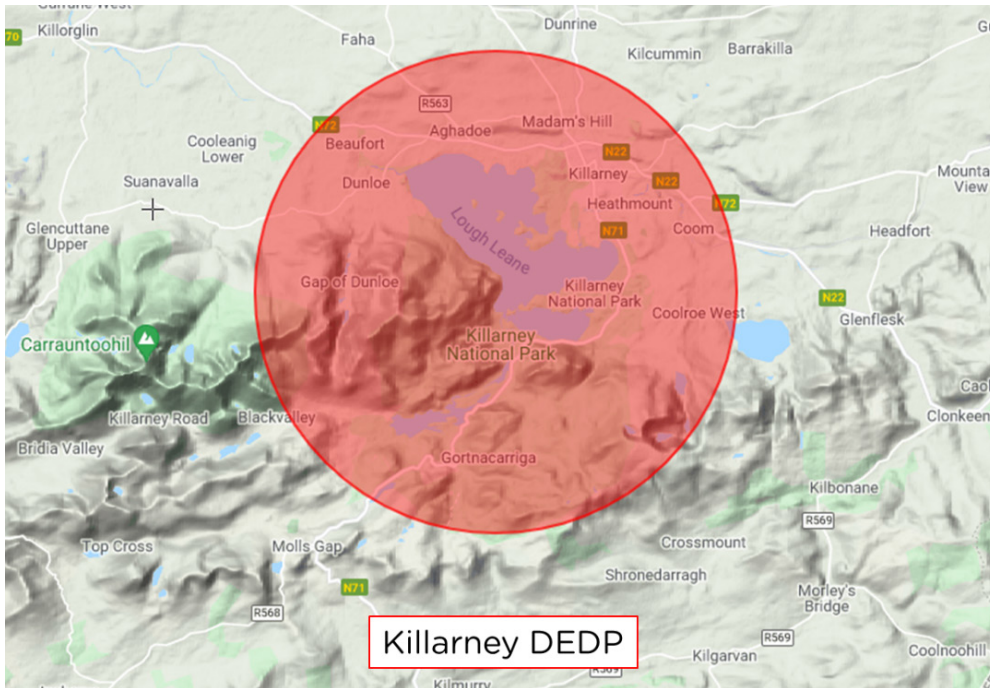
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Introduction

A1: KILLARNEY DEDP OVERVIEW

Killarney occupies a very significant place in Irish tourism. It has evolved from one of Ireland's original tourism destinations to becoming an international 'must visit' tourism hub. Its scenic location and the uniqueness of the National Park setting in and around the town, combined with centuries of tourism innovation, has contributed to the creation of a visitor destination with significant global recognition and international appeal.

The town retains a position of national tourism importance and widely recognised as Ireland's tourism capital. It has nurtured a destination proposition combining the vibrancy of the town with its spectacular outdoor setting adjacent to the National Park. Notwithstanding this tourism reputation, the destination faces a range of challenges particularly in recovering from the COVID-19 pandemic, dealing with the challenges of Brexit and the impact of the Russia /



Ukraine conflict. Addressing these challenges requires a new development focus while simultaneously ensuring the town develops as a world class destination.

This Killarney Destination and Experience Development Plan (KDED) represents a destination development plan to deliver a new collective vision for tourism in Killarney. It is designed to enhance the way in which visitors experience the town while maximising its role as the principal exploration base for the wider Kerry tourism economy. The development approach within the plan will ensure the Killarney Town experience will match the quality of its surrounding natural environment.

The historical engagement of the town with Killarney National Park has laid the foundations in creating one of the country's leading tourism economies. Increased connectivity, innovation and new approaches to experience development are now required to further integrate these natural and urban assets. This will be achieved through a new focus on the collective town experience and an accessible range of outdoor experiences delivered by a world class tourism industry. It will also develop the local tourism industry's capacity to react to the new opportunities that will arise from the implementation of the KDED.

The KDED is a five year commercial destination development plan for Killarney Town and its surrounding hinterland. The key objectives of DEDP's are as follows:

- Ensure the local experiences are brought to life through the development of the optimal mix of hero and ancillary products that get people into the area and retain them.
- Unlock the economic growth potential of an area by progressing a range of key initiatives that will motivate and facilitate potential tourists to visit and stay in the local area.
- Develop a sustainable basis for commercial development centred on creating strong signature experiences, supporting ancillary experiences that are commoditised through the creation of saleable experiences that excite consumers and buyers alike.
- Create the conditions to encourage international visitors to immerse themselves actively in the locale, by interacting with local people and engaging the senses by immersing themselves in the destination.

- Strengthen the value of tourism to the local community by providing employment opportunities.
- Extend the season for the destination and work with the Wild Atlantic Way to maximise its potential for the area and enhance visitor access to the Wild Atlantic Way visitor proposition.

Achieving these objectives will facilitate the linking of areas of historic and cultural significance while blending Killarney National Park into the core town experience. The vision for Killarney supports universal access throughout the town core. Sustainability is embedded into every facet of the KDED. The town development will include a focus on the transition from car predominance to pedestrian priority. It will provide for low carbon mobility solutions within the town core area and build on the environmental value of the UNESCO Biosphere of the National Park and adjoining areas.

The ambition throughout all elements of the plan is to deliver a sustainable tourism destination combining world leading outdoor experiences with a town rich of cultural experiences. It will encourage visitors to stay longer in the destination and consider Killarney as a base to explore the Wild Atlantic Way and the extended Kerry visitor experience.

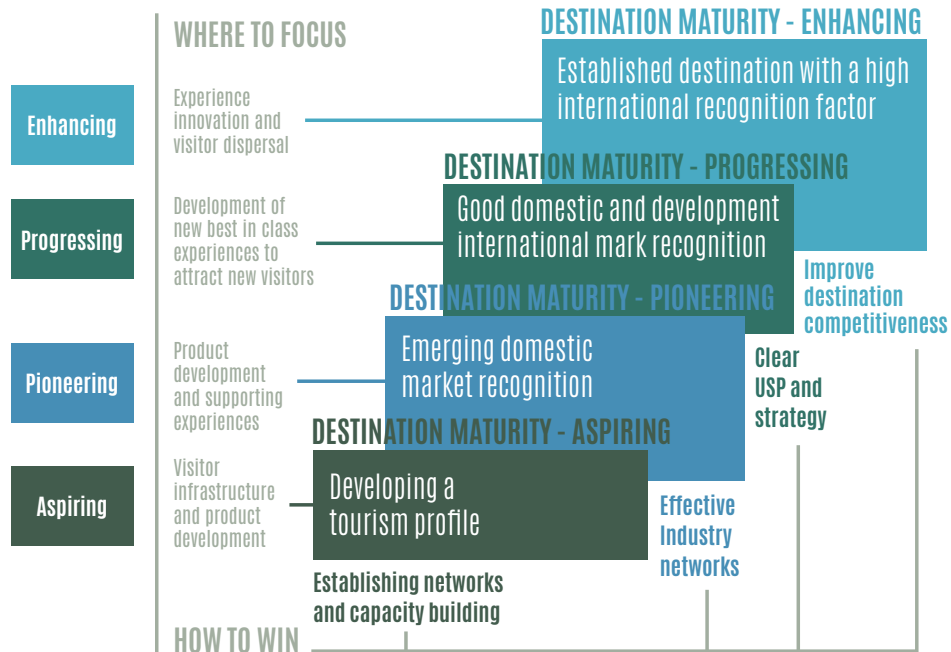


Killarney House and Gardens

A2: DEVELOPING DISTINCTIVE DESTINATIONS

Regional Tourism Strategies (2022–2026) have been developed for each of Fáilte Ireland's four Regional Experience Brands (Wild Atlantic Way, Dublin, Ireland's Ancient East and Ireland's Hidden Heartlands). The purpose of the Regional Tourism Strategies is to identify sustainable tourism development priorities that will unlock the commercial potential of the region and generate socio-economic benefits for all local stakeholders and the tourism industry. These Strategies provide the strategic framework for other tourism development strategies, most notably, Destination and Experience Development Plans (DEDPs) and County Tourism Strategies.

A new approach to destination development is central to the delivery of the Wild Atlantic Way Regional Tourism Strategy (2022–2026). It will ensure the appropriate interventions and supports are put in place to address the differences that exist in destination maturity levels across the Wild Atlantic Way.



Four levels of destination maturity have been identified within the destination development framework. Each maturity level is defined through a set of assessment criteria focused on creating distinctive visitor destinations. These include current levels of recognition within the overseas and domestic markets, density and quality of tourism products and scale and variety of local accommodation. Additional considerations include the range of services (day and evening time) available for visitors in the primary and secondary tourism hubs in the destination in addition to the strength of local tourism industry networks.

The four destination maturity categories each feature a number of strategic objectives to be delivered through the five year DEDP process. In destinations possessing the characteristics of a very mature area (i.e. 'Enhancing'), the core objectives will include visitor experience innovation and visitor dispersal. Areas categorised as 'Progressing' will focus on the development of new best in class visitor experiences to build on existing domestic and international market recognition. 'Aspiring' or 'Pioneering' destinations with lower levels of tourism maturity will focus on areas such as new product development, improving visitor infrastructure and the requirement to establish and build effective local tourism networks.



Developing destinations requires a multi-faceted approach involving a range of different components that each impact on the quality of the visitor experience. This requires a focus beyond a sole concentration on visitor attractions, activities and accommodation to consistently manage the quality of their visitor facilities, local services and presentation of local communities. These additional elements are where competitive destinations place equal emphasis on to ensure every aspect of the destination experience meets visitor expectations.

Killarney is classified in the 'Enhancing' maturity category reflecting an established visitor destination with high levels of international recognition.

The associated strategic approach to develop Killarney as a distinctive destination recognises the issues and challenges it faces and how they are linked to this level of maturity. It ensures the KDEDP captures the identified destination development needs and where sustainable tourism growth opportunities exist. By understanding the destination maturity levels, the appropriate type and mix of interventions and supports will be applied for the sustainable tourism development of Killarney.



Killarney National Park

A3: SUSTAINABLE TOURISM DEVELOPMENT

Against the backdrop of the UN Sustainable Development Goals, the Government's commitments under the Climate Action Plan 2021 and the Report of the Sustainable Tourism Working Group, 2021–2023, tourism must adopt a much more sustainable approach. The Covid-19 global pandemic has accelerated visitor consciousness of their role in sustainability and responsible tourism. Sustainable destination development must move towards a new approach in the organisation and delivery of tourism experiences aligned with these paradigm shifts. There are new expectations among emerging visitor markets with changes in how they re-define the value of an experience combined with increased levels of environmental awareness.

The KDEDP will focus on the following in meeting a commitment to sustainability and become a key component for destination differentiation.

- Provide brilliant visitor experiences highlighting destination sustainability values.
- Expand local competencies to develop experiences based on sustainable visitor experiences.
- Connect visitors to destination sustainability at every stage of the visitor journey.
- Position Killarney as a national and international leader in sustainable destination development; economically, socially, culturally and environmentally.
- Balance long term sustainability with economic vibrancy for the local Killarney community.
- Ensure a coherent approach to sustainability, blending the natural and built heritage of Killarney.
- Grow the level of industry collaboration through sustainable tourism experiences.
- Highlight the destination's co-responsibility and approaches to addressing climate change and other sustainable challenges.

Lough Lein at Ross Bay



Sustainability in tourism requires striking the right balance between the needs of the Visitor, the Industry, the Community and the Environment in any given destination, urban or rural. It will require a rethinking of tourism success and mainstreaming sustainable tourism policies and practices. It requires an approach that "takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities" (UNWTO, 2019).

The principles of sustainable tourism have been instrumental in the development and vision for this KDED. Sustainability is at the core of all projects within the plan contributing to the development of Killarney as a destination recognised internationally for its innovative approach to responsible tourism. The tourism offering across Killarney is largely based on its natural and built heritage environment set within the National Park. It is crucial the quality, character and distinctiveness of these assets and places are protected. Future tourism development must only enhance and protect the wildness of the landscape which is at the heart of a unique Killarney experience. Strong visitor management and the pursuit of value over volume will play a key role in enabling visitors enjoy the spectacular landscapes and an approach that will protect it for future generations.



Muckross House, Killarney

A4: DESTINATION SNAPSHOT – WHERE WE ARE NOW



SITUATIONAL ANALYSIS

OPPORTUNITIES TO CONSIDER

- The establishment of a world class destination proposition through the outdoors and natural environment supported by advancing the National Park masterplan to deliver world class visitor experiences.
- Leveraging the visitor potential of the National Park and the uniqueness of the 'the town with a National Park' proposition as a key USP.
- Ease of access to outdoor activity experiences and hub for outdoor activity excellence .
- Maximising the opportunity that Killarney House and Gardens offers, linking the town with the National Park.
- A product development focus that offers visitors access to great Killarney town experiences 365 days a year.
- The enhancement of existing and development of new Festivals and Events to develop ownership of key calendar periods e.g. Wander Wild Festival, St Patrick's Festival, Christmas in Killarney and Autumn Great Outdoors.
- Development of the MICE business opportunity and the development of a gala dinner venue for MICE tourism
- Assess the feasibility to develop a large scale indoor visitor attraction for Killarney.
- Development of the existing trails, looped walks and cycleways to integrate the town with the National Park.
- Development of a destination Food Experience approach through food trails, events and local immersive food experiences.
- Leverage the Wild Atlantic Way opportunity as an exploration base for the region.

- The development and implementation of a coherent destination brand for the Killarney experience, communicating the essence of the outdoors experience and the urban visitor environment.
- Development of a more coherent visitor experience pathway through an improved online booking and information system across the tourism industry and development of social media profiling opportunities for the destination.
- Creation of a series of evening economy experiences for all ages with particular focus on the 6.00–9.00pm evening segment through new cultural venues.
- An integrated public realm approach linked with open / public spaces telling the story of Killarney in new engaging ways linking the natural environment with the urban experience.
- Ireland's leading sustainable destination guided through environmental best practice proactively adopted by all stakeholders.
- Adopting a leadership role in Tourism for All and accessibility among the tourism industry.

CHALLENGES TO ADDRESS

- Market perception of the current Killarney brand e.g. perceived as a USA visitor centric destination to possible exclusion of other source markets.
- The need to adapt and address the changing nature of tourism, visitor preferences and the motivations for younger visitors.
- Limited night time economy offering outside of focus on entertainment provided on licenced premises.
- Delivery of an international outdoor activity centre of excellence proposition limited by adequate visitor services e.g. changing facilities.
- Challenge of the market perception that Killarney is always 'too busy'.
- Current levels of seasonality
- Industry wide challenges of staffing during peak and off peak periods.
- Accessibility to destination is perceived as challenging through existing regional road infrastructure and rail options directly to the town.

- Position versus Dublin market in developing MICE sector.
- Tourism industry disruption and pace of recovery due to global Covid 19 pandemic, Brexit and Russian/Ukraine conflict.
- Emerging domestic destinations becoming increasingly competitive.
- Threat of global shocks potentially affecting key source markets e.g. USA, Mainland Europe.
- Requirement of balancing environmental objectives versus creating new visitor experiences.
- Environmental degradation of popular amenities through challenges of climate change.
- Failure to create new innovative visitor experiences that entice new programming of the destination by specialist overseas operators for leisure and incentive/business.
- Possible lack of funding restricting iconic sites from fulfilling their potential for sustainable tourism development.

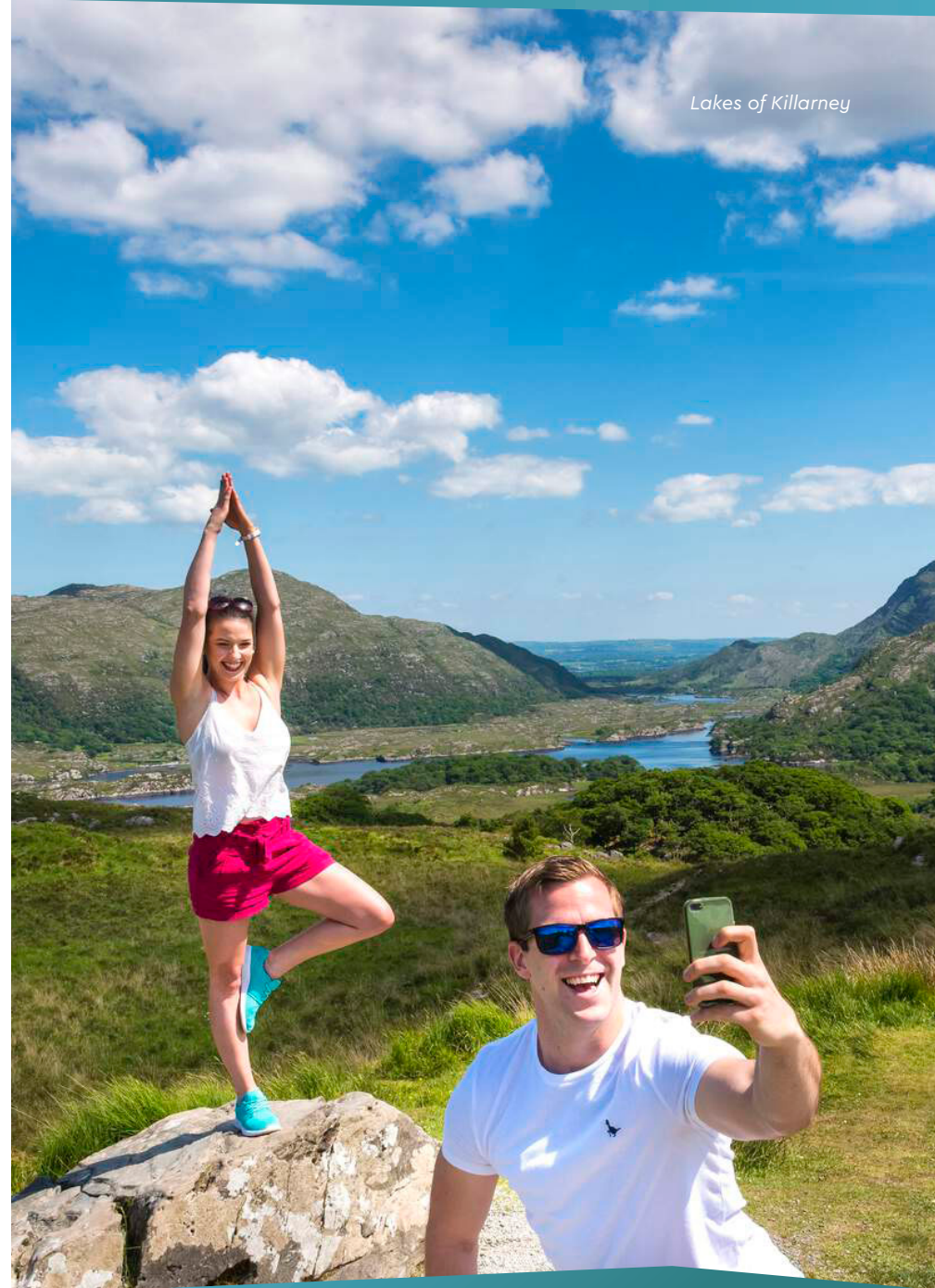


INTERNATIONAL BENCHMARKING

A programme of international benchmarking was undertaken to assess Killarney against a number of international destinations with comparable profiles and industry development focus. The key learnings for Killarney from the international benchmarking are as follows;

- Comparable international destinations ensure there is a clear, ambitious and unambiguous vision with a strategy and action plan for the destination based on a sound understanding of market strengths and the destination resources and aligned with their regional tourism strategy.
- There is a clear and agreed position in the international marketplace that is truly reflective of the core assets and touristic appeal of the destination.
- The development of the international profile of Killarney must be achieved through a strong brand proposition and supporting destination brand programme.
- There must be agreement among all stakeholders on the metrics that will measure sustainable development and the overall success of tourism in the destination at the end of the five year period.

Lakes of Killarney



- A commitment to the on-going development and investment in high-quality, innovative, products and experiences is required. These must add value and deliver a competitive edge to the appeal of the destination.
- There is a requirement to create effective networks representing different sectors, interests, products and disciplines collaborating to deliver new, market-ready, products and experiences;
- All aspects of destination development must have a sustainability focus and deliver the agreed outcomes of success for the destination and the community as a whole.
- A continuous focus on the creation of visitor experiences that will command higher value, deliver year-round tourism and contribute to the uniqueness of the destination.
- Successful international destinations have established an appropriately structured and resourced organisation to deliver the destination vision, strategy and action plan.
- These organisations have developed sustainable and appropriate flows of revenues and access to capital finance to ensure that the strategy and action plans can be delivered.
- International destinations are continuously undertaking regular and frequent analysis of the competitor set and benchmarking against a relevant group of other destinations. This includes the collection and analysis of market information and intelligence and acting on the findings.
- Community support is central to the sustainable development of tourism through regular and appropriate consultation. This includes the promotion of a better understanding of the role and benefits of tourism to the local community and their political representatives.
- There is a requirement for a continuous programme of investment to develop the skills and talent of those working in the tourism industry and those that wish to work in or alongside the industry.



KEY CONCLUSIONS BASED ON RESEARCH

1. Sustainable Tourism Assets

World class amenities such as the Killarney National Park and Killarney House and Gardens have the capacity to deliver more for the overall Killarney experience. In achieving a new vision for the town, integrating the urban experience with its natural setting must become central to the new Killarney story. A quality outdoor proposition is a destination narrative increasingly demanded by the marketplace aligned global visitor trends seeking active outdoors experiences. Notwithstanding the desire to maximise the potential of the beauty of the Killarney National Park, the future focus on sustainable and responsible tourism will determine the approach required to align with the delivery of the National Park Masterplan. The Killarney National Park remains an international USP in the context of building a world class destination. It should become a focal point for the emerging destination brand and the associated experiences visitors will expect from such a destination.

2. Experience Development Focus – Day and Evening Economy

There is widespread recognition of the many 'hero' experiences accessible in and around Killarney. There is equally a requirement the town and its surrounding environs to expand the range of new or rejuvenated 'saleable' experiences. The town possesses a rich portfolio of natural and built heritage assets. However, saleable experience innovation is limited. Ease of access to experiences that bring the existing tourism assets 'alive' through immersive experiences are difficult for visitors to find. Equally, local industry collaboration on experience development does not exist to any significant level i.e. the co-creation of extended itineraries through product and experience collaboration.

The delivery of a new 'Killarney story' needs to be told through the creation of an expanded saleable experiences base contributing to the destination narrative. In developing an outdoor activity visitor proposition, this visitor promise must be matched with accessible experiences and the supporting infrastructure. In the absence of a new approach to enhancing the existing or developing new visitor experiences, the destination will be challenged to remain competitive in a fast changing and competitive marketplace.

3. Rooted in Tourism Heritage – An Outdoors Base

The deep-rooted association of Killarney with the outdoors and activity highlights the credibility in advancing the international profile of this product segment. The history of activity innovation that started through Muckross House and Killarney House and Gardens provides the historical basis for the town's involvement as a major international outdoors activity base. International demand for sustainable, active and outdoor focused destinations should prompt a greater level of focus in these product areas.

It will require sustained investment in creating accessible outdoor experiences and an improved activity infrastructure to become more competitive as an international outdoors destination. This must also link to the wider activity base across the county of Kerry, positioning itself as the exploration hub for adventure and outdoor activity. Future product development must be aligned with this vision and future capital investment directed to support this ambition. The development of the next 'iconic' outdoor experience should remain a key focus for development. The future focus on the outdoor 'product' and experience will provide Killarney with the most immediate opportunity to react to global tourism trends and grow a portfolio of quality experiences to develop the town and industry base as a year round destination.

4. Building on the Wild Atlantic Way Opportunity – a Hub for Exploration.

Killarney's profile as a touring base and hub for exploration must be developed with more adoption of the Wild Atlantic Way opportunity. The creation of a hub focus for the Wild Atlantic Way has the ability to extend the season and promote increased collaboration with experience providers across the county, with the objective of increasing dwell time in the area. The impact of Killarney tourism on the wider Kerry destination is widely recognised. However, more alignment with the Wild Atlantic Way has further capacity to address the challenges of seasonality, length of stay and experience development with Killarney as a key base for visitors. A new focus on itinerary and packaging development is required, integrating the town experiences with the wider county experiences that will grow Killarney's positioning as the hub for exploration of the Wild Atlantic Way.

5. Industry Development – Developing Experience Capacity

The research and consultation phases identified a number of gaps to address in future destination development. Industry product knowledge, capacity to pre-sell experiences and the creation of new experiences remain key challenges to address. The ambition to become a world class destination must be matched with a destination that is fully functioning all year round. Adapting to future tourism trends, target new audiences and source markets while meeting the needs of key buyers must be at the forefront of future planning. The development of a new industry / business training focus is required. Experience development remains central to the strategic destination development approach. Equally, the fundamentals of meeting visitor expectations at every stage of the visitor journey, from pre to post visit must be addressed through industry capacity and capability training.

6. Masterplan Approach for Tourism Leadership

Killarney remains an iconic destination with strong international appeal. The research has highlighted a number of challenges in the context of being fit for purpose to meet emerging global tourism trends and accommodating the needs of the key product buyers / tour operators. There is an agreement a new Killarney story needs to be told, while enhancing the existing natural and built heritage assets. It must masterplan for success linking the community, town, tourism industry, stakeholders and a new brand vision in all future tourism planning and development.

The adoption of an agreed vision supported by a consistency in the destination brand, brand narrative and new emphasis on experience development are central to future success. Killarney's national tourism leadership position must embrace new tourism challenges and lead in the delivery of the next generation of tourism development. It will need to create sustainable destination differentiation through its approach to responsible tourism, accessible tourism for all and sectoral development of outdoor activities and business tourism. Each of these areas require a new focus on the in-destination visitor experience and reflect Killarney's capacity to continuously innovate to maintain sectoral leadership.

SECTION



Killarney DEDP Strategy



B1: KILLARNEY DEDP OBJECTIVES



PLAN OBJECTIVES

- Deliver the vision for Killarney to become a world class destination strongly differentiated through the integration of its stunning natural environment with a quality urban visitor experience.
- Provide a short, medium to long term focus for the macro environment challenges (Brexit, post COVID-19, Russia / Ukraine conflict) while building resilience in the long term through a new strategic destination development approach.
- Develop a coherent destination brand approach for Killarney as an international tourism destination.
- Maximise the Wild Atlantic Way opportunity for Killarney and the positioning of the town as a key exploration base for the wider Kerry visitor experience.
- Grow the year round economic value of tourism activity through season extension.
- Address the challenges of evening economy provision while increasing the range of things to do during the day.
- Leverage the visitor potential of Killarney National Park and the uniqueness of the urban and outdoor experience proposition as a key USP for domestic and international visitors.
- Work with the tourism industry to improve their capacity to deliver new and enhanced experiences and product / experience knowledge within the destination.
- Develop a coherent visitor experience pathway that aligns all members of the tourism industry to deliver great Killarney experiences.
- Create new levels of vibrancy in Killarney through enhanced visitor flow and orientation throughout the town, its facilities and surrounding amenities.
- Maximise the capacity of the town to be recognised as a leading business tourism / MICE destination.
- Develop the season extension opportunity for the destination as a base for hosting leisure and business events.
- Develop Killarney as a tourism destination that is "accessible for all".
- Protect, sustain and enhance the natural environment of the Plan area.
- Contribute to sustainable destination development through the adoption of the VICE model as international best practice proactively embraced by all stakeholders.



Gap of Dunloe

B2: VISION AND FRAMEWORK

An awe inspiring destination of the future delivered by a world renowned tourism industry



KILLARNEY DESTINATION VISION

A destination of the future.... tourism leadership to meet new and evolving visitor trends.



DELIVERING

An awe inspiring tourism destination.... world class visitor experiences differentiated through the warmth of its people, rich culture and heritage and stunning natural environment.



DELIVERED BY

A world-renowned tourism industry.... that transforms every visitor's experience of Killarney through our tradition of hospitality supported by a community who proudly share our natural, built and cultural heritage with our guests.



KDEDP Delivery Framework

The KDEDP delivery model is based on establishing a world class destination of the future. The development focus is to enhancing the town proposition blended with the adjoining National Park experience. It is designed to maximise the natural beauty of its surrounds while creating an exploration hub for the wider Kerry and Wild Atlantic Way experience.



Upper Lake and Long Range National Park

KILLARNEY VISION

DESTINATION DEVELOPMENT FOCUS

CATALYST PROJECTS

STRATEGIC DEVELOPMENT PILLARS

STRATEGIC PILLAR OBJECTIVE

DESTINATION LEADERSHIP

Killarney is an awe inspiring international destination differentiated by world class experiences delivered by our people, heritage, culture and stunning natural environment

TRULY KILLARNEY

OUTDOOR INSPIRATION



KILLARNEY TOWN EXPERIENCE



ACTIVITY & ADVENTURE



FESTIVALS & EVENTS



TOWN EXPERIENCE TRAILS



BUSINESS TOURISM



KILLARNEY BRAND REFRESH



NATIONAL PARK



OUTDOOR ACTIVITY BASE



DESTINATION COMPETITIVENESS

A collaborative stakeholder approach to deliver the Killarney experience brand ensuring long term international competitiveness.



DESTINATION BRAND

Develop a coherent destination brand approach communicating the quality, diversity and uniqueness of the Killarney visitor experience.



ALIGNING TOWN & COMMUNITY

The enhancement of Killarney as a quality tourism destination delivering a world class visitor experience achieved through a shared vision of a sustainable tourism destination.



KILLARNEY EXPERIENCES

The creation of new and enhanced visitor experiences that contribute to the development of Killarney as a year-round visitor destination.



EXPERIENCE ARTISANS

Develop the capacity of our industry to create new and innovative tourism experiences that collectively deliver a world class visitor destination.



SUSTAINABLE DESTINATION



ACCESSIBLE TOURISM FOR ALL

In order to achieve the long term strategic objectives of the KDED, the plan framework is structured around a number of interdependent layers of activity. These provide a distinct development focus aligned with achieving a collective vision for Killarney. They include;

- A:** Long Term: Achieving the destination transformational ambition through the delivery of catalyst projects
- B:** Strategic Development Pillars – Create the conditions for enhanced experience development through five strategic development pillars
- C:** Destination projects that build on the existing portfolio of civic, built and natural heritage assets

The framework is designed to provide the basis for a coherent industry approach to experience development. The strategic pillar themes provide a consistent development focus for the 'Killarney visitor experience' while influencing future 'product' creation. These are supported by a series of identified projects that are adopted by stakeholders for delivery and will act as strategic enablers and accelerate the destination capacity, product base and collaboration to deliver world class Killarney experiences. Underpinning the strategic destination projects is a new focus to create destination leadership in developing a destination for the future. These are projects designed to impact on all future development activity and will be embraced by all stakeholders. The destination leadership projects will focus on accessible 'tourism for all' and a heightened focus on Killarney as a sustainable tourism destination.



Ross Castle, Killarney

B3: DESTINATION AND EXPERIENCE DEVELOPMENT – STRATEGIC PILLARS

STRATEGIC PILLAR 1:



DESTINATION COMPETITIVENESS

Objective: A collaborative stakeholder approach to deliver a new Killarney experience brand ensuring long term domestic and international competitiveness.

How it is achieved:

1. Deliver a new Killarney business tourism strategy to address the challenge of seasonality in Killarney through enhancing its appeal to the MICE sector.
2. Examine the opportunity for a Gala Dining venue for Killarney to support the capacity of the destination to enhance its business tourism offering.
3. Create a sustainable Killarney festivals model supported by a dedicated festivals resources supported by a multi-stakeholder approach.
4. Maximise the towns capacity to attract and host large leisure and business events maximising their impact on the day and evening economy.
5. Support the continued development of the Purple Flag and its capacity to create a unifying engagement platform for the community and the tourism industry.
6. Adopt a new commercial growth planning approach through new levels of market diversification focusing on new geographic markets and appealing to new and growing market segments.



Ross Castle, Killarney

STRATEGIC PILLAR 2:



DESTINATION BRAND

Objective: A collaborative stakeholder approach delivering a new Killarney experience brand to ensure domestic and international competitiveness.

How it is achieved:

1. Develop a new destination brand to create a singular branding approach supported by the narrative that defines the destination ambition for Killarney. This will be supported by the resources required for an international tourism destination brand approach with world class ambition.
2. Develop the historical positioning of Killarney as a tourism base and exploration base for the wider Kerry tourism experience.

STRATEGIC PILLAR 3:



ALIGNING TOWN & COMMUNITY

Objective: The enhancement of Killarney as a quality tourism destination delivering a world class visitor experience delivered through a shared vision of a sustainable tourism destination.

How it is achieved:

1. Enhancement of public realm introducing the visitor to the Killarney story
2. Development of Killarney Experience Trails to introduce the visitor to the full range of Killarney experiences that exist such as culture, heritage and food.
3. Development of a coherent orientation approach for visitors, aligned with destination brand development.
4. Place making signage – development of a consistent approach to orientation signage across the destination and the creation of a sense of place for Killarney through its signage and orientation from the welcoming signage to waymarking around the town.
5. Develop tourism 'opportunity sites' in the town with a focus on the sustainable economic development through tourism, addressing gaps in activity and attraction provision.
6. Develop Killarney Town story through creative place making and innovative approaches to interpretation.
7. Examine the potential to develop the quality and diversification of Killarney retail options through the development of a retail strategy for the town.
8. Develop the historic elements of the town centre as place making features through regeneration of the historic lanes.
9. Examine the opportunity to create a market area for Killarney with a town centre focus to house artisan produce and add to the diversity of retail experiences.
10. Develop a consistent approach to visitor trails that includes an innovative waymarking approach that introduces visitors to new Killarney experiences.

STRATEGIC PILLAR 4:



KILLARNEY EXPERIENCES

Objective: The creation of new and enhanced visitor experiences that contribute to the development of Killarney as a year-round destination.

How it is achieved:

1. Expansion of the arts and cultural experience provision through new cultural venues delivering day and evening time experiences.
2. Support the implementation of the Killarney National Park tourism masterplan to create new activity, heritage and cultural experiences through enhanced trails and visitor servicing.
3. Review of the facilities required in the creation of an activity hub or dedicated resources to support the activity providers in Killarney to underpin visitor engagement with the outdoors in a responsible manner.
4. Develop a new focus on food and drink experiences in Killarney and variety of quality dining options available to visitors.
5. Advance the requirements to create the Lough Leanne Loop.
6. Deliver on the potential of Killarney House and Gardens through a masterplanning approach from signage to use of additional on-site facilities as part of the visitor experience.
7. Examine the creation of living history interpretation in Killarney to bring the Killarney story alive to visitors.
8. Develop new Living Culture options for visitors to explore and experience the local authentic story through distinctly Killarney experiences.
9. Examine the feasibility of a new indoor visitor attraction for Killarney.

STRATEGIC PILLAR 5:



EXPERIENCE ARTISANS

Objective: Developing the capacity of the industry to create new and innovative tourism experiences to collectively deliver a world class visitor destination.

How it is achieved:

1. Develop the industry knowledge base through the development of a 'Killarney Concierge' model to create the structures to share experience knowledge across all visitor facing members of the tourism industry.
2. Create a new focus on evening economy experience development across Killarney.
3. Increase the number of bookable experiences available to visitors in Killarney across the day and evening economy.
4. Develop an industry wide approach to sustainable tourism that supports Killarney's ambition to be a world leading responsible tourism destination.
5. Develop the opportunity for accessible tourism in delivering 'Tourism for All' with Killarney as the leading national accessible tourism destination in Ireland.
6. Demonstrate destination leadership in engaging with digital platforms and technologies to connect visitor audiences with new and collaborative experiences.
7. Examine industry engagement platforms that link tourism providers in Killarney with Wild Atlantic Way experience providers to co-create new added value experiences on the Wild Atlantic Way.



B4: STRATEGIC PROJECTS

Achieving the Vision through Catalyst Projects (Transformational)

The strategic pillars provide the framework for destination development containing destination development priorities centred on a number of projects. These projects are collectively viewed as having the capacity to be transformational for Killarney in achieving the plan objectives. The catalyst projects impact on each of the strategic development pillars in their capacity to impact on the town, new experiences and industry development – all contributing to longer term destination competitiveness.



KILLARNEY
BRAND REFRESH

1. **Refreshed Killarney Brand** – Undertake a refresh of the Killarney brand to develop a strong destination proposition that motivational for visitors and adopted by all tourism stakeholders.



TOWN
EXPERIENCE
TRAILS

2. **Urban Animation / Public Realm** – Develop the Killarney Destination Experience through Urban Animation / Public Realm that will introduce visitors to the full range of Killarney experiences.



NATIONAL
PARK

3. **Killarney National Park** – Implement the Killarney National Park Tourism Interpretation Masterplan Framework (TIMF) actions that encourage sustainable and responsible use of its natural resources. This will include maximising the potential of the Killarney House and Gardens visitor experience.



OUTDOOR
ACTIVITY BASE

4. **Develop Saleable Experiences** – The delivery of a new 'Killarney story' needs to be told through the creation of an expanded saleable experiences portfolio.



OUTDOOR
ACTIVITY BASE

5. **Outdoor Activity Base** – Build the local capacity and conditions for Killarney to maximise the opportunity around outdoor activity and adventure that supports season extension.



BUSINESS
TOURISM

6. **Business Tourism** – Develop the competitiveness of Killarney as a national business tourism destination.



FESTIVALS
& EVENTS

7. **Festivals & Events** – Grow the opportunity to extend the Killarney visitor season through the development of a compelling portfolio of destination events and festivals.

Destination Leadership Projects

Accessible tourism for all and sustainable tourism have been identified by the Killarney tourism industry as immediate areas for adoption. The desired focus is to progress these development areas beyond a functional level of compliance and collectively embrace these themes as future points of international destination differentiation. These are identified within the plan framework as Destination Leadership Projects to be embraced across all stakeholders from the tourism industry, ancillary service providers, agencies and the wider community base.



SUSTAINABLE
DESTINATION

Adopt an industry and community wide approach in becoming a leading international destination for responsible tourism.



ACCESSIBLE
TOURISM FOR ALL

Develop accessible tourism ensuring 'Tourism for All' in Killarney and developing the town as the leading national destination for accessible tourism.

B5: PERFORMANCE INDICATORS

The overarching objective of the KDEDP is to sustainably increase the economic benefit of tourism to the area. Equally, the plan is designed to provide a destination development focus that aligns all stakeholders with an agreed vision through the adoption of a five year pathway to achieve this ambition.

Specific KPIs will be baselined and monitored throughout the lifecycle of the plan. The impact of the KDEDP will be measured through the monitoring of key metrics that examine the commercial development of tourism across the area.

The plan framework adopts the VICE model as a means of measuring success. The VICE Framework identifies sustainable tourism as the interaction between Visitors, the Industry that serves them, the Community and culture that hosts them and their collective impact on and response to the Environment where it all takes place.

The measurement of success will include analysis of the following areas of performance over the course of the KDEDP.



Demand side conditions
(Visitor)



Supply side conditions
(Industry)



Destination development
(Community)



Environment
(Environment)



Demand Side – VISITOR

1. Increase bednights in Killarney by 2% YoY ahead of regional average from year 3 of implementation of the KDEDP.
2. Increase in visitor numbers in off peak season.
3. Increase the value of visitors to Killarney over volume.
4. Increase visitor satisfaction.



Supply Side – INDUSTRY

5. Increase Saleable Products (five new or improved saleable experiences per annum) and a tailor-made distribution plan for the town.
6. Season Extension: Extend opening hours annually by 5% annually per DEDP.



Destination Development – COMMUNITY

7. Coherent approach in developing Killarney as a leading international destination for responsible tourism.
8. Brand alignment for Killarney across all of the industry.
9. Attain status as a tourism destination which is "accessible for all".
10. Deliver on key sustainable tourism targets in areas of focus such as traffic and transport.
11. Heighten market awareness of the range and diversity of experiences that introduce the visitor to the wider Killarney area proposition.



ENVIRONMENT

12. Develop effective management of the environment, including natural, cultural and heritage assets through the progression of a DEDP Monitoring Programme.



SECTION

Killarney Projects

C1: PLAN IMPLEMENTATION

The implementation of the KDEDP is based on stakeholder commitment to project delivery. Key stakeholders will take ownership or partner on the delivery of the key tasks required to implement the KDEDP. It represents a five-year operational plan creating a destination development focus for Killarney.

The KDEDP is designed to build on existing project plans and integrate all related activity for a coordinated series of outputs. These include projects that are being implemented, projects featured in existing plans and new concepts to build the destination's capacity for new visitor experience development.

A list of actions relating to all proposed projects and strategic pillars has been devised. Each of the stakeholders listed below has been tasked with delivering on actions which will help to shape the plan and ultimately ensure the success of the project over the next five years.

ACRONYM	STAKEHOLDER
DCHG	Department of Culture, Heritage and the Gaeltacht
FI	Fáilte Ireland
HTI / HC	Historic Towns Initiative / Heritage Council
IHF	Irish Hotels Federation
IVF	Irish Vintners Federation
LC	Local Community
LEO	Local Enterprise Office
MTU	Munster Technological University
KCB	Kerry Convention Bureau
KCC	Kerry County Council
KCTC	Killarney Chamber of Tourism & Commerce
KETB	Kerry Education and Training Board
KTIF	Kerry Tourism Industry Federation
NPWS	National Parks & Wildlife Service
OPW	Office of Public Works
PS	Private Sector

The implementation phase is structured around an action plan approach. The framework adopts the VICE model as a means of measuring success and is applied to the operational framework for the KDEDP. This includes the measurement of projects that will enhance tourism industry capacity development, experience creation and enhancement, catalyst and elevation destination enabling projects.

TIMING

Short-term Year 1-2 2022 /2023

Medium-term Years 3-4 2024/2025

Long-term Years 5+ 2026



C2: KILLARNEY DEDP ACTION PLAN

STRATEGIC PILLAR: DESTINATION COMPETITIVENESS		Time	Lead	Partners	FI Strategic Pillar
Project 1 – Business Tourism					
1.1	Deliver the new Kerry Convention Bureau Roadmap to Growth strategy to develop Business Tourism and address the challenge of seasonality in Killarney through enhancing its appeal to the MICE sector.	ST	KCB	FI KCTC KCC	Prepare the Pipeline
1.2	Examine the opportunity for a Gala Dining venue for Killarney that's enhances the business tourism capacity of the destination and increasing business tourism competitiveness versus other national MICE destinations.	LT	KCTC		Prepare the Pipeline
Project 2 – Festivals and Events					
1.3	Continue to support Killarney's current annual suite of festivals and events with a long term vision to develop an additional suite of festivals and events which will increase seasonality for Killarney through a multi-stakeholder approach that will stimulate both the day time and evening economy.	MT-LT	KCTC PS	KCC FI NPWS	Delivering Excellence
Project 3 – Destination Performance					
1.4	Undertake a new accommodation performance and data research project to monitor tourism performance in Killarney with the support of the accommodation sector to confidently contribute data in a timely and regular manner to an agreed research system	ST	KCTC PS IHF	FI NPWS	Survive to Thrive

STRATEGIC PILLAR: DESTINATION BRAND		Time	Lead	Partners	FI Strategic Pillar
Project 4 – Destination Brand					
2.1	Review, refresh and develop the brand for Killarney creating a unified destination marketing approach supported by a narrative that defines the destination ambition for Killarney, delivered with the resources required to create an impactful international tourism destination brand.	ST	FI	All	Accelerate Domestic Tourism
Project 5 – Destination Imagery					
2.2	Develop the suite of visual assets that communicates the Killarney experience and reflects a new destination brand approach to be adopted by all stakeholders in marketing development.	ST	FI KCTC KCB	KCC	Accelerate Domestic Tourism
STRATEGIC PILLAR: ALIGNING TOWN AND COMMUNITY		Time	Lead	Partners	FI Strategic Pillar
Project 6 – Re-imaging Urban Spaces (Strand A and Strand B Outdoor Dining)					
3.1	Work to sustainably develop the public realm through urban animation projects that have potential to transform and re-imagine urban centres for visitors. At the same time, create vibrant and creative communities and greater capacity in outdoor dining by supporting individual businesses to upgrade and enhance streets and public spaces and implementing weather-proofing solutions which will facilitate year-round outdoor dining.	ST-MT	KCC	KCTC FI	Opening the Outdoors
Project 7 – Public Realm, Placemaking & Orientation (Original 1)					
3.2	Develop new visitor experiences by enhancing the Killarney Town Story and creating a sense of place which will identify with the existing historical, cultural landmark buildings and promote the uniqueness of the town.	ST	KCC	FI KCTC IHF NPWS/ OPW KCB	Opening the Outdoors

STRATEGIC PILLAR: ALIGNING TOWN AND COMMUNITY		Time	Lead	Partners	FI Strategic Pillar
3.3	Implementation of new public realm plan for Killarney with strong pedestrian links to the town core which will include reimagining the laneways and improving connectiveness, promoting smarter sustainable transport modes by means of wayfinding and green linkages, orientating the town to the National Park and Killarney House & Gardens.	MT-LT	KCC	FI KCTC IHF NPWS/ OPW KCB	Opening the Outdoors

Project 8 – Visitor Orientation

3.4	Development of Killarney Experience Trails to introduce visitors to the full range of immersive experiences that exists such as the creation of thematic cultural, heritage and food trail options supporting visitor dispersion across the town.	ST	FI	PS KCC KCTC	Opening the Outdoors
3.5	Develop a consistent approach to visitor trails linking the town and park. It will deliver an innovative waymarking approach introducing visitors to new Killarney experiences and linking the town and the National Park with a menu of looped walks/cycles varying distances e.g. 1km, 5km, 10k and 25+ Killarney Trails encompassing and complimenting the development of the new corporate brand for Ireland's National Parks, which includes waymarking signposting.	MT	NPWS/ OPW	FI KCC KCTC	Opening the Outdoors

Project 9 – Killarney Retail Experience

3.6	Review the retail offering for Killarney in light of insights and research which will address the diversification required from the local and visitors' perspective.	LT	KCTC PS	FI/KCC	Survive to Thrive
3.7	Examine the opportunity to create a market area and market experience for Killarney with a town centre focus to house artisan produce and add to the diversity of retail experiences.	MT-LT	KCTC PS KCC	FI	Survive to Thrive

Project 9 – Killarney Retail Experience

3.8	Examine the feasibility of a new indoor visitor attraction / activity centre for Killarney that will have the capacity to become a key attraction addressing the challenge of seasonality and generating all year-round activity and has the greatest potential to grow tourism.	MT	PS KCTC		Prepare the Pipeline
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STRATEGIC PILLAR: KILLARNEY EXPERIENCES		Time	Lead	Partners	FI Strategic Pillar
Project 11 – Killarney National Park (All projects will ensure that the biodiversity role of NPWS is fully understood and appreciated)					
4.1	Support the implementation of the Killarney National Park Tourism Interpretation Masterplan Framework (T.I.M.P.) to create new activity, heritage and cultural experiences for visitors and the local community through enhanced trails facilities and visitor servicing.	ST-LT	NPWS	FI KCC KCTC	Prepare the Pipeline
4.2	Examine the requirements to deliver a Muckross to Dinis looped cycleway.	LT	KCC	NPWS FI, KCTC	Prepare the Pipeline
4.3	Assess the feasibility to complete a cycle and walkway from Killarney town to Muckross as part of the Muckross Lake Loop.	MT-LT	KCC	NPWS	Prepare the Pipeline
4.4	Assess the feasibility for developing looped walks and trails linked to the National Park that unlock the potential of the Killarney National Park as a major project for Killarney.	LT	NPWS	KCTC KCC FI	Prepare the Pipeline
4.5	Deliver an annual education programme for the tourism industry on the opportunities and constraints that exist within Killarney National Park for all Tourism Stakeholders to understand the daily operational programmes to deliver a responsible approach to use of the park.	ST	NPWS	KCTC FI	Prepare the Pipeline
4.6	Undertake an audit of existing visitor experiences and events currently operating in the Killarney National Park examining how many are prebookable to 'walk up' experiences or events. Pilot an annual or bi-annual permit system for activity providers in association with accommodation providers which will include terms, conditions and guidelines that will protect park resources and the role of NPWS while allowing the event or experience to enjoy the park without interfering with other park visitors, protect the park resources and role of NPWS.	ST	NPWS FI	KCTC KCB PS	Prepare the Pipeline
4.7	Assess the feasibility of developing a new natural sculpture trail linking the town with Killarney National Park.	ST	NPWS	KCC KCTC	

STRATEGIC PILLAR: KILLARNEY EXPERIENCES		Time	Lead	Partners	FI Strategic Pillar
Project 12 – Killarney House (All projects will ensure that the biodiversity role of NPWS is fully understood and appreciated)					
4.8	Deliver on the potential of Killarney House and Gardens through a master planning approach from external signage to the use of additional on-site facilities as part of visitor experience	MT	NPWS	KCTC KCC FI	
4.9	Support and deliver on the potential of visitor experiences for Killarney House and Gardens.	MT	NPWS	KCTC KCB, FI	
4.1	Assess the feasibility of developing a "shared facilities" unit for use by activity providers and consumers in the National Park.	LT	NPWS	KCTC PS	

Project 13 – Killarney Arts and Cultural Experiences					
4.11	Expand the level of accessibility of the arts and cultural experience provision for visitors through the two new cultural venues, delivering day and evening time experiences.	MT-LT	KCC	FI KCTC PS	Prepare the Pipeline

Project 14 – Killarney Food and Drink Experiences					
4.12	Develop new food and drink experiences in Killarney and increase the variety of quality dining options available to visitors.	ST	FI KCTC		Prepare the Pipeline
4.13	Develop a motivational and innovative Killarney Food Trail for visitors linking the Killarney Food Story with associated food and drink experiences.	ST	FI KCTC	KCC LEO	Prepare the Pipeline
4.14	Examine the development of new Killarney food and drink experiences and venues to deliver uniquely Killarney evening experiences.	MT	FI	PS KCTC	Prepare the Pipeline

Project 15 – The Killarney Story					
4.15	Examine the potential to capitalise on Killarney's outdoor assets and re-imagine its story/stories through its urban spaces with the development through a public realm and urban animation project that have the potential to transform and re-imagine Killarney urban centre for both visitors and communities.	ST	KCTC	KCC FI	Prepare the Pipeline

STRATEGIC PILLAR: KILLARNEY EXPERIENCES		Time	Lead	Partners	FI Strategic Pillar
Project 16 – Digitalisation					
4.16	A enhanced approach to digitalisation for businesses to expand their market reach, increase growth and improve operational efficiencies as well as enhancing the visitor experience and improving destination management. Websites, booking facilities and digital distribution technologies must be adopted by attractions and activity provider to target those in the planning phase of their trip and those already in-destination researching things to see and do.	ST-MT	FI	KCTC IHF KCC	Digital that Delivers

STRATEGIC PILLAR: EXPERIENCE ARTISANS		Time	Lead	Partners	FI Strategic Pillar
Project 17 – Business Capability					
5.1	Develop the Front of House local experience training programme to build industry capability of both day and night time experiences which they can share with visitors to Killarney, i.e. what's on, where to go, how to book etc.	ST	FI	KECB ITT KCTC KCB NPSW	Survive to Thrive
5.2	Develop a new focus on itinerary creation for visitors to extend dwell time in Killarney. This will see the creation of packages linking Killarney tourism providers to co-create new added value experiences in Killarney and on the Wild Atlantic Way.	ST	FI	KCTC KCC IHF ITT NPWS	Survive to Thrive
5.3	Demonstrate destination leadership in the creation of strong content and engagement with digital platforms and technologies to communicate with visitor audiences showcasing new, collaborative experiences.	ST-LT	KCTC FI	PS KCC ITT KTIF	Digital that Delivers
5.4	Conduct an audit of experiences available in Killarney, review how they are being "sold" to the visitor and categorise in terms of Activity, Heritage, Day time experience, night time experience, bookable online.	ST	FI	KECB ITT KCTC, KTIF KCB NPWS/ OPW	Prepare the Pipeline

STRATEGIC PILLAR: EXPERIENCE ARTISANS		Time	Lead	Partners	FI Strategic Pillar
5.5	Increase the number of bookable experiences available to visitors in Killarney across the day and evening economy.	ST-LT	KCTC KTIF	FI KCC	Digital that Delivers
5.6	Deliver a bespoke modular business supports programme for Killarney through the creation of a visitor experience innovation academy programme. This programme will improve industry product knowledge, increase levels of collaboration and increase both domestic and international economy for Killarney.	ST-LT	FI	KCTC KCC NPWS/ OPW IHF	Survive to Thrive

Project 18 – Safe Destination

5.7	To ensure all businesses in Killarney adopt and promote the Safe Destination Kerry initiative and which links to the Purple Flag recognising excellence in the management of the evening and night-time economy and Killarney a safe and friendly environment in which to live, socialise and work.	ST-MT	KCC KCTC	KCTC KETB IHF LC	Delivering Excellence
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Project 19 – Evening Economy

5.8	Implement a new evening experience development focus to new evening time experiences in Killarney outside of public houses and maximise its events hosting capacity to stimulate the evening economy.	ST	IHF PS KCTC	FI KCC NPWS	Accelerate Domestic Tourism
5.9	Maximise the potential of Killarney as a leisure and business event centre to host large events and become a catalyst for engaging with the evening economy.	ST	IHF PS KCTC KCB	FI KCC	Prepare the Pipeline
5.10	Support the continued development of the Purple Flag and its capacity to create a unifying engagement platform for the community and the tourism industry.	ST-LT	KCTC KCC	PS FI	Delivering Excellence

Project 20 – Sustainable Tourism Destination

5.11	Develop an industry and community wide approach to sustainable tourism that supports Killarney's ambition to be a world leading responsible tourism destination	ST-LT	FI KCC	KTIF KCTC PS LC	Reducing the Carbon Footprint
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STRATEGIC PILLAR: EXPERIENCE ARTISANS		Time	Lead	Partners	FI Strategic Pillar
Project 21 – Tourism for All					
5.12	Develop the opportunity for accessible tourism in Killarney as part of the 'Tourism for All' with Killarney as the leading national accessible tourism destination in Ireland.	ST-LT	KCC KCTC	FI	Stay Safe

Project 22 – Active Travel

5.13	Develop high quality walking and cycling facilities in Killarney as part of the Active Travel funding which will encourage more people to switch to active travel and will contribute to tackling climate change. It will connect communities and make walking and cycling attractive, safe and accessible to everyone.	ST-MT	KCC	KCTC LC	Reducing Carbon Footprint
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Red Deer, Killarney National Park

SECTION



Environment



D1: ENVIRONMENTAL

This Plan provides an opportunity to ensure that all existing and future tourism projects and initiatives within the Killarney Destination & Experience Development Plan area are planned, developed and managed in a sustainable and integrated manner. The VICE (Visitor, Industry, Community and Environment) Model for Sustainable Tourism is an approach that this Plan is developed from and strives to implement.

Fáilte Ireland recognises the need to integrate environmental considerations into this Plan in a way that responds to the sensitivities and requirements of the wider natural environment. Environmental considerations including inland and coastal water quality and amenity, climate change, traffic, biodiversity, built and cultural heritage, landscape, critical infrastructure and communities, all play a vital part in our tourism sector.

The protection, enhancement and promotion of our most important tourism asset – the natural environment has been an integral part of the formation of this Plan as is evidenced in the following:

- Environmental assessments and resulting measuring and monitoring,
- A firm commitment to ensuring sustainable and responsible tourism principles are practiced,
- Compliance with statutory decision making and consent granting at Plan implementation stage, and
- Integrating requirements for environmental protection and management.

Environmental Assessment

Consideration has been given to the requirement to undertake environmental assessment of this Plan in order to ensure full legal compliance and to further integrate protection, enhancement and promotion of the environment in developing and implementing the Plan.

The following sets out the two types of environmental assessments that were considered.

1. Strategic Environmental Assessment (SEA)

The Plan was examined for the need to undertake Strategic Environmental Assessment (SEA). On initial examination of the Plan it was determined that full SEA would be required. The assessment process was completed having full regard to SEA Directive 2001/42/EU and to Statutory Instrument No. 435/2004 as amended. The outcome of this process can be referenced in the relevant environmental documents that accompany this Plan.

2. Appropriate Assessment (AA)

The Plan was examined for the need to undertake Appropriate Assessment (AA). On initial examination of the Plan and in completing screening for AA, it was determined that Stage 2 AA would be required. The assessment process was undertaken having full regard to the Habitats Directive 92/43/EEC and to Statutory Instrument No. 477/2011. The output and outcome of this process can be referenced in the relevant environmental documents that accompany this Plan.

Key findings of the SEA and AA Process for the Plan

Having completed full SEA and AA on the Killarney Destination and Experience Development Plan it is evident that these processes have had a positive influence on the evolution of the Plan and will also continue to have a positive environmental influence as the plan enters its implementation phase. The outcome of completing the above environmental assessments has resulted in the following

- Identifying and mitigating where relevant potential environmental impacts resulting from the Plan.
- Identifying relevant positive environmental impacts arising from the Plan and ensuring the implementation of actions that result in environmental protection, enhancement and promotion e.g. visitor management actions, environmental and sustainable education.
- Developing a suite of mitigatory actions to ensure that any negative environmental impacts are reduced or eliminated at plan implementation stage this suite of mitigatory actions includes:

- The requirement to establish the status of the plan and its interrelationship with Statutory Decision making and consent-granting frameworks,
- Integrating the requirements for Environmental Compliance into the Plan. Particular emphasis is placed on the following:
 - ◆ Requirements for lower-tier environmental assessment,
 - ◆ The Kerry County Development Plan,
 - ◆ The Climate Action Plan 2019,
 - ◆ Visitor management,
 - ◆ Consideration for infrastructural capacity and green infrastructure,
 - ◆ Eco system services

■ Development and execution of an Environmental Monitoring Programme for the Plan during implementation and operation.

- The SEA Directive requires that the significant environmental effects of the implementation of plans and programmes are monitored. Section A5a details the measures that have been selected in order to monitor the likely significant effects of implementing this Plan.
- Monitoring can demonstrate the positive effects facilitated by the Plan and can enable, at an early stage, the identification of unforeseen adverse effects and the undertaking of appropriate remedial action.
- The occurrence of persistent significant adverse environmental effects which are directly attributable to tourism would necessitate consideration of the effects in the context of the

Plan and a possible review of part(s) of the Plan.

- Environmental monitoring will be based around indicators that allow quantitative measures of trends and progress over time relating to the Strategic Environmental Objectives.
- A variety of sources of information will be used to run the programme.

Environmental Monitoring will be executed by Fáilte Ireland and will run concurrently with the implementation phase of the Plan itself. It will be reported on to the Plan's implementation group on an annual basis where relevant information sources allow, and the findings of the monitoring will influence the actions of the plan as it progresses. The monitoring will be linked directly to the Plan KPI's, including monitoring of visitor numbers where relevant.

Environmental monitoring for the Destination and Experience Development Plan and other existing/future Fáilte Ireland plans, programmes, etc. may be undertaken and reported on at the same time.

The SEA and AA documents provide a comprehensive description of the environmental baseline including natural heritage, ecosystem services, designated sites and protected species within and beyond the Plan area. The findings of SEA and AA should be read in conjunction with the Plan."

Sustainable and Responsible Tourism

This Plan conforms and commits to sustainable growth of tourism in the Killarney area and, in completing the above-mentioned assessments, demonstrates the strong commitment to the VICE Model for Sustainable Tourism Development. The implementation of the guiding principles on the following page is key to the success of the Plan.



Ladies View, National Park

Guiding Principles for Sustainable and Responsible Tourism

- Assess the feasibility of developing and implementing visitor management plans where relevant.
- Encourage the adoption of a responsible tourism approach with ongoing monitoring of environmental impacts.
- Increase awareness and appreciation of Killarney region's unique landscape and environment.
- Increase environmental performance among tourism businesses.
- Encourage sustainable modes of transport and ensure they are accessible to tourists.
- Introduce and implement minimum sustainable standards for tour guides.
- Increase and promote environmental protection and enhancement when progressing actions derived from this plan.
- Ensure the EPA's Environmental Sensitivity Mapping Webtool is consulted when implementing projects resulting from this plan.
- Monitor the quality of visitor experiences and local social/cultural impact at key sites.
- Ensure visitor experiences are accessible to all where possible.
- Support voluntary and community led environmental protection projects, which in turn benefit tourism.
- Advocate for the protection of key environmental and tourism assets.
- Improve tourist management, particularly in mature and established tourist areas.
- Encourage tourism related businesses to engage in the Leave No Trace Programme.
- Ensure crucial infrastructure including water and wastewater services are in place and adequate.
- Harness the importance of ecosystem services and protected sites to encourage sustainable levels of ecotourism growth and awareness.
- Ensure invasive species management is in place through the promotion of effective biosecurity measures.

Implementation and Consent

This Plan is situated alongside a hierarchy of statutory documents setting out public policy for land use development, tourism, infrastructure, sustainable development, environmental protection and environmental management. These include the National Planning Framework (NPF), Regional Spatial and Economic Strategies (RSESs) and lower tier Development Plans and Local Area Plans.

Implementing the DEDP will involve Fáilte Ireland helping to facilitate, promote, support and coordinate stakeholders (including local authorities, other government agencies, tourism operators, communities and visitors) in their activities in a way that is consistent with existing and emerging plans that have been subject to environmental assessment. The DEDP does not provide consent, establish a framework for granting consent or contribute towards a framework for granting consent.

In order to be realised, projects included in this Plan will have to comply, as relevant, with the various provisions of legislation, policies, plans and programmes (including requirements for lower-tier Appropriate Assessment, Environmental Impact Assessment and other licencing requirements as appropriate) that form the statutory decision-making and consent-granting framework, of which this Plan is not part and does not contribute towards.

Further detail on requirements in this respect are set out in Section 9.2 of the accompanying SEA Environmental Report.

Integrating Requirements for Environmental Protection and Management into the Plan

The SEA and AA team worked with the Plan-preparation team at Fáilte Ireland in order to integrate requirements for environmental protection and management into the Plan.

Fáilte Ireland provides funding for sustainable tourism projects that emerge as part of specific, competitive, themed and time-bound grant schemes or as part of wider strategic partnerships. These include projects relating to land use, infrastructural development and land use activities and attractions. Reference made to such projects included in the Plan does not guarantee funding. While funding is provided to certain projects, Fáilte Ireland is not the developer.

In order to achieve funding (including promotion) for land use or infrastructural development or land use activities from Fáilte Ireland, Fáilte Ireland's stakeholders shall be required to demonstrate compliance with measures relating to sustainable development, environmental protection and environmental management contained within the following Fáilte Ireland published documents:

- Wild Atlantic Way Operational Programme Appendix 5 "Site Maintenance Guidelines" and other relevant measures from the Fáilte Ireland visitor and habitat management guidelines series (and any subsequent replacements); and
- Wild Atlantic Way Operational Programme Appendix 6 "Environmental Management for Local Authorities and Others" (and any subsequent replacements).

In order to be realised, projects included in the DEDP (in a similar way to other projects from any other sector) will have to comply, as relevant, with various legislation, policies, plans and programmes (including requirements for lower-tier Appropriate Assessment, Environmental

Impact Assessment and other licencing requirements as appropriate) that form the statutory decision-making and consent-granting framework, of which the DEDP is not part and does not contribute towards. Such legislation, policies, plans and programmes include:

- Requirements for lower-tier environmental assessment, including EIA and AA;
- Statutory land use plans that form part of the statutory decision making and consent-granting framework (e.g. Development Plans, such as the Kerry County Development Plan, and Local Area Plans) and that have undergone environmental assessment, as appropriate, including various provisions relating to sustainable development, environmental protection and environmental management; and
- The Climate Action Plan 2019 and the National Climate Change Adaptation Framework (2018 and any subsequent versions)

Infrastructure Capacity

With respect to infrastructural capacity (including drinking water, wastewater, waste and transport) the potential impact on existing infrastructure as well as the potential environmental effects of a likely increase in tourism-related traffic volumes along any routes resulting from the relevant initiative shall be considered and mitigated as appropriate, where relevant. The promotion of developing visitor friendly infrastructure where it is required will also be encouraged.

Visitor Management

Those receiving funding shall seek to manage any increase in visitor numbers and/or any change in visitor behaviour in order to avoid significant effects including loss of habitat and disturbance, including ensuring that new projects are a suitable distance from ecological sensitivities. This will include the preparation of Visitor Management Plans, including for Catalyst Projects, where relevant.

Extensive research by Fáilte Ireland has shown improved environmental outcomes (including improved attainment of conservation objectives) in areas with visitor management strategies. Where available, this research will continue to be used as part of a feedback loop to inform ongoing review of Fáilte Ireland activities, including within the Killarney DEDP area.

Visitor management strategies will be required for proposed plans, programmes and projects that are to receive funding as relevant and appropriate.

Green Infrastructure and Ecosystem Services

Those receiving funding shall contribute towards the maintenance of existing green infrastructure and its ecosystem services, taking into account the output of the Mapping and Assessment of Ecosystem Services project being undertaken by the NPWS. Proposals for the development of any green infrastructure should demonstrate the synergies that can be achieved with regard to the: provision of open space amenities; sustainable management of water; protection and management of biodiversity; protection of cultural heritage; and protection of protected landscape sensitivities.

Appendix

Guiding Current Policy and Planning

In order to support the ambition around sustainable destination growth, the KDED P is designed to guide Killarney and its stakeholders through a five year development focus through continuous improvement and experience innovation. The KDED P is aligned with a number of existing strategies, policy and industry reports. They include;

In order to support the ambition around sustainable destination growth, the CCDED P is designed to guide the destination and its stakeholders through a five year development focus through continuous improvement and experience innovation. The CCDED P is aligned with a number of existing strategies, policy and industry reports. They include;

- Fáilte Ireland Corporate Plan
- Fáilte Ireland Regional Tourism Strategies – 2022–2026
- 'People, Place and Policy: Growing Tourism to 2025' Department of Transport, Tourism and Sport
- Our Rural Future: Rural Development Policy 2021 – 2025
- Tourism Action Plan 2019 – 2021
- Kerry Tourism Strategy (2016–2022), Kerry County Council
- Experiencing the Wild Heart of Ireland – A Tourism Interpretative Master Plan for Ireland's National Parks (2018), National Parks and Wildlife Service
- Kerry Convention Bureau Roadmap for Growth – 2019–2023
- TEIR One, (2018), Killarney Chamber & Tourism Council
- Actions to Promote Sustainable Tourism Practices 2021–2023

The following provides an overview of the key actions identified within the reports that directly relate to tourism development with implications for Killarney.

FÁILTE IRELAND CORPORATE PLAN AND REGIONAL TOURISM STRATEGIES (2022–2026)

Fáilte Ireland's Corporate Plan as the basis for national tourism development supported by Regional Tourism Strategies (2022–2026) for each of the four regional brands.

PEOPLE, PLACE AND POLICY: GROWING TOURISM TO 2025

'People, Place and Policy: Growing Tourism to 2025' includes a focus on growing visitor numbers, overseas revenue and employment. In achieving these, the plan also addresses the challenges of seasonality, regional dispersion of visitors and sustainability. This policy statement is centred on Ireland achieving its full potential as a destination for overseas tourism. However, it is recognised that the domestic tourism market underpins the range of visitor accommodation and services that provide competitive advantage to Ireland in the international market and many of the measures contained in this statement will similarly benefit the domestic tourism sector.

OUR RURAL FUTURE: RURAL DEVELOPMENT POLICY 2021–2025

The policy provides a framework for the development of rural Ireland over a five-year period. The role of tourism in local and regional economies is recognised as being of an importance that 'cannot be understated'. The aim of growing the tourism offering and developing outdoor activity tourism are highlighted in the policy. Particular relevant policy measures include:

- Maximising resources and strengths in the Green Economy to support employment opportunities for rural communities across a range of areas including sustainable tourism (Policy Measure 26)
- Further development of the Fáilte Ireland Experience Brands including the Wild Atlantic Way by strengthening Ireland's image as an outdoor activity holiday destination for both domestic and international markets (32)

- Investment in greenways, blueways, walking trails and other outdoor recreation infrastructure to support the growth in outdoor recreation tourism (36)
- Expansion of the Walks Scheme to achieve a target of at least 80 trails (38)
- Explore the potential for the development of further tourist trails, including cross-border trails and initiatives (39).

TOURISM ACTION PLAN 2019 – 2021

The action plan developed by the Irish government's Sustainable Tourism Working Group sets out the ambition that 'Ireland will seek to be amongst the world-leaders in sustainable tourism practices', setting out eight guiding principles for sustainable tourism development in Ireland.

1. All of government will work together with industry towards achieving a sustainable tourism sector.
2. Sustainable tourism growth will be achieved in a manner that focuses on overall economic benefit ahead of the number of tourists.
3. Tourism will support economic growth in communities throughout the country and with a greater spread of demand across the year.
4. In delivering high quality tourism experiences that exceed our visitors' expectations, we will do so in a manner that minimises any negative environmental or community impacts.
5. As custodians of our natural landscape and of our historic and cultural assets, we will protect them for the next generation.
6. Responsible behaviour by our visitors will be encouraged to maximise the mutual benefit of tourism to Ireland's people and place.
7. The tourism sector will support and promote efforts to move to more sustainable forms of transport to, and around Ireland.
8. The tourism sector must play its part to help deliver Ireland's commitments under the Paris Agreement on Climate Change.



Killarney National Park

KERRY TOURISM STRATEGY

The Kerry County Council Tourism Strategy 2016–2022 refers to a range of actions designed to develop tourism in Killarney.

- Install electronic tourist information signs, at appropriate locations, in the town. (Communications 1.5.5)
- Progress the Fossa Way proposals around Lough Leanne and link Fossa to the Gap of Dunloe in Killarney, in a sustainable manner. (Walks 1.8.1)
- Devise traffic management plan for Killarney. (Road Access 1.11.5)
- Provide all-weather coverings in Main Street, Killarney to facilitate weather independent events in the town centre. (Visitor Attractions 1.12.4)
- Maximise the potential of Killarney House and facilities. (Visitor Attractions 1.12.7)
- Further develop other onsite buildings on the Killarney House site in a sustainable manner. (Visitor Attractions 1.12.8)
- Provide an outdoor gymnasium at an appropriate location in Killarney. (Visitor Attractions 1.12.9)
- Extend the Ross Road Cycle Path/Walkway in Killarney, in a manner compatible with environmental protection objectives. (Cycling 2.2.2)
- Provide environmentally friendly hikes for wildlife enthusiasts at appropriate locations in Killarney National Park. (Natural Heritage 3.2.3)
- Develop a Killarney Lakes History and Boating Museum. (Natural Heritage 3.2.4)
- Promote Killarney horse racing festival to international visitors. (Community Tourism, Events & Festivals 4.12)

NATIONAL PARKS MASTERPLAN

- Killarney National Park actions detailed in 'Experiencing the Wild Heart of Ireland - A Tourism Interpretative Master Plan for Ireland's National Parks' (2018)
- Rebrand and configure Killarney National Park around Killarney House and Knockreer Education Centre, as the core interpretative centre, with branded signage and messaging. (K.1)

- Apply the new Killarney National Park Interpretative Framework based on identified themes of lakes, mountains, oak and yew woods, Lusitanian flora and a rich array of legends. (K.2)
- Map out the full range of recreational experiences (walk/hiking/cycling/kayaking etc) available and assess suitability for promotion to visitors on printed maps and Map-broads. (K.3.1 Improved access to nature and cultural heritage in the wider park)
- Enhance ecclesiastical and mining heritage interpretation including self-guiding trails with brochures of Ross Castle & Island boat trips to Inisfail Island. (K.3.2 Improved access to nature and cultural heritage in the wider park)
- Increase boat trips and kayaking experiences on the lakes. (K.3.3 Improved access to nature and cultural heritage in the wider park)
- Develop expert seasonal guided walks (flora/trees; geology & landscape; bats/nocturnal animals; deer rutting. (K.3.4 Improved access to nature and cultural heritage in the wider park)
- Promote the Kerry Way to Reenadinna Wood to view one of the best yew woodlands in Europe. (K.4.1 Enhanced recreational walking/hiking/cycling in the wider KNP)
- Foster a cycle/walk to Colleen Bawn and Dinis Island; stopping off for refreshments at the 'Meeting of the Waters'. (K.4.2 Enhanced recreational walking/hiking/cycling in the wider KNP)
- Promote the Kerry Way trail along Esknamucky Glen from Torc Waterfall to Galway's Bridge. (K.4.3 Enhanced recreational walking/hiking/cycling in the wider KNP)
- Provide improved access to Mangerton Mountain and Devil's Punchbowl; shuttle transfers. (K.4.4 Enhanced recreational walking/hiking/cycling in the wider KNP)
- Develop links to Reeks Mountain Forum, with improved access to Purple and Tomies Mountains. (K.4.5 Enhanced recreational walking/hiking/cycling in the wider KNP)
- Encourage arts events in Killarney National Park in coordination with the community e.g. opera at Killarney House; sculptures as access points to trails. (K.5)

- Endorse sustainable cycle trails network, from Killarney House. (K.6.1 Sustainable Transport within and without the Park)
- Complete Lough Leane Cycle Trail. (K.6.2 Sustainable Transport within and without the Park)
- Provide cycling route options to Gap of Dunloe; with return by lake boat. (K.6.3 Sustainable Transport within and without the Park)
- Establish scheduled shuttle bus from Killarney House via Muckross to Lady's View and Moll's Gap. (K.6.4 Sustainable Transport within and without the Park)
- Explore the option of charging for car parking at Muckross to encourage people to use the shuttle bus service. (K.6.5 Sustainable Transport within and without the Park)

KERRY CONVENTION BUREAU ROADMAP FOR GROWTH – 2019-2023

The vision for the Kerry Convention Bureau Destination Marketing Roadmap is for Kerry to be recognised as Ireland's premier business tourism destination for sustainability, community, social entrepreneurship and responsible tourism. Killarney is identified as one of five MICE centres in Kerry and will be a key element in the success of the MICE strategy.

The identified critical success factors driving the strategy include; Where do we

- Development of Kerry USP's e.g. leading Irish destination for Accessible Tourism and/or Sustainability and/or CSR.
- KCB and industry developing targeted sales focus – Go Get approach & implementing collaborative sales initiatives.
- Implementation of effective sales activities targeting international Association Conference business.
- Increase in pipeline of shoulder season business when Kerry can be most competitive.
- KCB attending range of relevant, international trade events, outside of headline shows.
- Revitalisation of relationships with DMC's.



Gap of Dunloe

- Increased regional awareness with international audience.
- Expansion of Kerry Conference Ambassador Programme.
- Progression of Accessible Tourism pilot project.
- Development of creative and innovative CSR activities.
- Implementation and support of regional sustainability initiatives, aligned with United Nations Sustainability Development Goals.
- Annual improvement in Kerry ranking on GDS-Index.
- Collaboration between FI and RCB's and further development of Convention Bureau of Ireland initiative.
- Increased engagement with SITE.
- Refresh of MICE product offerings and animation of small product offering.
- Nurture and fostering of relationships with local activity partners/specialists to expand product range.
- Alignment of Business Tourism Roadmap with Killarney DEDP and regional Destination Experience Development Plans (DEDP's).
- Raise profile of KCB locally, nationally and internationally to become event planners preferred route to market.
- Increase ability to add value, enhance programs and maximise KCB member opportunities.
- Establish KCB fund to provide additional supports to events which fall outside of FI financial support programme.

KILLARNEY TEIR ONE

The Killarney TEIR One is an independent industry report assessing the impact of tourism on Killarney. The following represent a number of the recommendations with particular relevance to the KDEDP.

- Investment in the infrastructure required to increase the carrying capacity of Killarney i.e. ability to manage increasing traffic and visitor volumes.
- Ensuring Killarney continues as a catalyst for tourism dispersion and continues its role in attracting visitors to the south west.
- Supporting direct international access to the West coast to contribute to balanced economic development and the issue of regionality.
- Prepare for the Brexit challenge and build on Killarney's strong appeal within the North American and Mainland European markets to offset any potential risk in the UK marketplace.
- Enhance the product mix in the town to build the town's capacity to attract and retain visitors' i.e. indoor visitor attractions, extended evening economy options.
- Investment in key products or segments that will address the seasonality challenges faced by Killarney and the wider Kerry area.

*Additional visitor research was carried out by Killarney Chamber of Tourism and Commerce in 2020 and 2021 to build on the TEIR ONE study assessing visitor sentiment on Killarney as a visitor destination.

ACTIONS TO PROMOTE SUSTAINABLE TOURISM PRACTICES

2021 – 2023

The objectives of this plan are to identify actions which promote sustainable tourism practices, establish new research methods and form a clear narrative for communication about the sustainability agenda. Actions are grouped under the seven themes of policy, evidence base, environmental impact, awareness and education, business planning, destination management, and sales and marketing.

As per Action 23 of the plan, the guiding principles for sustainable development are embedded in this DEDP. It is also a further action of this DEDP that local stakeholders are aware of opportunities to maximise the potential of nature based solutions identified by Action 27 of the plan.



Appendix

2

Kerry Convention Bureau
Roadmap for Growth - 2019-2023



OUR VISION: For Kerry to be recognised as Ireland's premier business tourism destination for sustainability, community, social entrepreneurship and responsible tourism



OUR MISSION: To partner with our membership and industry partners to enable the attraction and delivery of business events that align with our Key Performance Indicators (KPIs)



OUR Key Performance Indicators

- KCB achieving year on year growth of 12% or above
- Business influenced and won by KCB to be made up of 70% Association Conferences and Corporate Meetings | 30 % Incentives
- Stable membership & growth achieved in all five MICE Destinations

Target KPI's for KCB:

- Winning total business for the region of ***€7.1m** per annum or above
- Association Conference business **> €4m**
- Corporate Meetings business **> €800k**
- Incentive business **> €1.7m**

**The above figures are based on achieving 12% growth in each sector in 2020-2022, using business won between 2017-2019 as the baseline*

- Successfully selected as host destination in the 2020 tender process for the World Irish Dancing Championships between 2024-2029, based on planned successful delivery of 2021 event
- Holding minimum of two fairs and two trade events per year
- KCB website www.kerryconventionbureau.com receiving **>7k** visitors per year, with average dwell time of > 2.5 minutes

**The above figures are based on achieving 12% growth per annum from 2019 figures of 4.5k visitors, staying on the site for an average of 1.5 mins*

Growth Challenges

- Access
- Global political and economic situation
- Uncertainty around Brexit & its impact
- Capacity challenges including offsite historical/cultural Gala Dinner
- venue of size for incentive groups
- Range and freshness of product offerings
- Remaining a 'value for money' and competitive destination in high season
- Access to additional funding
- Seasonality; extension of shoulder periods
- Industry: Gaining buy in and ownership from industry partners such as OPW and NPWS to support development of activity options in national park
- Delays in developing Accessible Tourism offering Growth

Steps to Success

1. Grow Destination Awareness
2. DMC/PCO Strategy
3. Develop Knowledge Based Bidding
4. Develop Product Offering
5. Share our Story
6. Target markets using best platforms
7. Develop Kerry as Sustainable & Accessible destination
8. Build Trade Capability
9. Build KCB Knowledge & Skillset



Killarney House and Gardens

