

Cork City, Harbour and East Cork



Destination and Experience Development Plan



November 2024



Comhairle Cathrach Chorcaí
Cork City Council



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Cork County Council

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SECTION ONE

CORK CITY, HARBOUR AND
EAST CORK DESTINATION AND
EXPERIENCE DEVELOPMENT PLAN

SUMMARY & CONTEXT



1.1 ABOUT THIS PLAN

The Cork City, Harbour and East Cork Destination and Experience Development Plan (Cork DEDP) is a five year sustainable tourism development plan. The Cork DEDP focuses increasing the value of tourism in Cork City, Cork Harbour and East Cork by growing the appeal of the destination, reducing seasonality and increasing visitor spend. The plan has been created through a programme of research and consultation guided by the V.I.C.E. (Visitor, Industry, Community, Environment) model for sustainable tourism development. It incorporates the views of visitors, the tourism industry, local community stakeholders in addition to a programme of international benchmarking. The key objectives of the plan are:

- Ensure local experiences are brought to life through the development of the optimal mix of hero and ancillary tourism products that attract visitors and retain them for longer in the destination.
- Unlock the economic growth potential of an area by progressing a range of key initiatives that will motivate tourists to explore the wider destination.
- Develop a sustainable basis for commercial tourism development centred on creating strong signature, supporting and ancillary experiences that are commoditised through the creation of saleable experiences that excite consumers and buyers alike.
- Create the conditions to attract leisure visitors on a year-round basis to Cork to immerse themselves actively in the community, interacting with local people.
- Strengthen the value of tourism to the local community by providing sustainable employment opportunities.

The Cork DEDP builds on existing projects and connects all related investment activity with the potential to impact on the visitors experience of Cork. This includes projects currently underway, projects featuring in existing plans and new concepts designed to grow the leisure tourism base within Cork City, Harbour

The development approach in this DEDP follows the Fáilte Ireland Destination Maturity Model. Four destination maturity categories exist. These establish the actions and projects required to develop a distinctive destination based on its specific tourism maturity levels. The factors affecting the maturity classification include current levels of recognition in the

CORK CITY, HARBOUR AND EAST CORK DISTINCTIVE DESTINATION



overseas and domestic markets, density and quality of tourism products and the accommodation base. Additional considerations include the depth of services (day and evening time) available for visitors and the strength of local tourism industry networks. Cork City is considered a 'Progressing' destination with a focus on developing new best-in-class visitor experiences aligned with a distinctive visitor proposition. East Cork and the Harbour area are categorised as a 'Pioneering' destination with a focus on product development, improving visitor infrastructure and building effective local tourism networks.

Three strategic pillars form the basis for a spatial destination development approach focusing on Cork city, the harbour area and east Cork. The overarching approach is designed to develop the appeal of Cork City as a leisure tourism hub destination and grow its role as a visitor hub for the rest of the destination. It features a collective ambition to establish Cork Harbour as a world class visitor experience and grow the appeal of East Cork in the domestic and international market. The plan incorporates new approaches to visitor orientation while also ensuring tourism and related cultural activity are considered for integration into future regeneration projects.



Develop the Cork City and Docklands Urban Tourism Experience

Develop best in class Cork City visitor and cultural experiences to grow Cork's share of the leisure market.



Create a World Class Cork Harbour Experience

Develop the Cork Harbour experience to become a world class experience and provide new ways for the visitor to engage with Cork Harbour islands and communities.



Grow East Cork Experience Gateways

Grow the appeal of East Cork as a family destination through the cluster of visitor attractions, range of activities and a network of great destination towns.

1.2 A SUSTAINABLE TOURISM APPROACH

Against the backdrop of the UN Sustainable Development Goals, the Government's commitments under the Climate Action Plan 2023 (and emerging Climate Action Plan 2024) and the Report of the Sustainable Tourism Working Group, 2021-

2023, tourism must integrate sustainability into every aspect of the sectors future development focus and operations. Visitors have heightened expectations around sustainability, influencing how they increasingly value local experiences combined with increased levels of environmental awareness. The Cork DEDP will focus on the following to ensure a collective commitment to sustainability and how it will influence future destination development.

The DEDP will meet its commitment to sustainability and responsible tourism and become a key component for destination differentiation through the following;

- Adoption of the V.I.C.E. model to guide our approach to sustainable tourism development.
- Provide brilliant visitor experiences highlighting the sustainability values of Cork.
- Build destination experience collaboration through sustainable tourism experiences across the wider Cork destination to include how we will partner with the Wild Atlantic Way region.
- Highlight destination co-responsibility for climate change and other sustainable challenges.
- Establish Cork as a leader in the areas of cultural and creative sustainability, marine sustainability and rural community sustainability supported through tourism experiences.
- Expand local competencies to develop experiences based on sustainable visitor experiences.
- Connect visitors to destination sustainability at every stage of the visitor journey.
- Position the Cork as a national and international leader in sustainable destination development; economically, socially, culturally and environmentally.
- Balance long term sustainability with economic vibrancy for communities in the destination.
- Ensure a coherent approach to sustainability among the urban and rural communities within the geography of the DEDP.

IRELAND'S ANCIENT EAST – REGIONAL TOURISM DEVELOPMENT STRATEGY

Regional Tourism Development Plans - 2023- 2027 (RTDS) have been developed for each of Fáilte Ireland's four Regional Experience Brands (Ireland's Ancient East, Wild Atlantic Way, Dublin and Ireland's Hidden Heartlands). These plans provide the strategic framework for other tourism development strategies, most notably, Destination and Experience Development Plans (DEDPs) and County Tourism Strategies. Central to the Ireland's Ancient East RTDS is a new destination development approach. It will ensure the appropriate interventions and supports are put in place to address the differences that exist in destination maturity levels across Ireland's Ancient East. The DEDP has been developed to contribute to the overarching regional objectives for Ireland's Ancient East. These five objectives provide the basis for the strategic approach reflected within the DEDP.

RTDS STRATEGIC OBJECTIVE 1

Motivate the domestic and international consumer to visit Cork and Ireland's Ancient East.

RTDS STRATEGIC OBJECTIVE 2

Provide the visitor with more reasons to stay, increasing the economic impact of tourism in Cork.

RTDS STRATEGIC OBJECTIVE 3

Ensure the destination is easy to access, navigate and consume.

RTDS STRATEGIC OBJECTIVE 4

Enable and assist the industry to grow its capacity and capability to ensure that it can thrive and create sustainable jobs in local communities.

RTDS STRATEGIC OBJECTIVE 5

Build committed stakeholder and industry partnerships to guide sustainable destination development.



SECTION TWO

CORK CITY, HARBOUR AND
EAST CORK DESTINATION AND
EXPERIENCE DEVELOPMENT PLAN

VISION & TARGET OUTCOMES



DESTINATION VISION

10 Year Vision

Ireland's gastronomic capital linked by a world class harbour destination, sustainably connecting city, local communities and coastal experiences.





TARGET OUTCOMES



Cork City is an appealing leisure tourism hub



Engaged Cork Harbour communities



Achieve designation as a world region of gastronomy



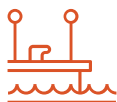
Leaders of evening time economy innovation



A World Class Cork Harbour experience



Vibrant East Cork tourism towns



Cork Docklands visitor experience



New scale of cultural tourism and experiences



Tourism & Urban Regeneration projects



Recognised for world class festivals



Connected Lee, City and Harbour Way



Strong performing cluster of visitor attractions



2.2 CORK CITY, HARBOUR AND EAST CORK DEDP OBJECTIVES

RTDS STRATEGIC OBJECTIVE 1

Motivate the domestic and international consumer to visit Cork and Ireland's Ancient East.

Strategic Goals

- Develop the "Lee, City and Harbour Way" Experience Corridors linking the destination's cultural, natural and built heritage experiences.
- Develop Cork Harbour as a world class visitor destination within Ireland's Ancient East.
- Develop an attraction of scale for Cork City to contribute to the development of the city as a year round leisure tourism economy.
- Integrate tourism and cultural opportunities within the regeneration of Cork Docklands as part of enhancement of Cork as a place to Live, Work and Visit.
- Enhance the cultural visitor experience in Cork to support the continued development of Cork's status as an international city of culture.
- Contribute to tourism season extension through the existing calendar of events and festivals.

RTDS STRATEGIC OBJECTIVE 2

Provide the visitor with more reasons to stay, increasing the economic impact of tourism in Cork.

Strategic Goals

- Grow the capacity of established visitor attractions across the destination to be key contributors to destination recovery and future growth.
- Establish the food in tourism opportunity for Cork to be designated as a world region of gastronomy.
- Grow the capacity of Cork City to become a vibrant year-round evening time economy destination.
- Develop tourism town hubs across East Cork to attract and retain visitors for longer and motivate them to explore the communities of East Cork.
- Grow the opportunity for East Cork to establish itself as a national family holiday cluster through collaboration between the network of existing attractions, future product development and outdoor amenities investment.

RTDS STRATEGIC OBJECTIVE 3

Ensure the destination is easy to access, navigate and consume.

Strategic Goals

- Build on the tourism opportunity for local communities and trail heads through the development of the MY Greenway,
- Maximise the opportunity for visitors to explore the wider destination through slow tourism linked to Cork to Waterford cycle network, EuroVelo 1 long distance cycle route and the proposed National Cycle Network.
- Conduct feasibility analysis to establish the requirements to create a Cork to Dublin Greenway in partnership with TII and LA's.
- Create the linkages across the "Lee, City, Harbour Way" to integrate on land and on water exploration of the destination from the river, harbour to greenways.
- Achieve greater levels of visitor dispersion across East Cork through the opportunities provided by outdoor, adventure and rural tourism experience clusters working together.
- Maximise the investment in increased transport infrastructure and active travel opportunities linking the City, Cork Harbour and East Cork.

RTDS STRATEGIC OBJECTIVE 4

Enable and assist the industry to grow its capacity and capability to ensure that it can thrive and create sustainable jobs in local communities.

Strategic Goals

- Create destination clusters to enhance the tourism industry's capacity to work together and create the experiences and reasons for visitors to explore Cork city, Cork Harbour and East Cork communities.
- Develop a coherent destination network approach to encourage new levels of collaboration and how the industry collectively motivates the visitor to explore the City, Harbour and East Cork.

- Develop the digital capacity of the destination to grow the distribution capabilities of the tourism industry linked to the Digital that Delivers programme.
- Create the appropriate Industry Development Programmes to enable the tourism industry's capacity to build on the projects identified within the DEDP.
- Develop the community capacity of harbour towns and villages to attract and retain visitors and prepare them for the opportunities arising from current and future capital investment.

Strategic Goals

RTDS STRATEGIC OBJECTIVE 5

Build committed stakeholder and industry partnerships to guide sustainable destination development.

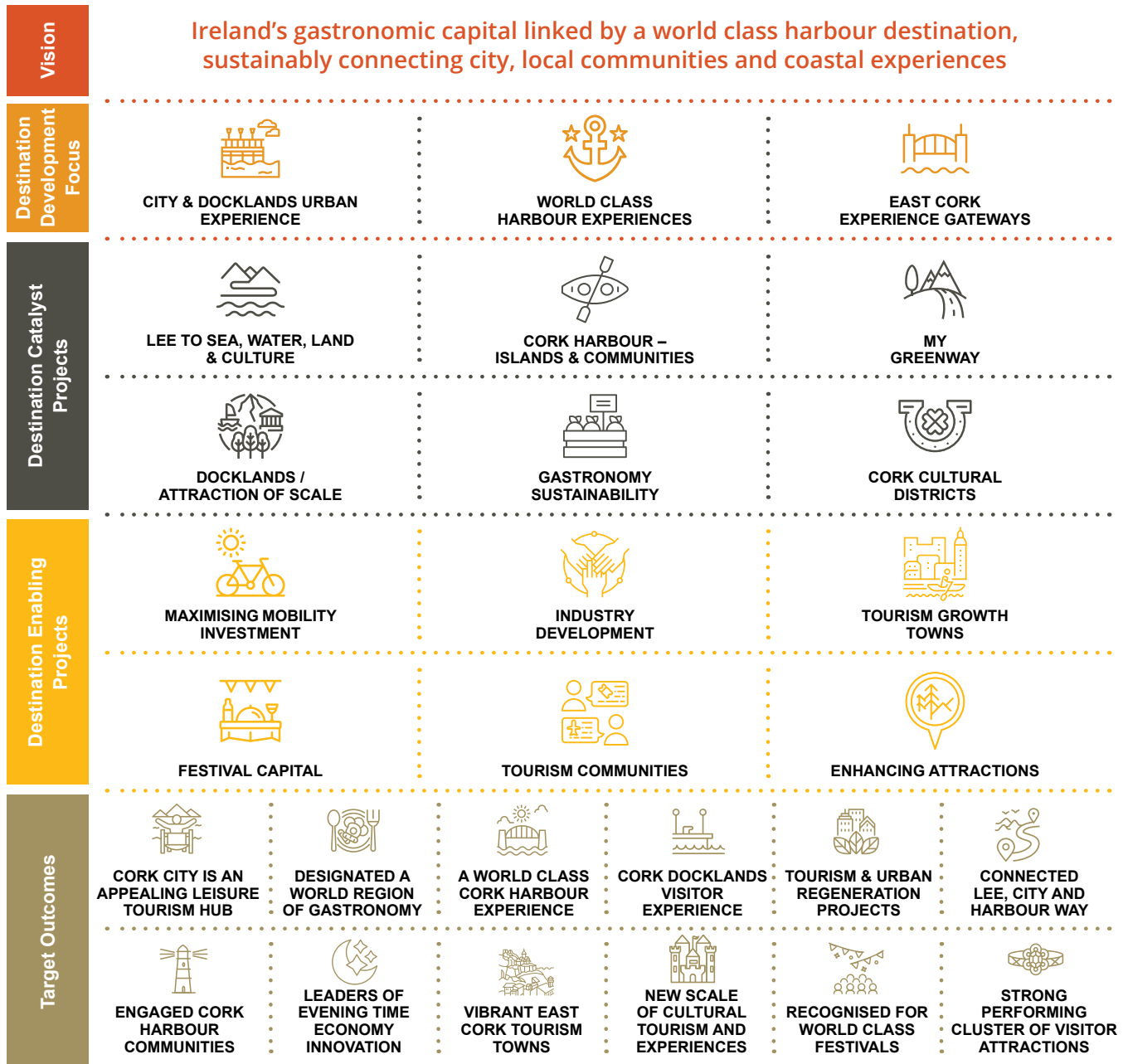
- A new collaborative approach through the formation of a DEDP Steering Group to generate new levels of industry collaboration and the creation of a strong and coherent tourism network.
- Ensure tourism is integrated as a key element of future strategic development sites across the city and county to include future urban and rural regeneration activity.
- Grow the number of tourism enterprises operating in the destination supported by an environment that encourages new levels of tourism entrepreneurship.
- Influence sustainable tourism development to become a key element of the Cork visitor experience and the creation of a strong responsible tourism destination proposition.

SECTION THREE

CORK CITY, HARBOUR AND
EAST CORK DESTINATION AND
EXPERIENCE DEVELOPMENT PLAN

FRAMEWORK & APPROACH





3.1 Cork City, Harbour and East Cork DEDP Framework

The Cork DEDP is concentrated on Cork City and Docklands, Cork Harbour and East Cork. The plan framework is based around the collective goals of creating a world class Cork Harbour experience and developing the appeal of Cork City as a vibrant leisure destination. The spatial approach adopted within the Cork DEDP is designed to increase the levels of connectivity between the city, harbour and East Cork by developing new approaches to visitor orientation and how the visitor will be motivated to explore the wider destination.

To achieve this vision and the target outcomes, a number of strategic projects must be delivered. At the

same time, sustained industry capability development and collaboration will be required to maximise the investment in these destination development projects. Six projects have been identified as catalyst projects in how they link the various destination experiences, expand the range of things to do and see and encourage visitors to explore local communities. The delivery of these projects will collectively contribute to achieving the transformational objectives of creating a Lee, City Harbour Way Experience Corridor and realising the tourism potential of Cork Harbour. These six destination catalyst projects will be delivered by a series of enabling projects detailed within the action plan.

3.2 Destination Catalyst Projects Overview

Project 1: Lee, City, Harbour Way, Experience Corridors



KEY OBJECTIVE: Develop an innovative trails approach linking land, water and cultural experiences to encourage visitors to explore more of the destination

The development of the Lee, City, Harbour Way as a visitor experience corridor will provide Cork with a mechanism to connect the entire destination and provide a logical visitor orientation approach featuring a 'west to east' and 'north to south' axis. It will provide a coherent trails development approach linking land, water and cultural experiences while building on the Greenway and Active Travel investment. The Lee, City, Harbour Way will provide the industry with a focal point for collaboration, experience development and packaging. It will motivate visitors to explore the destination using 'west to east' and 'north to south' trails axis. The Lee, City, Harbour Way will provide additional strategic development context for the Green Blue Infrastructure Plan while also linking the trails to current and future cultural and attractions investment. Three experience development elements are integrated into the Lee, City, Harbour Way experience corridors: Green (Greenway), Blue (water based activities) and the Red (Cork Culture Line).

GREEN: Greenway Line

The Lee, City, Harbour Way Greenway represents a concept that extends the current Greenway and active travel investment bringing visitors and locals on a journey from Inniscarra Reservoir, Ballincollig Regional Park to Crosshaven. It represents the green

spine of the destination bringing visitors along a maritime journey into communities shaped by Cork's maritime past. The Greenway Line will also extend to incorporate the Midletown Youghal Greenway accessed via future Active Travel investment and rail links.

BLUE: Water and Blueway Line

Following the flow of the water offers the opportunity to introduce visitors to a necklace of water based experiences and locations celebrating Cork's maritime heritage. A number of opportunity sites exist along the flow of the river from Ballincollig, Lee Fields to Fitzgerald Park through to the City and Docklands. Increasing urban water experiences requires a city focal point linked to the wider regeneration of the Docklands. The Blue corridor will continue its journey to incorporate the Marina and along the river into Cork Harbour.

RED: Cork Culture Line

The Greenway and Blue corridors are designed to orientate the visitors from "East to West" exploring the communities within the City and into Cork Harbour. At the heart of the Lee, City, Harbour Way experience is Cork City and a depth of cultural experiences that will orientate the visitor from "North to South". The opportunity to slow the visitor down and orientate them across the Cultural Districts of Cork will disperse visitors into the cultural neighbourhoods of the city. It will link the experiences from Shandon to St. Finbarr's

district and build on the cultural investment across key city centre sites. The cultural spine of Cork will interpret the historical evolution of the Cork story. It will build on the compact and walkable nature of Cork City integrating all key heritage and cultural sites.

Project 2: World Class Harbour – Harbour Navigation – Island Journeys

KEY OBJECTIVE: Develop Cork Harbour into a world class visitor experience.

Cork Harbour is Cork's greatest natural asset. Over the centuries, it has represented the gateway to Cork and the gateway to the world. The eco-system of harbour islands, centuries of stories and maritime links to the City provide it with a real uniqueness. Each harbour island has significant tourism growth potential from the expansion of the Fota Island, growing visitor levels on Spike Island to developing Great Island and Cobh as a tourism town. Haulbowline, Crosshaven linked by the Lee, City, Harbour trail, and Camden Fort provide further opportunities to expand the product base across the harbour and become the focal point for Cork's maritime story. The opportunity to experience Cork Harbour will be delivered by linking the harbour islands, water access hubs and developing the experiences accessible in local communities. This includes linking trails and greenways with active travel investment and growing marine based activities through strategic harbour investment to support the growth in marine tourism activities and on water experiences.



Project 3: Cork Docklands / Attraction of Scale

KEY OBJECTIVE: Develop an attraction of scale in Cork City.

Current regional and city infrastructural investment provides new opportunities to integrate tourism into the fabric of the city. The regeneration of the Cork Docklands will be transformative for the city and regional and create a new focal point for the city experience. Urban destination transformation has been achieved in many comparable international locations by developing an iconic attraction as part of such regeneration programmes. A new vision for tourism must feature within the ambition for the Cork Docklands and how it can influence the tourism development in Cork.



The development of the Cork Docklands should represent the city centre anchor site for the Lee, City, Harbour Way. In maximising this opportunity, the city also requires a tourism catalyst in the form of a major visitor attraction. It will address the lack of a major "pull factor" in Cork City and begin to address the transient "first night, last night" nature of existing leisure business to the city. Long term, such an investment will represent the start of a new focus on the leisure market opportunity for Cork City. The development of a major attraction in Cork City will further activate the public realm and mobility investment by increasing visitor flow and permeability across the city linked to the Lee, City, Harbour Way.

Project 4: Cork City Cultural Districts

KEY OBJECTIVE: Create new opportunities for visitors to engage with local communities through cultural experiences and linking the city's cultural district.

The city features a number of Districts, each representing a significant milestone in Cork's history. Five areas have been identified for consideration based on current and future investment. These include city centre Cultural district to include the Crawford Gallery investment and the development of the City centre library. Others include the Docklands, St Finbarr's, Shandon and the VQ. In addition to the development of the districts and their neighbourhood experiences, a Cork Cultural trail would be a valuable addition to the city that can subsequently link into the county.



The Cork Cultural Districts will become a key element in addressing the supply levels of visitor experiences in the city and linking attractions and fostering new levels of collaboration. The development of cultural and artistic experiences through the development of a cultural immersion trail will provide a platform for the artistic community to engage with tourism. It is an opportunity to link people and place and develop new skill sets among the cultural community to deliver visitor experiences. Continued investment in cultural innovation across the city focused on placemaking, events and use of public spaces must continue to contribute to the positioning of Cork as an international city of culture. The success of placemaking initiatives such as the Ardú Trail demonstrates the connection between place, people and creative cultural experiences.

Project 5: Midleton to Youghal Greenway

KEY OBJECTIVE: Develop the Midleton to Youghal Greenway (MY Greenway) to become a key attractor to East Cork and motivation for visitors to explore the local communities on the route.

The opening of the Midleton to Youghal Greenway (MY Greenway) has the capacity to transform the trail head towns on the route. Both Midleton and Youghal offer significant opportunities to become key tourism towns and become gateways into the wider East Cork area. Communities along the Greenway are presented with an immediate opportunity to develop local tourism acting as exploration points such as Killeagh, Mogeally and Castlemartyr. The opportunities are considerable for local communities. However, the Greenway route experience must be equaled by the development of the two trail heads with local services to meet visitor and user needs.



Enhancing local capacity to maximise the opportunity will be a necessity building on the experiences and success of other regional greenways. Growing the economic value of the Greenway investment will be achieved by increasing local community and tourism industry capacity and capabilities. It must focus on existing businesses and community groups while also encouraging future tourism enterprises to leverage the Greenway investment. The increased frequency of rail access from Cork City to Midleton provides further opportunities linking the Greenway with the city. Planned activity focused around Active Travel investment from Cork City will provide additional linkages to develop an expanded trail experience with scope to connect with key sites such as Fota Island. In the longer term the consideration of linking Youghal to the Waterford Greenway opens further regional opportunities.

Project 6: Food Capital

KEY OBJECTIVE: Establish Cork as Ireland's Food Capital

Cork's maritime past is intrinsically linked to its agri and seafood heritage. It was the focal point for global trading connecting Ireland with the world through the journey of food. The English Market remains an iconic experience for locals and visitors alike. The existence of the Brewery District highlights the rich brewing heritage of Cork. Globally recognised distilleries sit together with a growing number of artisan brewers and distillers. The agricultural heritage of East Cork and its coastal waters have created generations of artisan producers. The city acts as a shop window to the artisan producers operating across the county.



The wider Cork food narrative requires a strong focal point for food and drinks experience base and the ambition of becoming the Food Capital of Ireland. The development of food and agri tourism experiences linking Cork markets and restaurants with their food sources is required. An innovative food market experience in the city delivering a day and evening cultural and market proposition will be a significant addition. Comparable international destinations have embraced food as a key supporting experience for visitors.

The development of the Food Capital positioning for Cork requires additional engagement points for locals and visitors. There is a need to connect the food story between the markets including the iconic English Market and rural artisan producers. Adding authenticity to the Cork food narrative requires the ability to meet the producers, increase the range of food experiences and developing food themed trails and the expansion of iconic food markets.



3.3 Destination Enablers

Underpinning these destination projects will be a number of destination supporting projects (enablers) that will support the development of the tourism industry, local communities and other stakeholders. These are projects and supports that will enhance the destinations capacity to recover and achieve future growth. They also address the gaps that can strengthen the destination's ability to work towards achieving year-round visitor footfall. The destination supporting projects include improving industry capabilities, maximize the investment in mobility investment, tourism town growth, developing clusters, and supporting capacity building in communities and enhancing attractions.



TOURISM GROWTH TOWNS

The development of a series of Tourism Growth Towns is designed to retain visitors for longer in the destination and maximise the day and evening economy opportunity. Tourism Growth Towns have been identified based on current and projected investment (e.g. URDF, RRDF, Greenways Investment) creating local opportunities to accelerate the development of distinctive tourism towns.



INDUSTRY DEVELOPMENT

The destination and experience development opportunity for Cork requires continued investment in industry capability building. A new experience development focus aligned to the opportunities identified in the plan is required. A number of strategic projects that link the wider destination by land and water have been identified and will require the enhancement of industry capabilities to maximise the emerging opportunities. The industry development focus will extend beyond a sole focus on experience development and extend the focus to strengthen industry networks and clusters of stakeholders working together.



ENHANCING ATTRACTIONS

Pre Covid, the East Cork cluster of Cobh and Fota annually attracted in excess of 700,000 visitors to the area. Scheduled investment in the key sites and future

opportunities under consideration have the ability to contribute to the destination development goals within the Cork DEDP. Achieving future growth is contingent on product and experience development aligned with visitor trends and consumer preferences.



FESTIVAL CAPITAL

The city and county offer a year round schedule of festivals ranging from international events to niche local cultural activity. The tourism opportunity for Cork's festivals and events is its ability to attract domestic and international visitors. A focus on a number of hallmark events will grow its international profile. Future opportunities should be considered in developing a further event of scale or investing in existing events with potential to grow their international appeal.



TOURISM COMMUNITIES

The investment in greenways, Lee, City, Harbour Way experience corridor and the development of the Cork Harbour tourism economy will introduce tourism opportunities to communities not traditionally associated with tourism. The rural and harbour communities are now presented with the opportunity to develop niche community tourism experiences and grow the economic benefit for their locality. Capability building at the community level will be a key requirement to unlock the opportunity for the communities of East Cork, Cork Harbour and Cork City's Cultural Districts.



MAXIMISING MOBILITY INVESTMENT

The development of greenways in the city and county will be enhanced by further investment in Active Travel. The expanded network of Active Travel routes should provide seamless integration with emerging opportunities such as the Lee, City, Harbour Way and MY Greenway. Improved rail and bus services in addition to existing and proposed water transport services provide additional opportunities to link Cork City, Harbour and East Cork. The potential for slow tourism development is considerable by creating new destination capacity through the mobility investment to orientate visitors into established and emerging tourism communities.

SECTION FOUR

CORK CITY, HARBOUR AND
EAST CORK DESTINATION AND
EXPERIENCE DEVELOPMENT PLAN

**WHAT WE ARE
ADDRESSING**



4.1 Developing a Distinctive CORK CITY, HARBOUR AND EAST CORK DESTINATION – OPPORTUNITIES & CHALLENGES



Opportunities to Consider

Cork City Tourism Experience

- Develop an experience based Cork greenway / blueway linking the maritime assets of the River, Estuary and Harbour and new ways to tell the Cork maritime story.
- Develop the range and diversity of visitor experiences accessible across the city districts to orientate visitors across the city.
- Leverage Corks cultural reputation as an international city of culture, events and festivals to ensure future cultural investment can deliver year-round experiences.

A World Class Harbour

- Maximise the opportunity for Cork Harbour through the increased rail frequency and active travel investment. Increased transport links between the city with East Cork are making East Cork experiences more accessible from the city e.g. City to Cobh, Midleton to Youghal Greenway.
- Embrace sustainability as a point of experience differentiation to tell the Cork maritime and harbour story.

Urban Regeneration and Tourism

- Integrate tourism and culture as key elements of future Cork Docklands regeneration investment.
- Build on the uniqueness of the Cork Harbour islands as the basis for developing a world class Harbour experience supported by great on water experiences linking the harbour islands and harbour communities.

Building on Food Heritage

- Embrace the Merchant City story as a starting point to develop Cork as world region of gastronomy reflected in the quality and range of food and drink experiences.
- Build on the existing food market opportunity to create an iconic day and evening time food destination in Cork.

Trails innovation linked to local communities

- Develop the potential of Cobh, Midleton and Youghal as year round tourism hubs linked by trails investment and accessible by public transport.

Challenges to Address

- Traditional reliance on business tourism in Cork City.
- Perception of Cork City as not being a family orientated destination despite volume of accommodation.
- Association of the area as 'first day / last night' destination.
- Lack of an iconic attraction of scale in Cork City.
- Limited opportunities for visitors to engage with the maritime or river story
- Difficult for visitors to understand and access a broader Cork Harbour tourism experience.
- Harbour towns and villages largely unconnected to the tourism opportunity.
- Limited number of activity providers operating in Cork City and East Cork.
- High volumes of day visits to key attractions not converting to overnight stays for the destination.
- Low levels of awareness of East Cork as a key tourism destination despite existence of large attractions.
- Range and quality of destination accommodation base in East Cork and need to improve industry capabilities to meet the expectations of an international traveller.
- Limited levels of accommodation available in areas with tourism growth potential across East Cork.
- Ancillary services such as restaurants are limited in supply in areas identified as having growth potential e.g. Cobh.
- Industry approaches to packaging and experience collaboration /cross promotion is limited.



4.2 Aligning Destination Development with the V.I.C.E Model for Sustainable Tourism

Ensuring a sustainable destination development approach for Cork City, Harbour and East Cork destination will be delivered through the V.I.C.E model (Visitor, Industry, Community and Environment) for sustainable tourism. The project focus within the plan reflects the views of the visitor to the area, our tourism industry partners, local community and ensuring we protect the environment, our most important asset. The research and consultation feedback is summarised as follows;



Visitor

- The role of visitor attractions is very important in the decision making process to visit Cork City, Harbour and East Cork.
- There were very high levels of satisfaction recorded among visitors in the destination.
- The friendliness of local people, appearance of towns and villages, quality of food, ease of getting around and the quality of pre-visit visitor information were the highest rated areas.
- The lowest rated areas were the limited availability of family focused experiences, access to indoor experiences and value for money.
- Visitors stated the highlights of their trip to Cork City, Harbour and East Cork were the visitor attractions, quality of the food & drink and scenery.
- The scenery, friendliness of local people and the range of things to do were the areas that surprised visitors the most during their visit.
- Traffic and Parking were highlighted as the main areas to address. Additional feedback suggested the need to increase the number of visitor experiences and grow the number of attractions in the area.
- As a destination with a strong maritime heritage, there is no coherent or easily accessible overview of the destination's maritime story with potential tourists having to work hard to find experiences aligned to the theme.
- The destination appeared to operate with low levels of cross promotion and cross selling.
- There appeared to be a lack of a unifying online destination narrative for the visitor adopted by the tourism industry.



Industry

The tourism industry feedback highlighted a number of key development priorities. They included;

- Grow the value of international leisure visitors to the destination by maximising access air and sea access directly into the destination.
- Develop a city centre visitor attraction that will contribute to growing the appeal of the city to the leisure market.
- Retain visitors for longer in the destination by increasing the range of thing to do in the city and communicating what is available throughout the area.
- Capitalise on the areas food and drink heritage to establish Cork as Ireland's Food Capital.
- Build on the city's profile as a festival destination.
- Continue to show leadership in outdoor dining experiences and the evening economy.
- Examine new ways to encourage visitors to explore the wider city experience linking the city districts and maximising future investment.
- Improve collaboration across the destination and ensure a collective approach to demand generation.
- Maximise the opportunity thorough Cork harbour as the world's second largest natural harbour and East Cork's local attractions as a platform for tourism development.
- Grow the destinations appeal to the family market.
- Build on the legacy from the European City of Culture and international association as a vibrant cultural destination.
- Grow the numbers of businesses operating in the activity sector to add to the range of things to do in the destination.
- Grow the outdoor activity product base associated with the Greenways, trails and water based activities that spread visitors across the area.



Community

- Introduce communities to the tourism opportunity and work with them to grow the economic value of the sector for local residents.
- Strengthen community pride in place by enabling visitors to engage with local people in their local communities.
- Develop visitor experiences that introduce visitors to the essence of the Cork City, Harbour and East Cork facilitating authentic community engagement with visitors.
- Develop and enhance existing and new community assets with the capacity to transform how visitors and residents engage with the city and its surrounds e.g. Greenways, Active Travel.
- Create sustainable employment opportunities in the tourism sector and create new job opportunities through future investment in tourism products
- Ensure urban regeneration projects contribute to a city-wide vibrancy and how the investment can influence future visitor footfall across the city.
- Ensure the development of the Cork City Districts ensure a balanced distribution of
- the benefits of tourism across the city.
- Ensure sustainable tourism development adds to the liveability of the city and county and builds on the uniqueness of the area as places to live.
- Develop the night time economy for visitors to be respectful of local residents and ensuring a safe night time environment for all.



Environment

- Facilitate the slower exploration of Cork City, Harbour and East Cork to reduce the carbon footprint of future tourism activity.
- Ensure a committed tourism industry wide approach to sustainability.
- Work with all stakeholders to ensure future urban and rural regeneration activity places sustainability at the core of each project.
- Develop Cork DEDP projects that contribute to Cork City, Harbour and East Cork as an international visitor destination recognised for a best in class approach to sustainability.
- Develop innovative approaches to visitor orientation linking Cork City with Cork Harbour respectful of the unique natural environments of the harbour and river.
- Examine how sustainable transport and personal mobility investment in the destination (Greenways and Active Travel) can contribute to climate action goals.
- Minimize the impact of tourism on issues such as litter ensuring visitors in the day and evening time adopt a LEAVE NO TRACE approach to visiting the destination.
- Create opportunities for visitors to explore and learn about the natural heritage of Cork Harbour and develop experiences that enhance biodiversity.
- Ensure carbon emissions are being minimised or eliminated.

SECTION FIVE

CORK CITY, HARBOUR AND
EAST CORK DESTINATION AND
EXPERIENCE DEVELOPMENT PLAN

DELIVERY



5.1 Cork City, Harbour and East Cork DEDP Implementation

The implementation of the Cork DEDP is based on stakeholder commitment to project delivery. It represents a five-year operational plan creating a destination development focus for Cork, Ireland's Ancient East. It builds on existing project plans, integrating 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.

The implementation phase is structured around an action plan approach. A list of actions relating to all proposed projects and strategic pillars actions has been devised. All stakeholders will be consulted in relation to the delivery of the identified actions. Each of the stakeholders listed below will be 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.

The implementation of the Cork DEDP will be overseen by the creation of a working group that will operate until 2028. The DEDP Working Group is tasked with supporting the following objectives:

- Support the delivery of the Cork City, Harbour and East Cork DEDP.
- Drive growth as per the agreed KPIs in the action plan.
- Lead and manage the action plan ensuring alignment around the prioritisation and delivery of key projects.
- Creation of a representative area wide body which ensures there is a mechanism in place that allows two-way communication between the implementation group and any sub groups which may be formed.
- Ensure that the transformational, catalyst and enabling projects support the delivery of experiences identified in the plan and are delivered within the 5-year timeframe.
- Provide a space where stakeholders can share new ideas with partners.
- Creation of a common tourism voice and a powerful tourism network that promotes each other's interests.

The DEDP Working Group formed will represent key stakeholders and representatives from the area. It will be chaired by an independent chairperson with the ability to focus the group in the delivery of the actions required to implement the DEDP.

Acronym	Stakeholder
AYT	Atlantic Youth Trust
BC	Blarney Castle & Gardens
BM	Butter Museum
CCC	Cork City Council
CETB	Cork ETB
CGN	City Galleries Network
CLG	Cork LIDO Group
CoCC	Cork County Council
DOD	Department of Defence
FH	Fota House
FI	Fáilte Ireland
FIG	Fota Island Group
GAG	Glucksman Art Gallery
GNC	Gardens Network Cork
IHF	Irish Hotel Federation
IL	Irish Lights
IR	Irish Rail
LCG	Local Community Groups
LEO	Local Enterprise Office
LTN	Local Tourism Network
MM	Meitheal Mara
MTU	Munster Technology University
NMCI	National Maritime College of Ireland
NSF	National Sculpture Factory
POC	Port of Cork
PPPN	Network
PS	Private Sector
SC	Smart City
SECAD	SECAD Partnership CLG
SI	Spike Island
TC	Taste Cork
TII	Transport Infrastructure Ireland
UCC	University College Cork
VA	Visitor Attractions
VA	Cork Visitor Attraction Network
VC	Visit Cork

TIMING OF ACTIONS WITHIN THE DEDP

Short-term	Medium-term	Long-term
Years 1-2	Years 3-4	Years 5+
2024/2025	2026/2027	5+ 2028

GUIDING PRINCIPLES

To ensure the successful implementation of the DEDP experiences and the creation of a sense of place, the following guiding principles have been established to guide certain recommendations and projects listed in this section.

- All projects are self-sustainable, meaning they have access to capital and are not relying solely on grant aid to be developed or maintained.
- All projects are on-message with the DEDP experiences and aligned to the broader mission of the Ireland's Ancient East proposition and brand.
- All projects focus on setting the area apart from its competitors, contributing actively to creating a strong sense of place with a unique feel; and ensuring visitor needs are catered for across the day and evening time.
- All projects add value to the area and provide a direct and demonstrable link to either extending visitor length of stay, extending the length of the tourist season or developing a new market.
- Principles of responsible tourism development are embedded in each action, creating better places to live in and to visit.
- All stakeholders will demonstrate a strong and sustained willingness to working as a collaborative network.
- Each of the strategic partnership projects will be examined from a funding perspective to establish available grant supports to enable the delivery of each project.
- Increasing and promoting environmental enhancement through a sustainable tourism approach.



5.2 ACTION PLAN

Catalyst Project 1						
PROJECT	ACTION		Experience Corridor	Time	Lead	Partners
1	LEE, CITY, HARBOUR WAY EXPERIENCE CORRIDORS					
1.1	Lee, City, Harbour Way (LCH) Greenway Masterplan	Develop a Lee, City, Harbour Way, Greenway Masterplan to create a signature cycling and walking trail animated by 'Experience Corridors' integrating the Greenways, Blueways and Culture Trails. It will also reflect the opportunities identified by the Green Blue Infrastructure Study to support improved connectivity including delivery of new and enhanced walking and cycling routes.		ST	CCC	CoCC, FI
1.2	Cork Lido	Undertake a site options appraisal and feasibility analysis for a Cork Lido aligned with the objective of creating more visitor engagement opportunities with the water.	Blue	ST	CLG	CCC
1.3	Meitheal Mara	Examine the potential for Meitheal Cois Abhainn to deliver river based experiences and activities.	Blue	MT	MM	FI / CCC
1.4	Water Activity Hubs	Explore the potential to develop sustainable water activity access hubs to correspond with the Lee, City, Harbour Greenway route integrating Carrigaline, Ballincollig Regional Park, Fitzgerald Park, Lee Fields, Blackrock Village, Crosshaven and privately owned sites on the route.	Blue	LT	CoCC	CCC, FI
1.5	Marina Park	Progress the development of Marina Park Phase 2 between Blackrock and Páirc Uí Chaoimh and the creation of a boating activity in the area of Páirc Uí Chaoimh.	Blue	LT	CCC	
1.6	Crosshaven Trail head	Examine the requirements to develop the outdoor activity opportunity in Crosshaven maximising the Greenway and potential future linkages with an extended Active Travel trails network. This will also include an examination of the requirements to develop a water activity hub in Crosshaven.	Green	MT	CoCC	
1.7	Cork Public Museum	Undertake an assessment of the visitor experience in the Cork Public Museum and future opportunities to become an orientation hub for the Lee, City, Harbour Way Experience.	Red	ST	CCC	FI
1.8	Páirc Uí Chaoimh	Examine the potential to develop a visitor attraction in Páirc Uí Chaoimh and the development a range of saleable experiences in the stadium. This will also leverage the proximity of the stadium to the Greenway and river access.	Red	ST	CGAA	

Catalyst Project 2						
PROJECT	ACTION		Experience Corridor	Time	Lead	Partners
2	CORK HARBOUR TOURISM PLAN					
2.1	Cork Harbour Tourism Plan	Develop a Cork Harbour Tourism Plan to grow the value of tourism in Cork Harbour and masterplan a sustainable tourism development approach. The plan will examine all aspects of the visitor experience including access, water transport opportunities, visitor experience development, facilities to create an integrated roadmap for the harbour and it's islands.	Blue	ST	FI	CCC, CoCC, POC
			Green			

Catalyst Project 2						
PROJECT	ACTION		Experience Corridor	Time	Lead	Partners
2.2	Fota House	Examine the potential of developing the Courtyard space (covered and uncovered) and future use of units to provide a new visitor experience or linked to the destination story e.g. artisan producers, artists in residence, specialist retail.	Red	ST	FH / IHT	
2.3	Fota House	Undertake a review of the requirements to transition the management of Fota House Gardens into the management of Fota House.	Red	MT	OPW	FH / IHT
2.4	Spike Island Experience	Undertake an independent assessment of the immediate product / experience development opportunities and visitor service investment priorities for Spike Island to grow annual visitor numbers as identified in the adopted Spike Island Business Plan.	Blue	ST	FI	SI
2.5	Spike Island Access	Assess the opportunity to increase the frequency and levels of access to Spike Island to drive demand from existing and new locations without causing any displacement to the service from Cobh.	Blue	MT	CoCC	
2.6	Camden Fort	Examine the potential of developing Camden Fort Meagher as a visitor attraction under the Cork Harbour Tourism Plan.	Blue	LT	CoCC	FI
2.7	Haulbowline Island	Examine the opportunity to create a national maritime visitor experience located at Haulbowline Island.	Blue	LT	DOD	FI
2.8	Haulbowline Naval Base	Examine the potential for Haulbowline to open elements of the base for visitor experiences incorporating the operational naval base with a visitor experience comparable to other international maritime and military site experiences.	Blue	LT	DOD	FI
2.9	Roches Point	Examine the possibility of re-opening the Roches Point Lighthouse as a visitor experience.	Blue	MT	IL / CIL	FI
2.10	National Maritime College of Ireland	Support the experience development for outreach programme tours at the National Maritime College of Ireland at scheduled times. This will also explore the opportunity to develop an AR / VR Cork Harbour experience located at Camden Fort in partnership with the Cork County Council.	Blue	ST	NMCI	FI / CoCC

Catalyst Project 3						
PROJECT	ACTION		Experience Corridor	Time	Lead	Partners
3	CORK DOCKLANDS VISION PLAN					
3.1	Cork Docklands Vision Plan	Develop a Cork Docklands Vision Plan to deliver a coordinated approach to tourism development linked with the regeneration programme for the Docklands and Tivoli Docks. The vision plan will integrate tourism into the regeneration programme including opportunities such as visitor attractions, greenways, outdoor activities and active travel.	Red Green Blue	ST	CCC	FI
3.2	Attraction of Scale	Following the identification of the need for an Attraction of Scale for Cork, undertake an assessment of the most appealing theme and experience and site options to enable the attraction become a key contributor to destination growth.	Red	ST	FI	CCC
3.3	Odlum's Building	Examine the potential for an enhanced tourism offering through food and retail experiences as part of the regeneration of the Odlum's Building	Red	ST	PS	CCC, FI

Catalyst Project 3						
PROJECT		ACTION	Experience Corridor	Time	Lead	Partners
3.4	National Sculpture Factory	Examine the potential to expand the capacity of the National Sculpture Factory to deliver a visitor experience as part of the Cork Dockland's cultural experience.	Red	MT	NSF	CCC, FI
3.5	Outdoor, Event Space	Examine the opportunity to develop a multi purpose outdoor space in the Docklands to incorporate family activity, playground, culture and arts provision.	Red	MT	CCC	
3.6	Creative Hub space	Examine the potential to develop a creative industry hub as part of the Docklands regeneration and the development of immersive cultural experiences.	Red	MT	CCC	
3.7	River Cruise Activity	Examine how the future development of Cork Docklands can increase the level of leisure and river cruise activity to and from the area.	Blue	ST-MT	CCC	POC, FI

Catalyst Project 4						
PROJECT		ACTION	Experience Corridor	Time	Lead	Partners
4	MY GREENWAY					
4.1	MY Greenway	Complete the Midleton to Youghal Greenway to open in 2024 and maximise the economic opportunity for communities on route. Support the development of added value elements to the Greenway including placemaking and bio-diversity initiatives with a commitment to continuous maintenance and improvement.	Green	ST	CoCC	TII, SECAD
4.2	Greenway Communities	Deliver a programme of training and capability building to enable the communities and local businesses along the Greenway develop new visitor experiences and services.		ST	FI	SECAD, LEO, CETB, MTU
4.3	City to MY Greenway	"Complete the key projects that will link the city boundary to the Midleton to Youghal Greenway to include the completion of the following phases; Dunkettle to Carrigtwohill (4 Phases, Part 8 planning in place) - Phase 3 - Bury's Bridge to Fitzpatrick's (Under Construction) - Phase 4 - The Elm Tree to Carrigtwohill (Detailed Design) - Carrigtwohill to Midleton - Phase 1 - Carrigtwohill to Ballyadam (Part 8 in place and detailed design on-going) - Phase 2 - Ballyadam to Water rock (Outline design on-going. Part 8 to commenced in 2023)"	Green	LT	CoCC	CCC, TII
4.4	Active Travel	Examine the linking of Fota Island to the active travel network based on the outputs of the design stages of a spur off the Dunkettle to Carrigtwohill interurban route.		MT	CoCC	TII
4.5	National Cycling Network	Examine the requirements create an eastern cycling trail from Dublin to Cork. This will also examine the requirements to connect Youghal and Dungarvan to extend the greenway network.		LT	TII	CoCC

Catalyst Project 5						
PROJECT		ACTION	Experience Corridor	Time	Lead	Partners
5	CULTURAL DISTRICTS					
5.1	Cultural District Experiences	Develop clusters of new day and evening time visitor experiences across Cork's Cultural Districts.	Red	ST	FI	CCC, LCG
5.2	Cork Cultural Trail	Develop a Cork Cultural Trail to encourage culture-based exploration of the city. Support the development of the trail by building the capabilities of the Cork creative and artistic community to develop experiences to animate the Cork Cultural Trail.	Red	ST-LT	CCC	FI
5.3	Visitor orientation	Undertake a tourism signage audit in the city to improve the city centre orientation and visitor way finding infrastructure.	Red	ST	CCC	FI
5.4	City Library Investment	Undertake a review of the opportunity to incorporate day and evening time cultural experiences within the City Library.	Red	MT	CCC	FI
5.5	Cork Playful Trail	Build on the success of the Cork Playful Trail to create a family focused cultural activity trail.	Red	ST	CCC	
5.6	Music City Experience	Leverage Cork's reputation as a music city building on the established Cork music network, music festivals, music venues and the School of Music.	Red	ST	CCC	FI
5.7	Creative Placemaking	Develop a creative urban place making approach supporting new cultural and public realm investment e.g. Crawford Art Gallery area, City Library, Event Centre, Docklands.	Red	ST-LT	CCC	
5.8	Cultural Plaza	Assess the requirements to deliver an extended cultural plaza and imaginative public realm enhancements following the Crawford Gallery refurbishment.	Red	MT	CCC	
5.9	Riverside public realm	Examine the opportunities to re-imagine public realm investment in opening the river by creating more boulevard and riverside streetscapes to develop a vibrant riverside city experience.	Red	MT	CCC	
5.10	City Galleries Network	Develop a strategy for a co-ordinated approach between the city galleries linking the Glucksman, Crawford Art Gallery and Cork Public Museum and other related sites.	Red	MT	CGN	CCC
5.11	UCC	Examine the potential to create a University College Cork tourism experience.	Red Green	ST	FI	UCC
5.12	UCC	Develop the planned programme for the Boole Library to include new multimedia facilities, signature treasures gallery and the development of cultural, educational and social spaces on the ground floor of the Library.	Red Green	ST-MT	UCC	
5.13	Elizabeth Fort	Assess the requirements to enhance the Elizabeth Fort visitor experience.	Red	ST	CCC	FI
5.14	Living History Experiences	Examine the potential of creating story based trails for the family market based on hysterical histories linking key attractions across Cork such as Elizabeth Fort in the telling of the Cork story through living history.	Red	MT	CCC	FI
5.15	Shandon Masterplan	Prepare a master plan to develop a co-ordinated tourism development approach for the Shandon area linked with the wider vision for the area.	Red	ST-MT	CCC	FI

Catalyst Project 5						
PROJECT		ACTION	Experience Corridor	Time	Lead	Partners
5.16	Heritage Sites Presentation	Undertake an audit of requirements to enhance the presentation of cultural and heritage sites supported by a programme of maintenance e.g. Church Spires in key cultural districts.	Red	MT	CCC	
5.17	Cultural Sites Usage	Examine the capacity and usage of cultural buildings across Cork City to identify opportunities to create new evening time experiences.	Red	MT	CCC	
5.18	Flood Defence Scheme	Explore opportunities to interpret the heritage of the River Lee through investment in future flood defence schemes.	Blue	MT	CCC	
5.19	National Sculpture Factory	Examine the potential of developing a permanent range of digital sculptures linked to key heritage sites across Cork to contribute to the ongoing urban animation of Cork City.	Red	ST-MT	CCC	NSF
5.20	Public Art	Support the development of the installation of public art around the city in partnership with Glucksman Art Gallery and the City Council.	Red	ST	CCC	GAG
5.21	Nano Nagle Place	Implement the development plan for Nano Nagle Place and enhance the visitor experience.	Red	MT	NN	FI

Catalyst Project 6						
PROJECT		ACTION	Experience Corridor	Time	Lead	Partners
6	WORLD GASTRONOMIC DESTINATION					
6.1	Achieve World Gastronomic Designation	Implement the actions identified in the Food in Tourism Plan to develop Cork as a world gastronomy destination by growing the experience base, enhancing existing experiences and leveraging Corks food and drink heritage.	Red	MT	FI	CCC, CoCC, PS, SECAD
6.2	Midleton Distillery Experience	Maximise the impact of the investment in Midleton Distillery through the development of premium and added value experiences in Midleton Distillery.		MT	PS	FI

Destination Enablers						
PROJECT		ACTION		Time	Lead	Partners
7	ENHANCING ATTRACTIONS					
7.1	Visitor Attractions	Undertake an assessment of current visitor attraction experiences to benchmark the requirements to develop new, improved and collaborative visitor experiences.		MT	FI	VA
7.2	Barryscourt Castle	Examine the requirements to re-open Barryscourt Castle, including future management and site partnership options and develop a quality visitor experience on site.		ST	OPW	FI
7.3	Blarney Castle & Gardens	Support the development of a new vision for Blarney Castle & Gardens and the delivery of new visitor experiences across the site.		ST	BC	FI
7.4	Maritime Museums	Develop the capabilities of existing local maritime heritage centres to enhance their visitor experiences e.g. Cobh Museum and Passage West Museum.		MT	FI	LCG, CoCC
7.5	Cork Attractions Network	Enhance the cross promotion of attractions and examine new ways of attractions working together through co-created experiences and commercial initiatives such as single ticketing.		ST	FI	VA

Destination Enablers					
PROJECT	ACTION		Time	Lead	Partners
7.6	Butter Museum	Undertake an assessment of visitor experience development opportunities in the Butter Museum.	MT	BM	BM, FI
8	FESTIVAL CAPITAL				
8.1	Festival of Scale	Develop a new international festival of scale building on the potential of existing events or the identification of new festival opportunities in the city and county. This will also assess the potential for an international river or Harbour themed festival.	LT	CCC	FI, CoCC
8.2	Growing Event Impact	Maximise the potential of existing festivals and events by growing the numbers of cultural sites, attractions, activities and local experiences incorporated into event programming.	ST-LT	CCC	CoCC, PS
8.3	Niche Events	Examine new approaches to packaging festivals and events with the Cork accommodation sector to maximise the year round programme of events.	ST	FI	IHF, VC
9	TOURISM GROWTH TOWNS & COMMUNITIES				
9.1	Accommodation base	Grow the hotel accommodation base in key tourism growth towns.	ST-LT	PS	
9.2	Accommodation base	Grow the capacity of the destination to grow its alternative accommodation base.	ST-LT	PS	
Cobh					
9.3	Cobh - International Destination	Secure the funding and implement the regeneration roadmap for Cobh to develop the town and Great Island as an international tourism destination. Enhance the supporting visitor experiences in Cobh to maximise the investment for the local community.	ST	CoCC	LTN, FI
9.4	Industry Network	Grow the linkages with Cobh and the Cork City tourism industry to maximise the opportunity presented by increased rail services between Cork and Cobh.	ST	VC	LTN, IHF
Youghal					
9.5	Platforms for Growth Activity Centre	Maximise the opportunity for activity-based tourism through the investment in the Platforms for Growth Activity Centre at Clay Castle, Youghal. Build on the potential for Youghal to develop and position itself as a year-round training base for Ironmen and Triathlons (Triathlon Capital of Ireland).	MT-LT	CoCC	FI, PS
9.6	Youghal Lighthouse	Continue with the phased development of the Youghal Lighthouse experience to maximise its potential as a viewing platform and visitor orientation role guiding visitors to other sites in the town.	MT	CoCC	
9.7	Youghal Courthouse	Review the experience development requirements for Youghal Courthouse following the refurbishment programme.	ST	CoCC	
9.8	Visitor Orientation	Undertake a review of the orientation and wayfinding requirements to link the town heritage sites with its coastal amenities to influence visitor flow.	LT	FI	CoCC
Blarney					
9.9	Blarney	Undertake an assessment of the requirements to develop the tourism opportunity for Blarney to create reasons for visitors to Blarney Castle & Gardens to explore the local community.	ST	FI	CCC
Midleton					
9.10	Food Story Gateway	Examine the opportunity to develop the food destination positioning of Midleton as an access hub to the East Cork food and drink story.	MT	PS	SECAD, FI, LTN
Passage West					
9.11	Passage West Town Framework	Support the development of the town framework and maximise its potential with the inclusion of strategic tourism development projects.	LT	CoCC	

Destination Enablers					
PROJECT		ACTION	Time	Lead	Partners
Ballycotton					
9.12	Ballycotton Cliff Walk	Assess the requirements and feasibility of expanding the Cliff Walk to link to Roche’s Point, developing a coastal pathway linking Ballycotton to Cork Harbour, integrating the Knockadoon Coastal Walk and Gyleen.	ST	CoCC	FI
9.13	Ballycotton Lighthouse	Develop the potential of Ballycotton Lighthouse / Island for the delivery of new visitor experiences and opportunities to repurpose the island buildings for activities or accommodation.	ST	IL	PS, FI
10	TOURISM COMMUNITIES				
10.1	Developing tourism communities	Deliver a training programme for tourism communities groups to understand the tourism opportunity and how to develop local experiences to attract visitors to explore East Cork and the Harbour communities.	ST	FI	SECAD, MTU, CETB, LCG
11	INDUSTRY DEVELOPMENT				
11.1	Industry development	Develop the capacity and capabilities of tourism industry to create motivational itineraries and new approaches to collaboration and packaging that will attract visitors to Cork City, Cork Harbour and East Cork	ST-LT	FI	LTN, IHF, VC
12	MAXIMISE MOBILITY INVESTMENT				
12.1	Maximise Mobility Investment	Develop the capacity of tourism industry and local communities to maximise the commercial and community opportunities provided by Greenways, Blueways and Active Travel investment.	ST-LT	FI	CCC, CoCC, SECAD, MTU, LEO, CETB





5.3 Key Performance Indicators

The Cork DEDP provides a destination development focus aligning all stakeholders with an agreed vision through the adoption of a five-year pathway. Specific KPIs will be baselined and monitored throughout the lifecycle of the plan. The impact of the Cork DEDP will be measured through the monitoring of key metrics that examine the commercial development of tourism across the area. The measurement of success will include analysis of the following areas of performance over the course of the Cork DEDP.

1. Demand side conditions
2. Supply side conditions
3. Destination development
4. Environmental conditions



Demand Side - Visitor

1. Increase bed nights in Cork, Ireland's Ancient East YoY ahead of regional average from year three of implementation of the Cork DEDP.
2. Increase in visitor numbers in off peak season.
3. Increase the value of visitors to Cork, Ireland's Ancient East over volume.
4. Increased visitor satisfaction ratings.



Supply Side - Industry

5. Increase Saleable Products (five new or improved saleable experiences per annum) and a tailor-made distribution plan for the destination.

6. Season Extension: Progress towards extending annual opening hours across the destination.



Destination Development

7. Maximise the tourism impact for local communities through the rural tourism opportunity and how urban centres play their role as gateways to the wider county visitor experience.
8. Create a network of authentic community experiences linking the rural and urban communities of Cork, Ireland's Ancient East.
9. Increase the volume of saleable experiences through product clusters aligned with the spatial approach and strengthening the capacity of Cork City and East Cork tourism towns / hubs to attract and retain visitors in the destination for longer.
10. Build the capacity of the tourism industry and the local community to maximise the opportunity provided by the Cork DEDP and grow the appeal for the international visitor.
11. Develop recognition as a sustainable tourism destination differentiated by the opportunities for the visitor to immerse themselves in responsible tourism activity.



Environmental

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

APPENDIX ONE

CORK CITY, HARBOUR AND
EAST CORK DESTINATION AND
EXPERIENCE DEVELOPMENT PLAN

ENVIRONMENTAL





Environmental Considerations

This Plan provides an opportunity to ensure that all existing and future tourism projects and initiatives for the Cork DEDP 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 consideration including inland and coastal water quality and amenity, climate change, traffic, biodiversity, built and cultural heritage, landscape 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 with resulting mitigation measures and environmental monitoring,
- A firm commitment to ensuring sustainable and responsible tourism principles are practiced,
- Compliance with statutory decision making and consent procedures at Plan implementation stage, and
- Integrating requirements for environmental protection and management.

1. 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. This Plan has been subject to both Appropriate Assessment (AA) and Strategic Environmental Assessment (SEA).

• Appropriate Assessment (AA)

The Plan has been subject to a Stage 1 Screening for the Requirement for Appropriate Assessment (AA). The Screening concluded that potential for impacts on European sites could not be excluded and therefore, it has been concluded that Stage 2 AA is required. The assessment process was undertaken having full regard to the Habitats Directive 92/43/EEC and to Statutory Instrument No. 477/2011. The assessment is detailed in the relevant environmental documents, including the Natura Impact Statement (NIS), which accompanies the Plan.

• Strategic Environmental Assessment (SEA)

The Plan has been subject to screening for the requirement for Strategic Environmental Assessment (SEA). The Screening concluded that in accordance with SEA Circular Letter SEA 1/08 & NPWS 1/08, as

a Stage 2 Appropriate Assessment (AA) is required, SEA is also required. The SEA has been undertaken having full regard to SEA Directive 2001/42/EU and to the requirements of Statutory Instrument (S.I.) No. 435/2004 as amended by S.I. No. 200/2011. The assessment is detailed in the relevant environmental documents, including the SEA Environmental Report, which accompany the Plan.

2. Key Findings of the SEA & AA Process for the Plan

The Stage 2 AA and full SEA processes have had positive influences on the preparation of the Cork DEDP. These processes will continue to have a positive environmental influence during the implementation phase. The key considerations, findings and outcomes include:

- Identification and mapping of the key environmental sensitivities of relevance to the Plan are detailed in the SEA Environmental Report and in the AA Natura Impact Statement.
- Identifying, and mitigating where relevant, potential environmental impacts resulting from the implementation of 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 mitigation actions to ensure that any uncertain or negative environmental impacts are reduced or eliminated during the Plan implementation stage. The mitigation actions include:
 - ◆ The requirement to establish the hierarchy and status of the Plan and its interrelationship with higher level plans and 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 Screening for project-level Environmental Assessments
 - ◆ Compliance with Cork City & County Development Plan
 - ◆ Compliance with the requirements of the Climate Action Plan 2024

- ◆ Consideration of requirements for Infrastructure and Services and available Capacity
- ◆ Visitor Management and appropriate Carrying Capacity
- ◆ Inclusion of Green Infrastructure and Eco system Services considerations
- Development and execution of an Environmental Monitoring Programme for the implementation and operation of the Plan;
- Environmental 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 effects, trends and progress over time relating to the Strategic Environmental Objectives (SEOs); and
- Details on the sources of information that can be used to run the monitoring programme

Environmental Monitoring will be managed by Fáilte Ireland and will run concurrent with the implementation phase of the Plan. Monitoring on the implementation of the Plan will be provided to the Implementation Group on a regular basis. The findings of the environmental 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.

Table 10.1 of the accompanying SEA Environmental Report sets out the indicators that will be used in the operation of this environmental monitoring programme.

3. Sustainable & Responsible Tourism

The Plan conforms and commits to sustainable growth of tourism in the Cork region and in completing the above-mentioned assessments demonstrates the strong commitment to the VICE Model for Sustainable Tourism Development. The implementation of the following Guiding Principles is key to the success of the Plan.

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| <ul style="list-style-type: none"> ■ 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 the Cork 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. | <ul style="list-style-type: none"> ■ 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. |
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Guiding Principles for Sustainable and Responsible Tourism

4. Implementation & 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 (RSEs) 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, potential projects included in this Plan will have to comply, as relevant, with the various provisions of legislation, policies, plans and

programmes (including requirements for project level screening for Appropriate Assessment, Environmental Impact Assessment and other licensing requirements as appropriate) that inform the statutory decision-making and consent-granting framework.

Refer also to Chapter 4 (Relationship with Plans and Programmes) and Chapter 9 (Mitigation Measures) of the accompanying SEA Environmental Report.

5. Integrating Requirements for Environmental Protection & Management

The SEA and AA team worked together with the plan-making 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 will be required to demonstrate compliance with measures relating to sustainable development, environmental protection and environmental management contained within the appropriate Fáilte Ireland published documents.

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 environmental assessments, as appropriate) that form the statutory decision making and consent-granting framework. Such legislation, policies, plans and programmes include:

- Requirements for project level environmental assessments, including screening for AA and EIA follow on detailed assessments, if required;
- Statutory land use plans that form a key part of the statutory decision making and consent-granting framework (e.g. Development Plans, such as the Cork City & County Plan, and Local Area Plans), which themselves have undergone environmental assessment, as appropriate, including various provisions relating to sustainable development, environmental protection and environmental management; and
- The Climate Action Plan 2024 (and any subsequent versions) and the National Climate Change Adaptation Framework 2018 (and any subsequent versions).

6. Infrastructure and Capacity Considerations

Infrastructure Management

With respect to infrastructure (including drinking water, wastewater, surface water, waste and transport) consideration must be given to the available capacity

and the potential impact on existing infrastructure, as well as the potential environmental effects arising from the provision of new infrastructure and / or from a likely increase in tourism-related pressures. Any such environmental effects will be appropriately mitigated. The promotion of developing visitor friendly infrastructure where it is required is encouraged.

Visitor Management

Those receiving funding will be requested 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 located at a suitable setback from ecological sensitivities.

Research by Fáilte Ireland has shown improved environmental outcomes (including improved attainment of conservation objectives) in areas operating appropriate visitor management strategies. 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; the enhancement, protection and management of biodiversity; protection of cultural heritage; and protection of landscape sensitivities.

Consideration and implementation for all environmental mitigation measures as set out in Ireland's Ancient East Regional Tourism Development Strategy will also be considered a requirement as appropriate.



APPENDIX TWO

CORK CITY, HARBOUR AND
EAST CORK DESTINATION AND
EXPERIENCE DEVELOPMENT PLAN

SUPPORTING CURRENT POLICY & PLANNING





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

- Fáilte Ireland Strategic Plan
- 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
- Actions to Promote Sustainable Tourism Practices 2021 - 2023
- Strategy for the Future Development of National and Regional Greenways
- National Physical Activity Plan 2013 - 2025
- Cork City Development Plan 2022-2028
- Cork County Development Plan 2022 - 2028
- Cork Metropolitan Area Transport Strategy
- Cork 2050
- Docklands Local Area Plan 2008

FÁILTE IRELAND CORPORATE PLAN & REGIONAL TOURISM STRATEGIES (2022-2027)

Fáilte Ireland's Corporate Plan as the basis for national tourism development supported by Regional Tourism Strategies (2022-2027) 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 Ireland's Ancient East 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.

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.

STRATEGY FOR THE FUTURE DEVELOPMENT OF GREENWAYS

The objective of the Greenway strategy is to assist in the strategic development of nationally and regionally significant Greenways in appropriate locations constructed to an appropriate standard in order to deliver a quality experience for all Greenway users. It also aims to increase the number and geographical spread of Greenways of scale and quality around the country over a 10 year period with a consequent significant increase in the number of people using

Greenways as a visitor experience and as a recreational amenity.

NATIONAL PHYSICAL ACTIVITY PLAN (2013-2025)

The NPAP (Get Ireland Active) aims to increase physical activity levels across the population thereby improving the health and wellbeing of people living in the country.

The Plan sets targets for annual increases in the level of daily physical activity across a range of ages and abilities to achieve the National Guidelines on Physical Activity for the country supported by eight action areas developed to encourage greater participation in physical activity.

Key relevant actions in the Plan include:

- Action 32: Develop and promote walking and cycling strategies in each Local Authority area
- Action 36: Prioritise the planning and development of walking and cycling and general recreational/ physical activity infrastructure.
- Action 37: Explore opportunities to maximise physical activity and recreation amenities in the natural environment.

CORK CITY DRAFT DEVELOPMENT PLAN 2022-2028

The Cork City Draft Development Plan 2022 – 2028 sets out how the city will grow and develop over the six year period of the plan. The plan sets a strategic vision for Cork City to 'take its place as a world class city, driving local and regional growth, embracing diversity and inclusiveness and growing as a resilient, healthy, age-friendly and sustainable compact city with placemaking, communities and quality of life at its heart.'

The plan recognises the role of tourism as an important economic contributor to the city, highlighting the heritage, cultural and arts facilities that form a key part of the tourism offering. The role of green and blue infrastructure including the river and harbour environs, are also emphasised with their potential for development in the city and more rural hinterland.

Nine strategic objectives have been developed to guide the future development of the city. The Cork DEDP is aligned with, and supported by, a number of objectives

under various Strategic Objectives set out in the Development Plan including the Strategic Objectives relating to Compact Liveable Growth; Transport and Mobility; Climate and Environment; Green and Blue Infrastructure and biodiversity; Employment and Economy; Heritage, Arts and Culture; and, Strategic Consolidation and Regeneration Area Objectives.

CORK COUNTY DEVELOPMENT PLAN 2022-2028

The Cork County Development Plan sets out the policy objectives and overall strategy for the planning and sustainable development of the County from 2022-2028. Sustainability is the core principle of the plan with a focus on creating vibrant, liveable, climate resilient communities.

The strategy for the County is set out across four geographic 'Strategic Sub Areas' of which the County Metropolitan Strategic Planning Area (Carrigaline, Crosshaven, Carrigtwohill, Cobh, Middleton and Passage West), and while Youghal and Ballycotton is included with the Greater Cork Ring Strategic Planning Area.

Promotion of sustainable tourism in the County is a stated objective of the Plan, doing so while protecting the natural, built and cultural heritage assets of the county, and supporting towns, villages and community groups in the development of tourism in settlements

CORK CITY GREEN AND BLUE INFRASTRUCTURE STUDY 2021 & STRATEGY 2022-2028

The Cork City GBI plan sets out objectives to manage, protect and enhance the City's green and blue infrastructure (GBI) network of natural and semi-natural spaces from parks and garden to footpaths, cycle routes and water features.

The GBI Infrastructure Strategy provides objectives for the role of the landscape and harbour where opportunities exist for the provision of new green and blue infrastructure to connect the urban area to the wider rural area.

The strategy also highlights the assets provided to tourism, culture and recreation through the city's maritime history, and the city benefiting from green and blue infrastructure providing the setting to the city and beyond.

The recommendations from the GBI Infrastructure have been developed into the Cork City Development Plan.

CORK METROPOLITAN AREA TRANSPORT STRATEGY

CMATS provides the Cork Metropolitan Area with a coordinated transport and land use strategy providing an efficient and safe transport network towards 2040. In addition to the identification of a number of bus and rail public transport corridors, the plan identifies a Greenway Cycle Network including: An east-to-west Lee, City, Harbour Greenway, City to Middleton and Youghal Greenway, Blarney Greenway and Passage West to Carrigaline. Development of the strategy is progressed through the Cork City Development Plan.

CORK 2050

The Cork 2050 strategy sets out future development for the whole of Cork, addressing and looking beyond the objectives and actions of Project 2040. By 2050, the strategy targets a Cork population of 850,000 with more than 300,000 people living outside the metropolitan area.

In respect of Arts, Culture and Tourism, the Cork 2050 Strategy supports 'capitalising on Cork's heritage, character, cultural offer, and the maritime heritage of Cork City, Cork Harbour and the wider Metropolitan Area noting the potential for enhancement of the urban tourism potential of Cork. The economic opportunity associated with tourism in towns, village and rural areas is also highlighted.

DOCKLANDS AREA LOCAL PLAN 2008

The South Docks Local Area Plan was been prepared to realise the vision of the Cork Docklands Development. The plan encompassed an area from Custom House Quay at the eastern end of the city centre along the Marina to Blackrock. It was roughly bounded by the escarpment behind Monahan's Road to the south and the River Lee to the north.



