

UPPER SHANNON, SHANNON ERNE, and BORDER

DESTINATION and EXPERIENCE DEVELOPMENT PLAN

2025 – 2030





Literary Heritage

James Joyce
The author of Ulysses and Finnegans Wake, Joyce is one of the most important writers of the 20th century. He was born in Dublin in 1882 and spent most of his life in the city. His works are known for their experimental style and their focus on the inner lives of their characters.

Virginia Woolf
A leading figure of the Bloomsbury Group, Woolf was a pioneer of the modernist movement in literature. She is best known for her novels, which often explore the inner world of her characters. Her most famous work, Mrs. Dalloway, is a masterpiece of the genre.

W.B. Yeats
One of the most important Irish poets of the 20th century, Yeats was a member of the Irish Literary Revival. He is known for his poetry, which often deals with themes of Irish history and culture. He was awarded the Nobel Prize in Literature in 1923.

Samuel Beckett
An Irish writer, dramatist, and novelist, Beckett is known for his experimental and often bleak works. He is best known for his plays, which often deal with themes of human suffering and the search for meaning. He was awarded the Nobel Prize in Literature in 1969.

THE CUT

The Doctor's Stall



CONTENTS

INTRODUCTION

1.1	Overview	3
1.2	Ireland's Hidden Heartlands Regional Tourism Development Strategy 2023 – 2027	4
1.3	Destination Development Context	4
1.4	Strategic Objectives: Overview	10
1.5	A Regenerative Tourism Approach	11
1.6	Environmental Considerations	12

WHAT WE ARE ADDRESSING IN THIS PLAN

2.1	Building on our Strengths	14
2.2	Opportunities to Consider	14
2.3	Challenges to Address	16
2.4	Research Conclusions – Summary of Research and Vision of Stakeholders	18

VISION FOR THE FUTURE

3.1	Vision	21
3.2	Performance Indicators	22
3.3	Strategic Objectives: In Detail	25

FRAMEWORK AND APPROACH

4.1	Strategic Framework	35
4.2	Destination Catalysts	37
4.3	Destination Enabling Initiatives	50

USSEB DEDP DELIVERY

5.1	DEDP Implementation	55
5.2	Acronyms	56
5.3	DEDP Action Plan	57

APPENDICES

6.1	Appendix 1: Data Sources	87
6.2	Appendix 2: Environmental Considerations in Detail	88
6.3	Appendix 3: Heat Maps	92
6.4	Appendix 4: Consultation	94
6.5	Appendix 5: Image Captions and Credits	96

1. INTRODUCTION



1.1 OVERVIEW

The Upper Shannon, Shannon-erne, and Border (USSEB) Destination and Experience Development Plan (DEDP) is a five-year sustainable tourism plan for Cavan, Leitrim and Roscommon north of, and including, Roscommon Town (the 'Destination'). It represents a multi-stakeholder approach to sustainable tourism development and unlocking the economic potential of the sector. The plan has identified a range of key initiatives that are designed to raise awareness of the Destination, increase the length of stay in the area, expand the range and quality of visitor experiences, strengthen the value of tourism to local communities and protect the quality, character and distinctiveness of the local environment, heritage and culture. The Ireland's Hidden Heartlands *Regional Tourism Development Strategy 2023-2027* and the *Shannon Tourism Masterplan 2020-2030*, together provide an overarching strategic framework for this plan.

The DEDP seeks to capture the essence of the Destination, recognising the opportunities that will unlock the region's tourism potential. It builds on recent and current capital investment projects including The National Famine Museum at Strokestown Park, the Shannon Pot Discovery Centre, and ongoing work at Lough Key Forest and Activity Park, and it identifies new investment opportunities around the Shannon, Shannon-erne Waterway, and the Beara Breifne Way, as well in the forest parks, lakelands and the heritage and cultural gems.

It also builds on current industry development initiatives such as the Fáilte Ireland programmes of Digital that Delivers, and Employer Excellence, and identifies ways to deliver economic growth through tourism in the area.

The Plan is structured around the VICE model for sustainable tourism and has a strong focus on regenerative tourism. This ensures an

appropriate balance is struck between the needs of the nature and the environment (the 'E'), the community (the 'C'), the industry (the 'I') and the visitor (the 'V'), and the delivery of net positive benefits across all four pillars.

Core themes that run right throughout the DEDP are connectivity, collaboration, capability and capacity building, and carbon reduction.

Connecting visitor experiences, often using greenways and blueways as the connectors, is central to the plan, as is ensuring greater collaboration among stakeholders and, especially, tourism businesses. This will necessitate developing stronger and more effective tourism networks in order to develop a compelling destination with lots to see and do for visitors. Growing connections and linkages with surrounding destinations on all sides, including cross-border collaboration, has been identified in the plan as one of the factors for success.

As a destination that is currently at a relatively early stage of maturity, there are lots of opportunities to grow the capacity and capabilities of the industry while at the same time reducing its carbon footprint.

The initiatives and actions within this plan are structured around six strategic objectives and have been identified following community and stakeholder consultation. The development of the plan itself has been steered by a working group comprising industry, stakeholder and community representatives. This plan sets out a clear roadmap towards the development of a distinctive and competitive year-round destination that is attractive to the domestic and international markets, while providing positively for local communities and nature.

1.2 IRELAND'S HIDDEN HEARTLANDS REGIONAL TOURISM DEVELOPMENT STRATEGY 2023 – 2027

The Ireland's Hidden Heartlands regional experience brand was launched in 2018 to provide the Midlands with a distinct and compelling tourism proposition. The region, featuring distinctive natural and cultural assets in addition to a strong community base, is still at an early stage of maturity as a tourism destination.

Pre-Covid, in 2019, tourism in Ireland's Hidden Heartlands generated €307m (€178m from international visitors and €129m from domestic visitors) supporting an estimated 8,000 jobs. Nationally, in 2019 Ireland's Hidden Heartlands¹ had a 4.1% share of overseas visitors and a 6.7% share of domestic visitors.

The Ireland's Hidden Heartlands *Regional Tourism Development Strategy 2023 – 2027*² was developed to drive post COVID-19 pandemic recovery and grow the visitor economy across the region in a sustainable manner. Fáilte Ireland's long-term objective is to ensure a greater regional spread of the socio-economic benefits of tourism across Ireland and, in those destinations at an early stage in development such as the USSEB area, a 6.6% increase in tourism revenue each year over the lifetime of its DEDP. This will be achieved by raising awareness and consideration of the region as a visitor destination and increasing the average length of stay. The ambition is to create sustainable, high-quality jobs that will support and strengthen local communities and enhance the quality, management, and appreciation of our natural environment.

1 The figures stated refer to the original configuration of Ireland's Hidden Heartlands which, until 2021, consisted of the three full counties of Leitrim, Longford and Roscommon, and parts of counties Cavan, Westmeath, Offaly, Galway, Clare and Tipperary.

2 [Fáilte Ireland – Ireland's Hidden Heartlands Regional Development Strategy | Regional Development Strategies | National Tourism Development Authority](#)

1.3 DESTINATION DEVELOPMENT CONTEXT

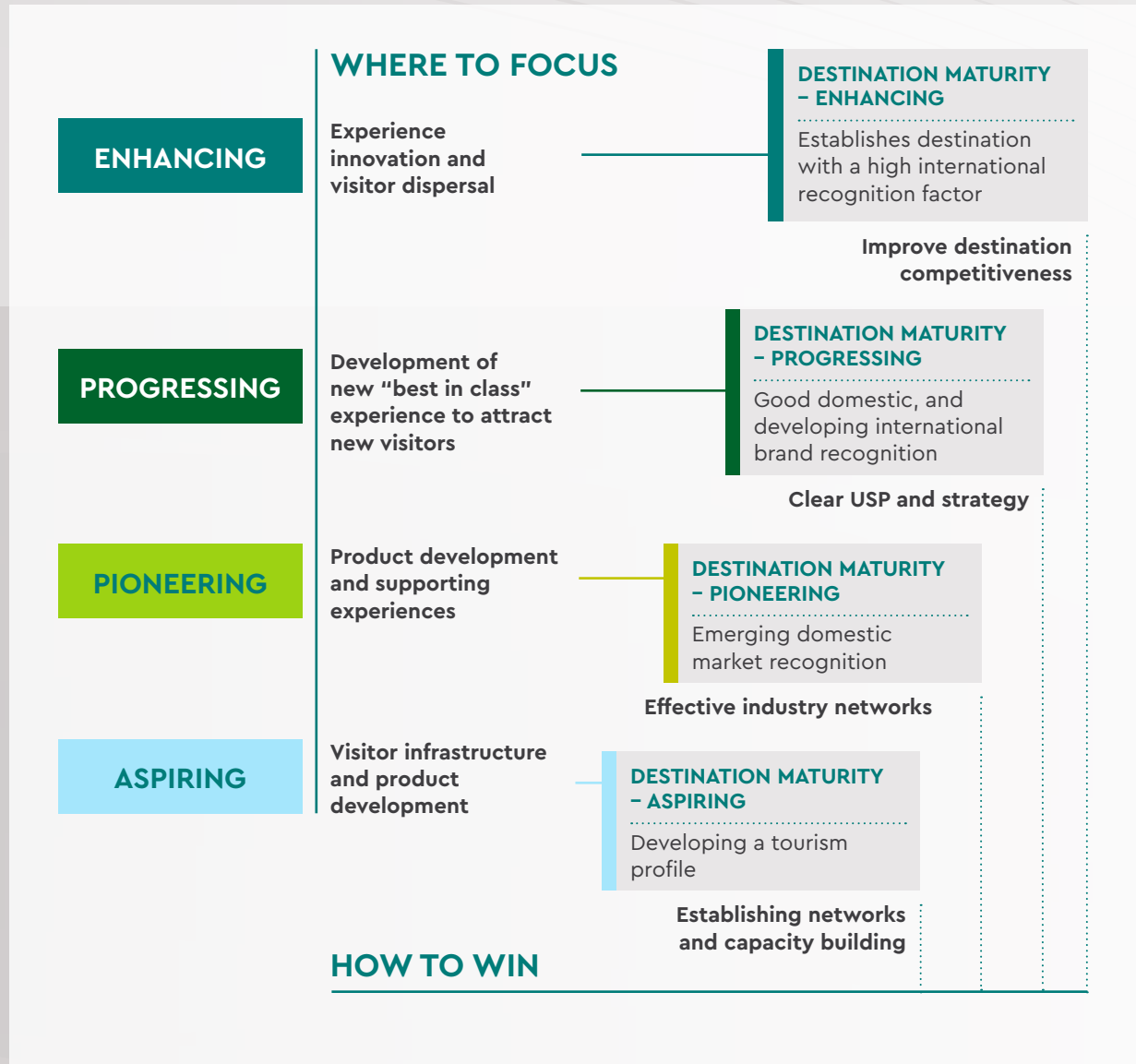
In destination maturity terms, this destination can be described as 'pioneering', with areas that are still 'aspiring'. As expected in an aspiring destination, there are a large number of complementary products (68%), compared to those categorised as supporting (27%) and signature (5%).

There is a good spread of product across product type, with activity products particularly strong within the Destination. Many of the attractions have links to outdoor experiences and complementary products could be developed in a number of instances. There is also potential for enhancing those attractions that are indoor-only (and offer an experience in bad weather) particularly as regards their alignment with the brand proposition and ability to tap into visitor motivations.

The Destination has some areas and products that are well recognised by the domestic market but, apart from cruising, it has low recognition among the international market. With some exceptions such as Slow Adventure Leitrim, tourism development has been patchy and, until the development of the Ireland's Hidden Heartlands regional brand experience, has lacked an overarching vision or framework within which to develop. The area has a wealth of intriguing cultural and beautiful natural assets but the tourism industry is not well established across the Destination. Also as expected in an aspiring destination, tourism infrastructure, product development and capability building are key areas for focus within the Destination. While network establishment appears to be well underway, it is still at a relatively low level.

Individual county tourism networks exist and each of the constituent counties is actively engaged in promoting its own tourism offer with little cross-county bundling or promotions. However, cross-selling and collaborative behaviours could be significantly enhanced and would in turn be conducive to wider destination awareness and discovery among consumers/visitors. The region benefits from good transport links (mainline rail, national road routes) to major population conurbations. Many products have better than expected public transport links based on these criteria. The local link service could be highlighted to holidaymakers as a viable option in this slow, environmentally aware destination. But the so-called 'last mile', i.e. the connection from these routes and conurbations to visitor attractions, accommodation and activity providers, is often missing.

There are several clusters of tourism experiences and attractions, with a strong concentration around Carrick on Shannon, and having more of a dispersed nature throughout Cavan, northwest Roscommon and north Leitrim. Carrick on Shannon is also a well-known and well-developed hub for cruising, and the potential to develop spokes reaching into the wider Destination is good.



Destination Maturity Model



Shannon Pot Discovery Centre (in development)



Acres Lake, site of new Watersports facility (in development)



Lough Key Forest & Activity Park



Beara Breifne Way (in development)



Shannon River



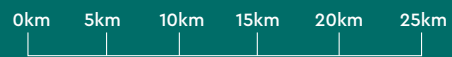
National Famine Museum, Strokestown Park



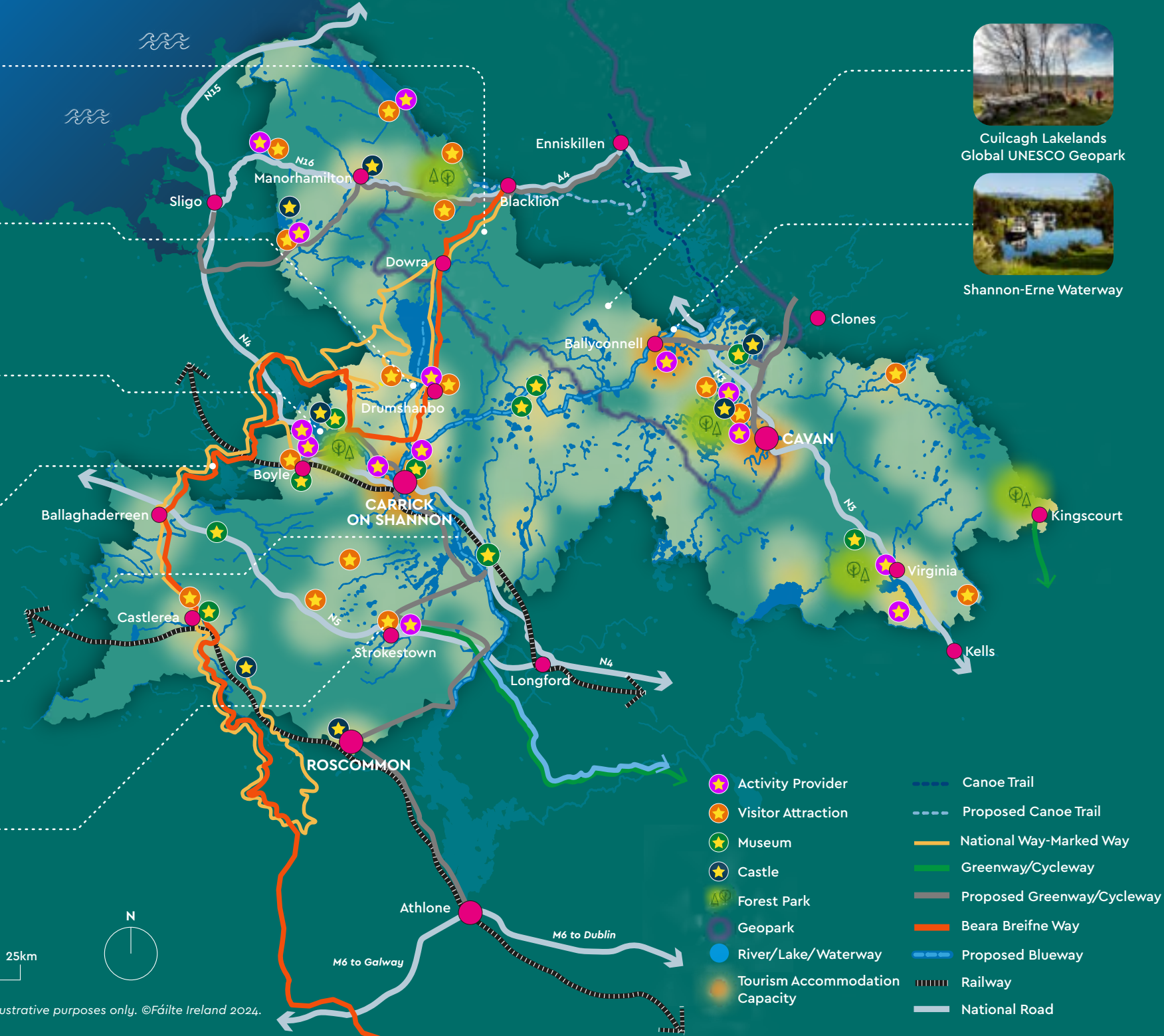
Cuilcagh Lakelands Global UNESCO Geopark



Shannon-Erne Waterway



Please note this map is indicative and for illustrative purposes only. ©Fáilte Ireland 2024.



- Activity Provider
- Visitor Attraction
- Museum
- Castle
- Forest Park
- Geopark
- River/Lake/Waterway
- Tourism Accommodation Capacity
- Canoe Trail
- Proposed Canoe Trail
- National Way-Marked Way
- Greenway/Cycleway
- Proposed Greenway/Cycleway
- Beara Breifne Way
- Proposed Blueway
- Railway
- National Road

The topography of the area, with significant lakeland areas and extensive Shannon and Erne River shorelines, lends itself well to slow adventure activities and sports tourism, in particular golf and angling. Angling is recognised as having been of particular value across the Destination, supporting smaller operators, accommodation and hospitality providers in areas outside of the more traditional tourism focal points and outside of the main tourism season, thus contributing significantly to regional and seasonal spread.

Key attractions in the area include the Cavan County Museum, Arigna Mining Experience, The Shed Distillery, Lough Key Forest and Activity Park, and the National Famine Museum at Strokestown Park. Key activity providers include Cavan Adventure Centre, Lough Allen Adventure, Shannon River Adventures, and the group of slow tourism providers under the umbrella of Slow Adventure Leitrim. Visitor numbers across all attractions range from 54 people to 60k per annum, with Lough Key Forest and Activity Park, due to its wide offer that includes a park, ziplining, boat hire, kayaking, an historical experience and tree canopy walk, registering over 100k visitors.

New and relatively new products include the National Famine Museum at Strokestown Park, which opened in 2022, and The Shed Distillery in Drumshanbo. A major new attraction is in development for the Shannon Pot and Cavan Burren Park, which is one of only four projects selected under the Fáilte Ireland Platforms for Growth Investment Grants Scheme for Immersive Heritage and Cultural Attractions. This lies within the cross-border Cuilcagh Lakelands UNESCO Global Geopark, which is jointly managed by Cavan County Council, and Fermanagh and Omagh District Council. As both an attraction and Geopark 'community', the Geopark offers a vehicle for cross-border visitor experience development, and industry, community and environment-related collaboration.

Opportunities are also afforded by the long-distance walking route, the Beara Breifne Way, which enters the area on the Suck Valley Way and winds its way through the Destination before ending at Blacklion in Cavan. It is one of two signature experiences in Ireland's Hidden Heartlands and one of the largest community tourism projects in the country. It has the potential to be transformative for those communities through which it passes. There are other excellent way-marked trails but, as yet no accredited greenways or blueways. Pursuing the process of accreditation would improve the quality of these amenities and reinforce the provision of, and access to, high-quality outdoor activities.

The Destination boasts some of the finest forest parks in the country including Dún an Rí and Killykeen in Cavan, Glenfarne Woods in Leitrim, and Lough Key Forest and Activity Park in Roscommon, which provides one of the largest campsites in Ireland's Hidden Heartlands. Other notable and popular free attractions include Acres Lake³ (and the 'Snake on the Lake' boardwalk), Glencar Waterfall, Castle Saunderson, Roscommon Castle, and upland amenities such as Sliabh Bawn. There are scenic towns, villages, excellent restaurants and bars, and stunning outdoor activity options in the outlying parts of the region.

The region is home to the largest hotel in Ireland's Hidden Heartlands, and two 4* castle hotels. There is a range of accommodation types; from B&Bs, to the hostel in Swanlinbar to castle hotels, and luxury self-catering lodges. The accommodation provision is strongest and most widespread in County Cavan and tends to be more concentrated in counties Leitrim and Roscommon.

Please refer to the heat maps included in Appendix 6.3, which show the concentrations of accommodation, activity providers and attractions as they were categorised in 2019. The detailed map on the previous page combines all the different aspects and elements that will be integrated through the DEDP to provide a holistic tourism experience.

³ A new €1.2m Watersports facility is being developed at Acres Lake by Fáilte Ireland in partnership with Leitrim County Council under the Fáilte Ireland Platforms for Growth 2 Investment scheme. One of 22 such amenities being constructed nationally, it will provide state-of-the-art facilities for outdoor water-based activities.

Several festivals and events have the potential to develop as supporting products. Due to the amount of bed stock in the Destination, the scheduling of festivals needs to be carefully handled. To ensure as much economic benefit as possible, festivals should ideally avoid bank holiday weekends, particularly during the summer months, when there is already enough business in the destination. This will also have the effect

of extending the season and avoiding displacement of other business. A key focus in developing festivals and events over the course of the DEDP will be to extend their duration; e.g. from a single day to events lasting two or three days, either by expanding on their offer or by merging individual events into one where thematically and/or geographically feasible.





1.4 STRATEGIC OBJECTIVES: OVERVIEW

The following six Strategic Objectives have been identified for the Upper Shannon, Shannon-Erne, and Border Destination. They are closely aligned to the Strategic Objectives set out for the wider Hidden Heartlands region in the *Regional Tourism Development Strategy 2023–2027*.

1.4.1 Strategic Objective 1: Development of a Destination based on Regenerative Tourism Principles

Following regenerative tourism principles, establish the Upper Shannon, Shannon Erne and Border region as a destination with high standards in sustainable tourism development and a reduced carbon footprint.

1.4.2 Strategic Objective 2: Growth in Destination Awareness

Grow the profile of the Destination through collectively growing awareness, locally and in the domestic and international markets of Cavan, Leitrim and Roscommon as great places to visit, where the visitor is assured of an authentic, place-based experience that also delivers net positive benefits for the community, the environment, and the tourism industry.

1.4.3 Strategic Objective 3: Developing and Integrating our Land- and Water-based Trails

Deliver new levels of connectivity between new and existing trails, both land-based and water-based, across the Destination to create an enhanced and integrated scale of outdoor activity provision and development of best-in-class slow tourism hubs.

1.4.4 Strategic Objective 4: Development of Place-based and Ecotourism Visitor Experiences

Develop the range and quality of visitor experiences across the Destination drawing on the natural, community, and cultural, heritage with a focus on ecotourism.

1.4.5 Strategic Objective 5: Growth in Sustainable Economic Impact

Grow the economic impact of tourism and create high quality jobs in the Destination by supporting the industry to enhance its capacity and capability and by developing and enhancing the visitor services' provision.

1.4.6 Strategic Objective 6: Development of New Levels of Collaboration

Build new levels of tourism industry and stakeholder collaboration by strengthening existing tourism networks and clusters and creating new ones where necessary.

1.5 A REGENERATIVE TOURISM APPROACH

The Ireland's Hidden Heartlands *Regional Tourism Development Strategy 2023–2027* introduces the principle of regenerative tourism and places it at the heart of the strategy.

In the context of an evolving global focus on sustainability and climate action, a regenerative approach to tourism ensures community and place are at the centre of the tourism model, collectively working towards delivering a net positive benefit for all stakeholders – Visitor, Industry, Community and the Environment – wherever possible. It is important, however, not to underestimate the challenges in striving for a regenerative tourism approach. This is an aspirational objective to be worked towards over the course of this plan and beyond, and a set of regenerative tourism principles that are localised to the needs of place, will be agreed as part of this. Being a relatively immature visitor destination, there is already a strong reliance on community-based tourism enterprises, SMEs and micro-enterprises to deliver experiences for visitors. Growing the ways in which local communities can actively participate in, and support, the development and delivery of tourism in their localities, will help to create a more resilient, confident and shared sense of community and place.

Bringing more people into the environment, particularly nature protected areas, will undoubtedly result in additional impacts that will require mitigation. Over and above these mitigation measures, every opportunity will be taken with the experience providers and other

stakeholders to ensure that net-positive benefits for nature will be identified and delivered. During the public consultation sessions as part of the preparation of this plan, Nature was identified as a stakeholder in tourism and not just part of the 'receiving environment', ensuring that it will be front of mind in all future decision making.

The long-term success of this approach will be based on partnership and collaboration between community groups, businesses and individuals along with local authorities and state agencies and of course the visitor, providing considerable opportunities for destination innovation. It is hoped that this approach will contribute to the growth of more authentic local experiences as visitors seek new levels of interaction with the locality and the communities that shape them. It will incorporate and build on the initiatives already taken in parts of the Destination to develop ecotourism and slow adventure experiences, and include a stronger focus on the importance of the environment and communities that lie at the heart of the visitor experience.

From a policy perspective, Fáilte Ireland is committed to working towards ensuring that the tourism sector plays its part to help deliver Ireland's commitments under the Paris Agreement on Climate Change, as set out in the Climate Action Plan 2021. De-carbonising the tourism sector will be a key priority in this DEDP through the implementation of the Fáilte Ireland Climate Action Programme.

1.6 ENVIRONMENTAL CONSIDERATIONS

Emphasising the regenerative tourism ethos of the DEDP, the environment is integrated to all aspects of the Plan so that its implementation delivers positively for the wider cultural and natural environment. Environmental considerations, including inland water quality, biodiversity, the integrity of the landscape and culture of host communities, and the impacts of climate change, are to the fore as we develop tourism in Ireland.

This Plan has been subject to both Appropriate Assessment (AA) and Strategic Environmental Assessment (SEA). Both assessments have been undertaken in order to ensure full legal compliance and to ensure that the protection, promotion and improvement of our most important tourism asset – the natural environment – are integral to how the Plan is developed and implemented.

This is evidenced in the following commitments⁴:

- Undertaking environmental assessments with resulting mitigation measures and environmental monitoring,
- Ensuring sustainable and regenerative tourism principles are supported and practiced,
- Compliance with statutory decision making and consent procedures at plan implementation stage, and
- Integrating requirements for environmental protection and management within the development and implementation of the Plan's actions.

Appendix 2 sets out the approach and outcomes of the assessment process and resulting environmental management required to ensure protection of the natural environment.

⁴ Please see Appendix 2: for more details of the Considerations, Findings and Outcomes of the SEA and AA processes
Please see the associated SEA Environmental Report, the SEA Environmental Report Non-Technical Summary, and Appropriate Assessment Screening and Natura Impact Statement, for full details of the Considerations, Findings and Outcomes of the SEA and AA processes.

2. WHAT WE ARE ADDRESSING IN THIS PLAN



2.1 BUILDING ON OUR STRENGTHS

- The River Shannon, the Shannon-Erne Waterway, and associated waterways, are strong core attractors to the area.
- The UNESCO Global Geopark status for the Cuilcagh Lakelands Global Geopark creates global recognition and facilitates cross border collaboration given that it is the world's first cross border Geopark.
- The Royal Site of Rathcroghan which, together with the five other Royal Sites, is on the UNESCO World Heritage Tentative List.
- A strong range of nature-based offerings with a core of accredited ecotourism and slow adventure experiences.
- Emerging network of greenways, blueways and walking trails, with a tradition of community walking festivals.
- Appeal of forest parks and forest-based visitor attractions to the domestic market.
- A tradition of river cruising and an established cruise hire hub in Carrick on Shannon.
- Connectivity between Wild Atlantic Way, Ireland's Ancient East and the Border counties and shared visitor experiences stimulating new visitor flows into the Destination.
- A range of niche food and drink experiences and an active food tourism network.
- A good range of community-based tourism experiences and opportunities for visitors to engage with locals.

- Ability to provide integrated visitor experiences linking heritage, nature and activity; e.g. the National Famine Museum at Strokestown Park and the National Famine Way, kayaking to Clough Oughter Castle through the flooded drumlin and rich ecological landscape of Lough Oughter.

2.2 OPPORTUNITIES TO CONSIDER

- Raise awareness of the Destination by leading out with the signature experiences that make it distinctive.
- Build on destination leadership in eco-tourism activity and slow adventure by embracing sustainability and eco-tourism as the platform for experience innovation and new levels of collaboration.
- Expand the appeal of tourism hubs and gateways into the Destination such as Carrick on Shannon, Cavan and Roscommon Towns and other key towns and villages.
- Development of a signature water-based experience trail, rural and immersed in nature, that builds on work to date in linking water and community experiences and works together with centres of excellence for slow adventure to create a new level and scale of product.
- Encourage tour operators that are already programming the Destination to extend their dwell time by at least one night.
- Grow the appeal of cruising on the Shannon and the Shannon-Erne beyond the German-speaking and domestic markets, into southern Europe and other parts of northern Europe.



- Development of cross-region and cross-border experiences linking heritage, culture and the outdoors to stimulate new levels of visitor flows across the Destination.
- Grow international recognition of the Cuilcagh Lakelands UNESCO Global Geopark and using it as the platform for eco-tourism excellence and community tourism experience development.
- Develop the Beara Breifne Way as a long-distance trail of international stature and the basis for immediate community engagement.
- Complete and connect greenways and blueways across the Destination to create integrated clusters of accredited trails.
- Expanding destination accommodation stock to include building on niche 'in nature' style accommodation already associated with the Destination.
- The opportunity to respond to the emerging tourism trends of off-the-beaten-track / in nature experiences through responsible tourism and new forms of wellbeing.
- Grow the multi-generational destination appeal due to the diversity of activities and attractions, particularly for the family market.
- Create niche destination festivals and events linked to the outdoors, in-nature activity and slow adventure.
- Strengthen the profile of local food provenance through food networks and link food tourism experiences with agri- and regenerative farming experiences.
- Create additional cruise boat hubs and facilities.

2.3 CHALLENGES TO ADDRESS

- Lack of perception of the area as a wider destination in its own right beyond the established hubs, such as Carrick on Shannon.
- Relatively low levels of recognition of Ireland's Hidden Heartlands brand among domestic and international markets.
- Ensuring collaboration among tourism businesses and with stakeholders is aligned with a shared vision and commitment to regenerative tourism and sustainability as the basis for destination differentiation.
- Limited number of tourism networks as the basis for developing clusters and future capability building required by the tourism industry.
- Low levels of marketing capacity among the tourism industry members.
- Developing a tourism experience base that motivates consideration of the Destination on a year-round basis, disrupts visitor flow and increases dwell time in the area.
- Developing an understanding of tourism within communities and encouraging their participation.

- Population decline in rural areas and ability to attract entrants into the tourism sector as a career.
- Developing trail heads that meet the destination promise of delivering excellence for activities in nature.
- Addressing the current levels of tourism service provision and capacity to accommodate visitors overnight.
- Facilitating tourism development while securing net positive outcomes for nature, heritage and communities.
- Conversion costs for cruising industry to adapt existing stock to more environmentally friendly propulsion systems and fuel sources.
- Securing access to funding for the development of new and enhanced experience development projects.
- Lack of clarity surrounding the Greenway and Blueway propositions, and the procedures to secure national accreditation.
- The Destination currently has a low level of appeal to attract inward investment in new tourism products and / or expanding the accommodation base, compared to more mature destinations.



2.4 RESEARCH CONCLUSIONS – SUMMARY OF RESEARCH AND VISION OF STAKEHOLDERS

The development of the USSEB DEDP is based on a programme of primary and secondary research in addition to an extensive consultation process with local communities, tourism industry, visitors and stakeholders. Over the course of February-April 2023, twelve individual "tourism in the community" consultation events (comprising workshops and drop-in sessions) were held and were attended by c. 230 people; one to one consultations were held with c. 50 representatives of tourism industry, arts, heritage, and enterprise. Steering the development of the Plan throughout was a Working Group of some twenty stakeholders representing the three local authorities and key tourism enterprises within the Destination.

The following are the key findings arising from all consultation which provide the DEDP with a number of key areas on which to focus.

2.4.1 Industry Capability Building and Regional Brand Adoption

The recurring feedback from the tourism industry focused on the need to build their capabilities in the areas of experience development, networking, and adoption of the Hidden Heartlands brand. Additional focus is required on up-skilling tourism businesses to collectively strengthen their marketing / digital presence and enhance existing and/or develop new experiences. The consultations also highlighted the need to grow the visitor economy across the Destination, extending the tourism season, visitor dwell time, and providing high quality jobs.

2.4.2 Water Experiences – Adopting a strengths-based approach

The area has a long association with river cruising, angling and other water-based activities, and the community consultations reinforced the level of pride that exists in the area's water-based heritage. However, the water experience across the Destination is fragmented and could be presented to visitors more coherently. It requires a co-ordinated approach aligned with the vision within the Shannon Tourism Master Plan. The delivery of key destination projects such as the accreditation of the Upper Shannon, and the Shannon-Erne, Blueway, and an overarching visitor proposition connecting and enhancing the cluster of water-based experiences is required to create marketplace stand-out and a platform for industry and community engagement.

2.4.3 Regenerative Tourism – greater community and environmental focus

The ambition for the Hidden Heartlands regional experience brand is to become one of the leading regenerative tourism destinations in Europe. Community and industry consultations reinforced this sentiment, with an emphasis on ensuring community and nature are central to the visitor experience. The community's desired outcomes from the plan have prioritised the creation of sustainable employment opportunities. A sustainable approach to tourism strives to find an appropriate balance between the elements of the VICE model and do no harm to the local environment and community, while a regenerative approach also seeks to deliver net positive benefits for the environment and for local communities. This approach

resonates very well already in the Destination, which has strong roots in green/eco tourism (the 'Greenbox' initiative) as well as being home to the slow adventure initiative in the Republic of Ireland (through Slow Adventure Leitrim).

2.4.4 Nature is the Lens

The Destination has a very rich and varied natural environment and, throughout the consultation process, nature was viewed and valued as a stakeholder and not just the backdrop against which things happen. Communities continuously highlighted nature as the lens through which the Destination should be explored. Developing unique eco-tourism experiences, slow adventure in-nature and niche, nature-based, wellness experiences will provide year-round opportunities. Currently, the volume of saleable experiences drawing on these themes is limited. The implementation of a regenerative tourism approach will require a focus on taking opportunities to restore and enhance our natural environment.

2.4.5 International Destination Potential – Connecting the Destination

The Destination is predominantly focused on the domestic market. Increasing its appeal in the international market and growing the value of the domestic market will require a more connected approach in terms of developing motivational visitor experiences and a renewed focus on saleable experiences. In addition to drawing visitors from Dublin Airport and Dublin Port, the consultations also pointed to the need to increase the utilisation of the regional airports, particularly Knock and Shannon, and the ferry ports of Cork and Rosslare. The

current network of trails and planned greenways / blueways must be examined to understand how they integrate with each other, providing synergies upon which businesses and communities can develop saleable experiences. While good trail infrastructure is very valuable, it becomes transformative when trails are connected together into a network – connecting places, attractions and hidden gems – and when the industry is activated to provide clusters of individual and bundled saleable experiences.

Greater understanding of the journey from point of access to the Destination, including 'the last mile' is required, in order to assist in the development of better sustainable transport provision.

2.4.6 Experience development that channels the specific qualities of the Destination

Activities such as river cruising and slow adventure experiences have been well developed as part of the Destination proposition. A new focus on embracing the green, in-nature experience opportunity combined with the wealth of experiences that can be linked to the water assets is an area where the Destination can build key points of differentiation. A collective commitment to surpassing sustainability goals creates the impetus to focus visitor experience development on a number of key regenerative tourism themes, which will help businesses to stand-out in the marketplace.

3. VISION FOR THE FUTURE



3.1 VISION

Nature is at the heart of the Destination. It has gained a reputation for its unparalleled nature-based experiences, offering the visitor the opportunity to connect with nature while re-connecting with one another. For the domestic market, it is an opportunity to take time out and get off the beaten track; to recharge through wellness and to connect with family and friends through fun activities, adventure and exploration. For the overseas market, this is a place for authentic engagements with local culture, heritage and people, where the visitor can feel like a local, engaging with local communities.

The **protection and restoration of biodiversity** has become integral to how tourism is developed in the Destination and the industry is on track to achieve a 45% reduction in carbon emissions by 2030.

Ecotourism and slow adventure have become two hallmarks of the tourism experience. The range of ecotourism and slow adventure experiences, both on and off the water, have expanded in their range and have become the focal points for how our visitors experience our unique festivals, heritage, culture, food, and local stories.

The **core towns** in the Destination have strengthened their **appeal to visitors** and are supported by a strong range of visitor experiences within easy reach of these hubs, including by public transport and bike, enhancing their appeal for multiple day breaks.

The **online visibility** of the experiences has increased dramatically with a much greater proportion of experiences bookable online. The Destination is more **easily navigable** with improved public transport and cycling options and infrastructure, accompanied by current, reliable information and signage.

The cruise hire sector, with its base in Carrick on Shannon, has begun its journey to a **zero-carbon future** and has diversified its offering. Further opportunities for cruisers to stop off at more places, while protecting nature, have been developed; e.g. tranquility moorings.

Signature attractors such as the Beara Breifne Way, the Shannon, and Shannon-erne Waterway, the National Famine Museum, the Cuilcagh Lakelands UNESCO Global Geopark, the accredited greenways and blueways, and the range of forest parks inspire **new levels of community and visitor engagement** with slow tourism.

Tourism revenue and profitability has increased for tourism businesses and, through an increasing focus on regenerative tourism, the industry is also delivering **net positive benefits for nature and communities**.

The industry has also become more connected with **greater levels of cross promotion and cross selling** as a result of the development of strong networks and cluster groups based around key destinations.

A growing network of accredited greenways, blueways and trails facilitate these **connections between places and visitor experiences**.

All decisions around the development of tourism by public, community and private stakeholders are made on the basis of the benefit they can deliver for the place and the people first and foremost, in line with the principles of regenerative tourism. Tourism is increasingly perceived locally as an economic activity that contributes to **flourishing places and thriving communities**. Community based tourism enterprises and walking festivals are well supported and have become more sustainable, with improved governance and commerciality.

3.2 PERFORMANCE INDICATORS

The overarching objective of the DEDP is to sustainably increase the economic benefit of tourism across Cavan, Leitrim and Roscommon. It 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 economic impact of the DEDP will be measured through key metrics charting the commercial development of tourism across the area.

At a minimum, the measurement of success will be based on the VICE model for sustainable tourism to include analysis within the four areas of visitor, industry, community and environment over the course of the DEDP.

The following targeted outcomes align with KPIs set out in the Ireland's Hidden Heartlands Regional Tourism Development Strategy 2023–2027, and also include those that seek to identify regenerative tourism benefits. Further work on defining appropriate and desirable regenerative tourism outcomes will be undertaken over the course of the DEDP in line with national and international best practice.

3.2.1 Outcomes for the Visitor (see Appendix 6.1: Data Sources, for data source (DS) details where stated)

1. Increase in choice across the tourism offer: saleable experiences, integrated sustainable transport, quality accommodation provision, over the lifetime of the Plan.
2. Increase in visitor satisfaction ratings over the lifetime of the Plan. (DS4)
3. Increase in the levels of awareness of the region, its destinations and signature experiences over the lifetime of the plan. (DS1, DS2)
4. Increase in consideration and intent to visit among domestic and overseas visitors over the lifetime of the Plan. (DS1, DS2)
5. Increase in visitor access to high quality information about what there is to see and do in the region prior to visiting. (DS4, DS3)
6. Year-on-year increase in the number of domestic and overseas visitors engaging with the Ireland's Hidden Heartlands brand on social media. (DS5)
7. The region has earned a strong reputation for outdoor activities with a top-class set of networked, accredited greenways and blueways. (DS6, DS5)
8. Growth in the number and take up of place-based slow adventure experiences that connect the visitor with the culture and way of life of the communities.
9. Increase in number of visitor experiences (saleable and non-saleable) that address the motivations of visitors to the Destination (as set out in the Ireland's Hidden Heartlands' Brand Toolkit).
10. Increase in the number and take up of experiences that facilitate visitors developing an appreciation of the role they can and are playing in generating net positive benefits for nature and the host communities.

3.2.2 Outcomes for the Industry

1. Year on year increase in bed-nights across the Destination ahead of regional average from year three of implementation of the DEDP. (DS10)
2. Increase in saleable experiences and products and development of a tailor-made distribution plan for the destination. (DS10)
3. Increase in sales of industry's saleable experiences with both domestic and overseas tour operators over the course of the DEDP. (DS10)
4. Year-on-year increase in the RevPAR of hotel bed nights sold. (DS7)
5. Growth in take up of, and performance in, the Fáilte Ireland Employer Excellence Programme. (DS11)
6. An increase in the extent to which the industry is working in a networked and collaborative manner across county boundaries (destination-based) and is actively cross-promoting and cross-selling, with stronger commercial capability. (DS8)
7. Increase in the number of industry websites that are well optimised, selling online and have connected distribution over the course of the Plan. (DS9)
8. Growth in the number of experiences that contribute to a robust, diverse and profitable local economy.
9. Growth in the number of tourism operators who are acting as ambassadors for the Destination's regenerative ethos.
10. Growth in quality, commercially viable and rewarding tourism-related employment within the Destination.

3.2.3 Outcomes for the Community

1. Increase the value of visitors over volume.
2. Communities maintain and/or improve their Tourism Approval Rating, demonstrating that they have embraced tourism and value a visitor economy that provides diverse employment opportunities that complement their culture and lifestyles. (DS13)
3. Growth in the capacity of community-based tourism enterprises to provide and sustain rewarding volunteering opportunities within and for local communities.
4. Year-on-year increase in local employment in the sector. (DS12)
5. Significant engagement with Local Experts / Ambassadors programmes over the course of the Plan. (DS10)
6. Increase in local take up of high-quality job opportunities at different skills levels in tourism and supporting industries.
7. Growth in opportunities for local people to enhance existing and/or establish new tourism-based enterprises and other supporting initiatives.
8. Growth in sense of place and pride of place among communities and an understanding of why it appeals to Ireland's Hidden Heartlands visitors.
9. Growth in and take up of the number of co-created compelling tourist experiences that share the unique essence of the place and facilitate authentic, rewarding community engagement with visitors.

3.2.4 Outcomes for the Environment

1. Increase in number of businesses that are green-certified over the course of the Plan.
2. Increase in the number of tourism businesses that are on track to meet their carbon reduction targets as per the Carbon Budget and in line with the Climate Action Plan 2021. (DS16)
3. Improvement over the course of the Plan in the provision of public transport links in the region and the development of 'last mile' transport links for all key attractions together with. (DS14, DS15)
4. Growth in the e-car and e-bike charging infrastructure throughout the Destination over the course of the Plan.
5. Year-on-year increase in the uptake by industry of the Fáilte Ireland Climate Action programme. (DS16)
6. Increase in biodiversity and tourism-related biodiversity / nature stewardship initiatives.
7. Year on year increase in the number of tourism businesses that take part in and become certified under 'Leave No Trace'.
8. Increase in the number of tourism initiatives that act to ensure nature, habitats, wildlife and plant life are better off as a result of the tourism activities.
9. Growth in the number of visitor experiences that enable visitors to responsibly explore, and learn about, nature.
10. Growth in number and take up of visitor experiences that enhance biodiversity and help visitors to engage responsibly with nature.
11. Increase in the number and use of biosecurity measures where tourism activities are taking place that protect the water environment; e.g. through effective information provision and suitable infrastructure such as boat washing down facilities at primary water access points.
12. Growth in tourism projects and experiences that harmonise with the landscape of the Destination.
13. Increase in the number and take up of itineraries using sustainable forms of transport.

3.3 STRATEGIC OBJECTIVES: IN DETAIL

3.3.1 Strategic Objective 1: Development of a Destination based on Regenerative Tourism Principles

Following regenerative tourism principles, establish the Upper Shannon, Shannon-erne and Border region as a destination with high standards in sustainable tourism and a reduced carbon footprint.

1. Maximise the potential of the Cuilcagh Lakelands UNESCO Global Geopark to grow community-based tourism opportunities and demonstrate how visitors can engage with place-based eco-tourism experiences.
2. Develop the capability of the tourism industry and community tourism groups to develop new regenerative and ecotourism experiences for visitors, profiling the Destination's commitment to sustainability and embracing the principle of regeneration as a platform for innovation.
3. Enable responsible visitor engagement with nature through sustainable in nature amenities such as the boardwalk at Acres Lake and developing viewing points and other appropriate interventions that highlight water and nature assets and the unique geology of Leitrim, Cavan and Roscommon.
4. Optimise the opportunities presented by the EU Just Transition Fund and, in particular, the Regenerative Tourism and Placemaking Scheme 2023–2027, to deliver new sustainable visitor experiences within communities in Roscommon.
5. Collectively achieve a reduction in carbon emissions in line with the targets set out in the National Climate Action Plan.
6. Seek opportunities to support the development of a national EV charging infrastructure, especially at visitor attractions and activity provider sites across the Destination.
7. Align with the National Biodiversity Action Plan 2023–2030 in ensuring that the tourism activity in Cavan, Leitrim and Roscommon 'acts for nature' in the development of awareness of biodiversity and its importance, and in the implementation of measures to enhance biosecurity measures throughout the Destination.
8. Grow national and international recognition for how the Destination facilitates the protection and enhancement of the environment as the fundamental asset of the visitor experience in counties Leitrim, Cavan and Roscommon.

3.3.2 Strategic Objective 2: Growth in Destination Awareness

1. Grow the profile of the Destination through collectively growing awareness, locally and in the domestic and international markets of Cavan, Leitrim and Roscommon as great places to visit, where the visitor is assured of an authentic, place-based experience and which also delivers net positive benefits for the community, the environment, and the tourism industry. Grow the demand generation capabilities of the tourism industry based on understanding visitor needs and motivations, and how to attract domestic and international visitors on a year-round basis aligned with the Fáilte Ireland Visitor Motivations Framework and the Ireland's Hidden Heartlands Brand Toolkit.



2. Employ a visitor-centric approach to the development of interpretation and orientation throughout the Destination that is aligned with the Fáilte Ireland Visitor Motivations Framework and the Ireland's Hidden Heartlands Brand Toolkit.
3. Develop and strengthen the capacity and capability of tourism industry networks and tourism clusters to establish new ways of working together and collectively grow local awareness of existing and newly developed products and experiences.
4. Increase the tourism industry's engagement with the Ireland's Hidden Heartlands brand to collectively grow awareness and recognition of the regional experience brand to increase the share of the domestic and international market.
5. Elevate the profile of the Destination as a tourism destination characterised by a) visitors' ability to access quality and diverse eco-tourism and slow adventure tourism experiences and b) community pride in, and stewardship of, their cultural and natural environment and c) industry / stakeholders' respect for the environment as fundamental to the destination offering.
6. Grow the digital capabilities of the tourism industry to collectively grow destination visibility and sustained marketing of new experiences and motivational itineraries to encourage visitor dispersion into and across the area.
7. Increase the destination profile as a family and multi-generational holiday destination
8. Grow awareness within the domestic market of signature destination experiences such as cruising.

3.3.3 Strategic Objective 3: Developing and Integrating our Land- and Water-based Trails

1. Deliver new levels of connectivity between new and existing trails, both land-based and water-based, across the Destination to create an enhanced and integrated scale of outdoor activity provision and development of best-in-class slow tourism hubs. Deliver the Beara Breifne Way to become an internationally recognised way-marked walking trail and focal point for communities in the Destination to engage with the emerging tourism opportunities.
2. Develop the network of nationally accredited greenways, blueways and trails within the Destination and, where feasible and viable, connect with trails that facilitate and encourage visitor flow within the wider Hidden Heartlands' region, and to and from adjoining destinations; e.g. Ulster Way, Boyne Valley to Lakelands Greenway.
3. Integrate signature trails with other outdoor activities featured within the Tourism Masterplan for the Shannon; e.g. development, extension and accreditation of the Shannon, and Shannon-Erne, Blueways.
4. Develop links between trails, attractions and activities to facilitate new ways for visitors to access and interact with local experiences; e.g. the National Famine Way and the National Famine Museum at Strokestown Park, Arigna Mining Experience and the Miners' Way, Lough Key Forest and Activity Park and the Boyle – Carrick on Shannon Greenway, The Shed Distillery and Electric Bike Trails, Dún an Rí Forest Park and the Boyne Valley to Lakelands Greenway, to and through the Cuilcagh Lakelands Geopark via Killykeen Forest Park and the Killykeen Way.
5. Identify means and on-water routes that facilitate slow exploration of the Destination by water; e.g. through day-boat hire, small e-powered vessels, and/or water taxis.
6. Link existing and new land- and water-based trails to build a new scale of integrated trails and opportunities to enable visitors to engage with mix of eco-tourism and 'off the beaten track' opportunities that tap into the heritage and living culture of the local area.
7. Revitalise existing trails to become more place-based and experiential, based on their capacity to orientate the visitor to established or emerging destination experiences; e.g. Táin Trail, Lough Allen Drive, Miners Way, Ulster Way.
8. Create a best-in-class approach to developing walking trail heads to grow the Destination profile as a centre of excellence for outdoor activity. This will be supported by a commitment to maintaining the quality of trails and maintenance plan to ensure the sustainable management of the trails experience.



3.3.4 Strategic Objective 4: Development of Place-based and Ecotourism Visitor Experiences

Develop the range and quality of visitor experiences across the Destination drawing on the natural, community, and cultural, heritage with a focus on ecotourism.

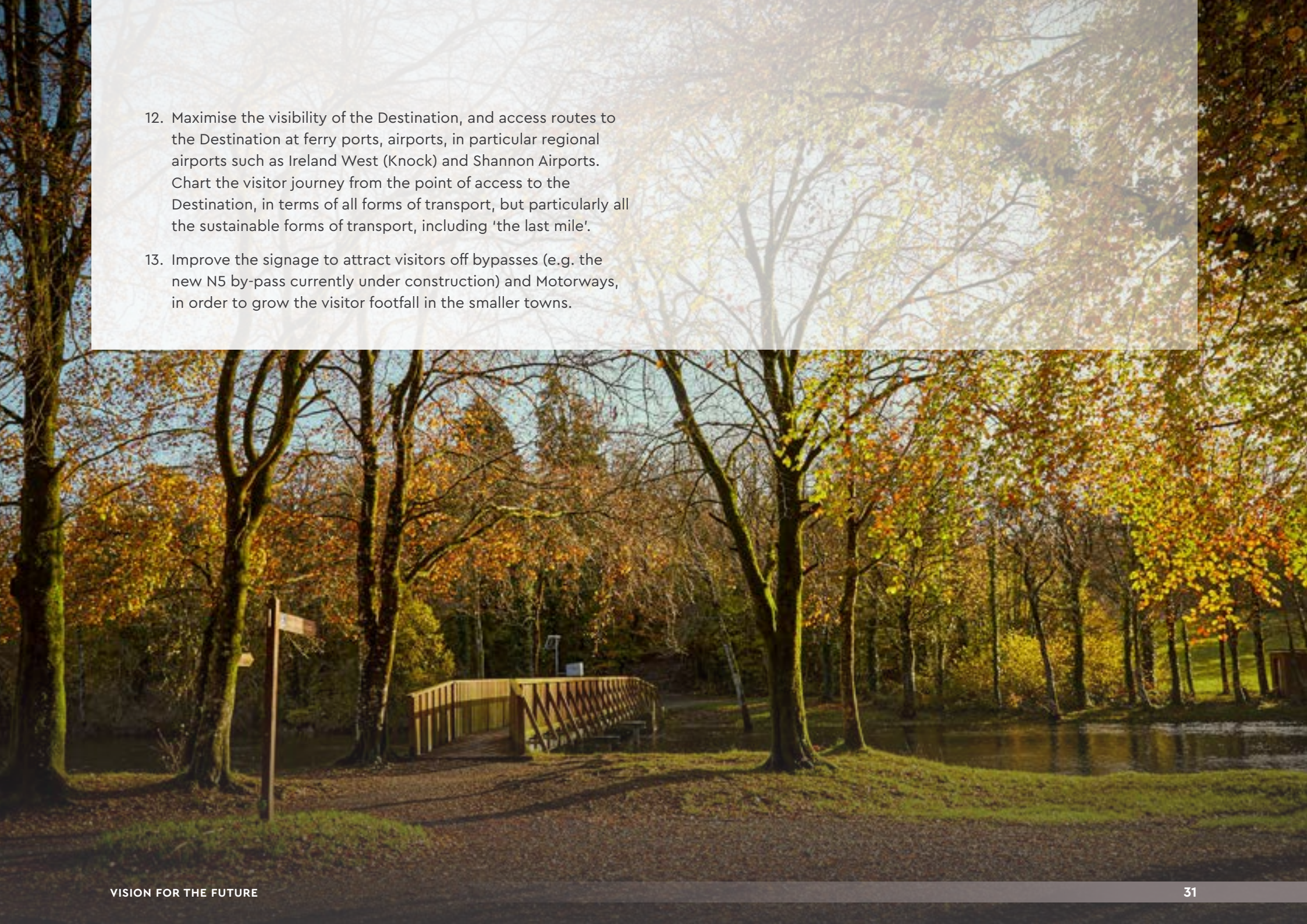
1. Develop new visitor experiences linked to eco-tourism and slow adventure leveraging the core destination assets such as the River Shannon, Cuilcagh Lakelands UNESCO Geopark, Shannon-erne Waterway, established and emerging national trails, forest parks and water amenities, whose core objective is the protection of the natural and / or cultural heritage.
2. Create compelling in-nature visitor experience moments blended with local heritage, culture and activities that utilise the on-land and water trail network of greenways and blueways.
3. Expand the opportunities for community tourism groups to enable visitors to immerse themselves in local culture through the development of new experiences linking agri-tourism, local heritage, food, and culture.
4. Develop eco-tourism experiences linked to water; e.g. paddling, cruising, cycling, angling, identified through the Loughs Tapestry plan (see Section 4.2.7 below for Loughs Tapestry).
5. Create new cross-border and cross regional experiences to introduce new visitor flows into the Destination; e.g. from / to the Wild Atlantic Way, Fermanagh Lakelands and Omagh and the Sperrins VEDP, and Ireland's Ancient East.
6. Maximise the opportunity provided by the National Famine Museum at Strokestown Park and the National Famine Way to connect businesses and communities with the diaspora market.
7. Build the capability of existing visitor attractions, cultural hubs (e.g. The Dock Art Gallery, Carrick on Shannon; King House, Boyle; Ramor Theatre, Virginia among others), and activity providers to develop innovative visitor experiences to grow the range of things to do in the day and evening time.
8. Develop a number of signature climate neutral and sustainable destination experiences linked to the natural and cultural heritage and showcase the role of water in shaping the landscape and communities.
9. Develop the capability of the tourism industry to deliver new forms of nature-based wellbeing experiences and work with strategic partners to develop nature-based wellness opportunities in forest parks, on trails and on and beside water access points.
10. Develop angling across the Destination given its potential to support both geographic and seasonal dispersal.
11. Capitalise on the growing momentum signified by the development of the Hidden Heartlands' Golf Association and the existing high-quality (e.g. Slieve Russell PGA status) and extensive offering to develop the Destination's profile for international golfers.

3.3.5 Strategic Objective 5: Growth in Sustainable Economic Impact

Grow the economic impact of tourism and create high quality jobs in the Destination by supporting the industry to enhance its capacity and capability and by developing and enhancing the visitor services' provision.

1. Support tourism businesses to improve their capacity and capability through a range of support programmes, such as the Digital that Delivers Programme and the Employer Excellence Programme, as well as other more tailored training supports.
2. Develop the opportunity identified in the Tourism Masterplan for the Shannon and Discovery Zones to grow the ability of the main visitor hubs and towns such as Carrick on Shannon, Cavan and Roscommon Towns to disperse visitors across the wider Destination.
3. Build the profile of the Destination as a host for niche business tourism activity linking the tourism hubs of Carrick on Shannon, and Cavan and Roscommon Towns, as sustainable business tourism host venues.
4. Develop smaller towns across the Destination such as Manorhamilton, Drumshanbo, Boyle, Bailieborough, and Virginia (among others) as key service hubs from a daytime and evening-time visitor economy perspective and enhance their ability to act as gateways to and from neighbouring regions.
5. Grow the level of available accommodation stock in our rural and urban areas to include hotel accommodation with alternative forms of accommodation linked to the outdoors. New accommodation development should strive for net-zero status.
6. Support the industry in developing saleable experiences for individual experience providers as well as bundled saleable experiences for clusters of experience providers where appropriate.
7. Deliver a range of developmental and promotional initiatives that are aimed at lengthening the visitor season by growing revenue during the shoulder season; e.g. targeted cruise-hire promotion during the shoulder season and the development of new festivals and events across the Destination during the shoulder season.
8. Deliver on the recommendations arising from the recently published Feasibility Study for the Sustainable Development and Greening of the Cruise Hire Sector, to ensure that the sector grows its capacity and diversifies its offering in a sustainable manner.
9. Work with education and training agencies in Cavan, Leitrim and Roscommon to align investment in building capabilities and capacity with existing and new tourism enterprises.
10. Develop a community tourism training programme to build the capabilities of the community tourism enterprise sector to realise the social and economic potential of tourism for their locality.
11. Establish new sustainable transport options working with existing providers such as Local Link to enhance visitor access to local attractions, communities and activities, and support the night-time economy in key locations.

12. Maximise the visibility of the Destination, and access routes to the Destination at ferry ports, airports, in particular regional airports such as Ireland West (Knock) and Shannon Airports. Chart the visitor journey from the point of access to the Destination, in terms of all forms of transport, but particularly all the sustainable forms of transport, including 'the last mile'.
13. Improve the signage to attract visitors off bypasses (e.g. the new N5 by-pass currently under construction) and Motorways, in order to grow the visitor footfall in the smaller towns.





3.3.6 Strategic Objective 6: Development of New Levels of Collaboration






Build new levels of tourism industry and stakeholder collaboration by strengthening existing tourism networks and clusters and creating new ones where necessary.

1. Develop a network of geographic and themed clusters of visitor experiences rooted in regenerative tourism principles across the Destination to facilitate collaboration between the industry.
2. Engender a pan-agency focus on tourism clusters and networks for tourism investment and collectively grow local community and business engagement to stimulate new tourism opportunities; e.g. the Geopark Sustainable Business network. Support networks that foster community level engagement in order to share learnings, mentoring opportunities and develop new community tourism experiences; e.g. Community Wetlands Forum.
3. Grow the capabilities of the Destination's visitor attractions and cultural hubs to work together, cross promote and collaborate with each other, and with those in the neighbouring regional experience brands of the Wild Atlantic Way and Ireland's Ancient East.
4. Deliver on the sustainable tourism objectives of the Shannon Tourism Masterplan 2020–2030 in partnership with all agencies and stakeholders.
5. Grow cross border destination collaboration by working on collective initiatives such as Cuilcagh Lakelands UNESCO Geopark, and Fermanagh Lakelands and Omagh and the Sperrins VEDP.
6. Ensure tourism is integrated as a key element of future placemaking activity; e.g. public realm projects, town and village enhancements.
7. Develop a collective tourism impact measurement system for the DEDP adopting a current situation baseline model to align stakeholder activity, programming and investment with the target outcomes of the plan underwritten by the VICE model as the basis for how success is measured.
8. Leverage partnering initiatives as collaborative platforms to drive sustainable tourism and the adoption of appropriate accreditation systems.

4. FRAMEWORK AND APPROACH



4.1 STRATEGIC FRAMEWORK⁵

 <p>VISION</p>	<p>Nature is at the heart of an inspiring sustainable tourism destination, where tourism delivers net positive outcomes to communities and the environment. Ecotourism and slow adventure are the hallmarks of the destination delivered through best in class on and off the water experiences. The visitor hubs of Carrick on Shannon, Cavan and Roscommon Town have developed a year round appeal for tourism. Signature attractors such as the Beara Breifne Way, Shannon-erne Blueway, National Famine Way, Forest Parks and the Shannon to exploring our heritage through on water experiences provide inspiring visitor moment. A growing network of accredited Greenways, Blueways and trails have become the catalysts for regenerative tourism and the platform for visitors to connect with our local community delivering a year round economic impact.</p>					
 <p>DESTINATION OBJECTIVES</p>	<p>S01 Towards Regenerative Tourism and Climate Action</p>	<p>S02 Growing Destination Awareness</p>	<p>S03 Developing and Integrating Our Trails</p>	<p>S04 Growing Place-Based Visitor Experiences</p>	<p>S05 Growing Sustainable Economic Impact</p>	<p>S06 New Levels of Collaboration</p>
 <p>DESTINATION CATALYST PROJECTS</p>	<p>#1a Embedding Regenerative Tourism Principles #1b Climate Action #2 Tourism Industry Capability</p>	<p>#2 Tourism Industry Capability #3 Accredited and Activated Greenways and Blueways</p>	<p>#3 Accredited and Activated Greenways and Blueways #4 The Upper Shannon and Shannon-erne #5 Beara Breifne Way</p>	<p>#6 Cuilcagh Lakelands Unesco Global Geopark #7 Loughs Tapestry #8 Forest Adventure</p>	<p>#2 Tourism Industry Capability</p>	<p>#2 Tourism Industry Capability #1 Embedding Regenerative Tourism Principles #7 Loughs Tapestry</p>
 <p>DESTINATION ENABLING PROJECTS</p>	<p>Sustainable transport Biodiversity and biosecurity programmes</p>	<p>Tourism and Brand Awareness River Cruising as Signature Experience for Destination Digital Profile Development</p>	<p>Development of, and Integration with, Complementary Thematic Trails</p>	<p>Connected Cultural Experiences Activity Tourism Facilities and Providers</p>	<p>Accommodation Development Evening Time Economy Festivals and Events</p>	<p>Multi-Agency Tourism Development Programmes DEDP Community and Stakeholder Communications Strategy</p>
 <p>OUTCOMES</p>	<p>Sustainable Tourism Excellence Destination Stewardship Eco-tourism and Slow Adventure Destination</p>	<p>Destination Resonates with Visitors and Communities Higher Destination Profile with Increased Tourism Activity</p>	<p>New Scale of Connected Trails Growth in Sustainable Transport Usage</p>	<p>Sense of Community and Place Increased Dwell Time and Repeat Visits Consistently High Satisfaction Ratings</p>	<p>Growth In Sustainable Employment And Enterprise Opportunities Year-Round Feel of Vibrancy</p>	<p>New Visitor Flows to and within the Destination Holistic Thinking Delivering Strategies and Programmes Effectively Active Geographic and Thematic Clusters</p>

5 NOTE: Pls note in this Framework and in the Action Plan, Catalyst Initiatives may relate to more than one Strategic Objective. E.g. *Tourism Industry Development* listed under **Towards Regenerative Tourism** will also contribute to **Building Economic Impact**.

The delivery of the DEDP is structured around six strategic objectives. The core destination development theme is how the Destination expands its offering through becoming more connected spatially and thematically, through enhanced capabilities in tourism development and delivery, and sustained collaboration among all stakeholders.

Product and experience development will provide opportunities for visitors to engage responsibly with nature-based experiences and developing environmental stewardship as the basis for destination collaboration. This will include maximising the slow tourism potential of the Shannon Erne Blueway, Cuilcagh Lakelands UNESCO Global Geopark, the Beara Breifne Way, and forest adventure and connecting the rich and varied water asset base. Additional development pillars include developing the outdoor and slow adventure product base. Growing the number and range of visitor experiences will see a strong focus on building the skills and capabilities of the tourism industry and community tourism groups and growing the number of visitor experiences linked to current and future investment.

Achieving the strategic objectives will be achieved through a number of 'destination catalyst' and 'destination enabling' initiatives that will produce long term economic dividends for local communities.



4.2 DESTINATION CATALYSTS

At the core of the DEDP are eight catalyst initiatives which are destination specific, designed to bring about the transformation outlined in the Vision and generate significant momentum across the Destination. In most cases a catalyst initiative will deliver on more than one strategic objective.

1. Embed Regenerative Tourism
2. Tourism Industry Capability Development
3. Accredited and Activated Greenways and Blueways
4. The Upper Shannon and Shannon-Erne Waterways
5. The Beara Breifne Way
6. Cuilcagh Lakelands UNESCO Global Geopark
7. The Loughs Tapestry
8. Forest Adventure

While not all the initiatives will be fully completed within the period of this plan, the goal is to commence all initiatives over the next five years. The catalyst initiatives will be supported through destination enabling initiatives. These are listed in Section 4 below and detailed in the Action Plan in Section 5.3.

Catalyst Initiative #1

4.2.1 Embed Regenerative Tourism

Aim

To embed regenerative principles into all aspects of tourism development, delivery and measurement, localising them to the needs of the place.

Overview

In order to contribute to the regional ambition that Ireland's Hidden Heartlands will become a leading regenerative tourism destination, every visitor touchpoint needs to be underpinned by its ability to achieve a net positive benefit for the Environment, the Community, as well as the Visitor and the Industry. From visitor experience development (saleable and other) through to visitor services provision and positioning, all aspects of tourism delivery must resonate a regenerative ethos. This will be achieved through building greater awareness and understanding of sustainable and regenerative tourism principles among the industry and communities and other stakeholders, through training, development programmes, and effective measurement. This will be strengthened through a number of collaborative, cross-sectoral initiatives as outlined under Strategic Objective 6; e.g. the formation of tourism clusters focused on regenerative tourism principles.

Delivering on the VICE outcomes

Visitor – (Demand): Develop visitor awareness of their role in supporting the Destination's commitment to sustainability and regenerative tourism, while they enjoy a range of complementary new and enhanced place-based, sustainable tourism activities.

Industry – (Supply): Embrace regenerative tourism as the basis for experience innovation. Work together to attract domestic and international visitors and grow the economic impact of the sector through new levels of capability building and collaboration.

Community: Ensure that tourism contributes to the improvement of local communities through the provision of quality job opportunities and improved facilities and amenities, and that host communities can and wish to play a role in providing authentic and enjoyable experiences to visitors.

Environment: Nature and our local environment are the lens through which destination development decisions are made. Build awareness among the industry, the visitors and the host communities of the importance and value of nature-first regenerative tourism approaches through a collective destination approach.



Catalyst Initiative #2

4.2.2 Tourism Industry Capability Development

Aim

To develop the capabilities of the tourism industry so that it is more resilient, more commercially viable, and more effective in how it markets the Destination domestically and internationally, and so that proactively collaborates within and across all tourism sectors and stakeholders in the development of the Destination.

Overview

The development of the tourism opportunity requires a product and experience base that proves motivation for domestic and international visitors. It requires the tourism industry alignment with the destination vision and building their capabilities to maximise the opportunity. Destination development across Cavan, Leitrim and Roscommon requires an industry focus on demand generation, alignment with the regional brand and growing the range of saleable experiences.

A co-ordinated approach to capability building will provide the core foundations for destination development. It will ensure that the tourism industry in Cavan, Leitrim and Roscommon is maximising the opportunity at every stage of the visitor journey from pre-visit planning to delivery of great local experiences. The approach will extend to also working with community tourism groups and increasing an understanding of their role in delivering the regenerative tourism opportunity.

In addition to the importance of building capability in the digital space through the Digital that Delivers programme, ensuring that tourism enterprises in the Destination leverage the regularly scheduled extensive range of resources, live training and courses available to support businesses currently offered by Fáilte Ireland will be central to building capability and capacity across the Destination.

Delivering on the VICE outcomes

Visitor – (Demand) – Grow awareness of the Destination among domestic and international visitors and improve the quality of the visitor experience.

Industry – (Supply) – Grow the capability of the tourism industry to increase its competitiveness, thereby increasing the value of tourism and collectively growing recognition for the Destination in the marketplace.

Community – Generate opportunities for communities to benefit from the sustainable development of tourism.

Environment – Promote responsible visitor behaviour within the local environment and towards the natural assets through appropriate visitor engagement, interpretation and management.

Catalyst Initiative #3

4.2.3 Accredited and Activated Greenways and Blueways

Aim

Grow the number of nationally accredited greenways and blueways in the Destination that focuses on ensuring a quality visitor experience, in order to provide key slow tourism linkages between hubs and key attractions and activity providers.

Overview

There will be a focus on the development of accredited greenways and blueways which have the potential to provide connectivity to other local trails, and between attractions and communities which, together, will have the ability to attract visitors.

The focus will be on working towards the construction and accreditation of signature greenways (i.e. those of scale) in the Destination and embellishing the visitor experience of place through engagement with local stories. A partnership approach will be required to ensure the collective delivery of the best greenway and blueway experiences possible and strategic focus on providing a strong core product base with a core network of accredited greenways and blueways being central to the destination proposition.

Delivering on the VICE outcomes

Visitor – (Demand) – Build a reputation for the Destination around trails and outdoor activity and develop motivating experiences to encourage visitors to explore the wider region using the network of trails.

Industry – (Supply) – Create trails-based linkages across the region to create compelling regional itineraries.

Community – Continue to maximise the investment opportunity in greenways and blueways and trails for local community benefit.

Environment – Promote responsible engagement with our natural environment through the enhancement of appropriate on-land and on-water trails and way-marked routes.

4.2.4 The Upper Shannon, and Shannon-Erne Waterway

Aim

Continue to deliver the Shannon Tourism Master Plan 2020–2030 in amplifying the Upper Shannon, and the Shannon-Erne Waterway, as core to the Destination, offering signature tourism experiences:

Cruise Hire: The importance of the cruise hire sector to the Shannon and Shannon-Erne Waterway is called out in the recently published feasibility study on the future development and greening of the cruise hire sector in Ireland (February 2024). The report provides a sectoral analysis of the cruising sector, past, present and future, facilitating a lens through which the region's water-based experiences might be viewed.

The report:

- Includes a review of the cruise hire sector, identifying trends, opportunities and challenges.
- Considers scenarios for the cruise hire sector and assesses their feasibility (including the development and/or expansion of marinas).
- Makes recommendations for a roadmap for the future of sustainable development, diversification and greening of the cruise hire sector over the next ten years.

The Shannon Pot Discovery Centre: A new attraction, funded under the Fáilte Ireland Platforms for Growth capital investment programme, is being created where the River Shannon rises. It will accentuate the profile of the River Shannon and act as a new hub for visitors to explore the history, archaeology, geology, mythology; south along the Shannon, north and east within the Cuilcagh Lakelands UNESCO Global Geopark, and west into Leitrim and the Leitrim Glens.

Blueway Development: The completion of accredited Blueways for the Upper Shannon, and the Shannon-Erne.

The Upper Shannon Blueway will link Lough Ree northwards from Lanesborough-Ballyleague via Termonbarry, Roosky and Dromod up to Carrick on Shannon, and further via Battlebridge and Acres Lake up to Lough Allen, bolstering existing and burgeoning initiatives between tourism businesses along and adjacent to the route.

The development of a similar necklace of exhilarating blueway experiences along the Shannon-Erne Waterway will present a motivational product spine from Leitrim Village to Belturbet linking with the historic Ulster Canal and its associated greenway. The existing Shannon-Erne Waterway offers unrivalled water experiences combining activity, heritage, and community access for visitors. The delivery of the structural elements to create 65km of terrestrial trail, offering differing levels of access to the Waterway will elevate it to a signature product within the Destination.

Delivering on the VICE Outcomes

Visitor – (Demand) – Generate year-round engagement with active in nature using the Shannon and the Shannon Erne as a focal point for slow adventure experiences.

Industry – (Supply) – Opportunity to develop new itineraries linked to the Shannon and the Shannon Erne designed to extend the length of visitor stay in the Destination.

Community – Provide opportunities for sustained and sustainable job creation in local communities along the Shannon and the Shannon-Erne.

Environment – Promote responsible visitor engagement with the biodiversity of the Shannon and the Shannon-Erne and draw on it as a platform to educate visitors.



Catalyst Initiative #5

4.2.5 Beara Breifne Way

Aim

Deliver the Cavan, Leitrim and Roscommon elements of the Beara Breifne Way, the longest way-marked trail in Ireland, introducing new opportunities for visitors to explore places off the beaten track and generate community tourism development.

Overview

The Beara Breifne Way will be Ireland's longest way-marked trail and represents a strategic project in the context of community tourism potential and delivering the Active in Nature brand promise of Ireland's Hidden Heartlands. The Beara Breifne Way Visitor Experience Plan is designed to create new interactions with communities on the route while improving the overall on route experience, reflecting the national scale of the trail. The next phase of the Beara Breifne Way development plan, launched in 2024, presents a series of opportunities for the Destination.

The Beara Breifne Way has the capacity to contribute to each of the DEDP's strategic objectives from a sustainable and regenerative tourism perspective. The development of trail heads in key locations such as Blacklion and Leitrim Village represent a catalyst for slow adventure development with the potential to generate a year-round tourism dividend for local communities. It also further highlights the increasing importance of connecting the core outdoor assets; e.g. the intersection with Leitrim Village and visitor access to the Shannon-Erne Blueway and Shannon Blueway.

Delivering on the VICE Outcomes

Visitor – (Demand) – Development of the walking product and strengthening the way-marked trails visitor experience.

Industry – (Supply) – Build on the opportunity provided through Ireland's longest way-marked trail to develop the slow adventure opportunity and associated visitor service provision as well as entrepreneurship among on route businesses and communities.

Community – Motivate visitors to engage in slow exploration of local communities to generate a year-round tourism dividend for the Beara Breifne Way trailheads.

Environment – Promote responsible visitor behaviour within the local environment and towards the natural assets along the Beara Breifne Way through appropriate visitor engagement, the development of sustainable and regenerative tourism experiences, and visitor interpretation and management.



Catalyst Initiative #6

4.2.6 Cuilcagh Lakelands UNESCO Global Geopark

Aim

Grow the awareness of Cuilcagh Lakelands UNESCO Global Geopark and develop the number of visitor experiences that enable visitors to uncover and explore the uniqueness of the place: the combination of geology, archaeology, folklore, community and landscape.

Overview

Cuilcagh Lakelands UNESCO Global Geopark is one of 195 members of the UNESCO Global Geoparks across 48 countries. Tourism and community represent two of the six strategic pillars for the Geopark which is striving to grow the recognition for the area and deliver a world class Geopark experience. Developing sustainable tourism experiences will leverage the geopark status and work to develop saleable experiences that will generate an economic return for local communities.

The enhancement of the Geopark Business Network and capacity to grow the value of tourism in the area will be a key area of development focus. It will focus on building a distinctive geopark experience while leveraging the infrastructural and interpretation investment to date. The cross-border visitor experience opportunity between Cavan and Fermanagh is a significant opportunity, each sharing the ambition of becoming a distinctive tourism destination strongly aligned with regenerative tourism principles.

Delivering on the VICE Outcomes

Visitor – (Demand) – Grow awareness of Cuilcagh Lakelands UNESCO Global Geopark among domestic and international visitors.

Industry – (Supply) – Grow the capability of the tourism industry to develop the saleable experience base in Cuilcagh Lakelands UNESCO Global Geopark and create more quality job opportunities in the border region.

Community – Generate opportunities for communities to benefit from the sustainable development of tourism.

Environment – Promote responsible visitor behaviour within the local environment and towards this special landscape through appropriate visitor engagement, the development of sustainable and regenerative tourism experiences, and visitor interpretation and management.



Catalyst Initiative #7

4.2.7 Loughs Tapestry

Aim

Create a network (tapestry) of co-created responsible and/or eco-tourism experiences, drawing on the Destination's lakeland topography and its associated 'hidden' natural and cultural heritage. Through this, create a sense of scale and connectivity, encouraging visitors to explore further, and to visit and return at different times of the year. The approach to the development of the tapestry will ensure a greater appreciation by the visitor and host communities of the heritage of the area and how best it can be maintained for the long-term benefit of all.

Overview

The primary characteristic of Leitrim, Cavan and Roscommon is the number of lakes or loughs that are spread throughout the landscape, with Cavan alone supposedly possessing 365 lakes. Some have nature conservation status and many feature sites of archaeological, cultural or historical interest.

Formal visitor experiences are currently available at fewer than a handful of sites; e.g. at Lough Oughter, where a local tourism business provides guided and self-guided tours to Clough Oughter; at Lough Gill where guided canoe trips to the Lake Isle of Inisfree are offered. Even where there is an existing visitor offering, seasonal phenomena such as the arrival of the Whooper Swans at Lough Oughter, the mating of damselflies, the blossoming of water lilies, could be highlighted in order to tap into different motivations for visiting and/or encourage repeat visits, where appropriate.

Any tourism development at such sensitive water-based sites must take account of, and proactively address, concerns re biosecurity and nature conservation. Therefore, a conservation management plan will be an element in the development of the Loughs Tapestry.

Delivering on the VICE Outcomes

Visitor – (Demand) – Create a coherent destination approach to inspire visitors to explore responsible and regenerative in-nature and authentic cultural experiences.

Industry – (Supply) – Create a platform for destination clusters to work together and with host communities and other stakeholders to collectively deliver the Loughs Tapestry experience.

Community – Generate the opportunity for communities to showcase and leverage the natural heritage of water and the lakes.

Environment – Promote responsible visitor and industry engagement with the significant natural and cultural heritage of the lakes and implement measures that positively enhance the protection of nature and water quality and combat the spread of invasive species (e.g. through biosecurity measures).

Catalyst Initiative #8

4.2.8 Forest Adventure

Aim

Building on the success of Lough Key, develop the forest park visitor experience across the USSEB to create a new scale of connected eco-tourism forest-based experiences.

Overview

The delivery of the master planning activity across a number of strategically important forest parks will be integral to the vision for the Destination and will create the environment for great eco-tourism experiences. Central to this initiative is the development and implementation of a new masterplan for Lough Key Forest Park. The success of Lough Key to date demonstrates a proven market appeal. A number of other forest parks such as Glenfarne, Killykeen and Dún an Rí will add to the scale of forest park activity, particularly appealing to the domestic market.

The development and implementation of a number of forest park master plans across the Destination will greatly enhance the recreational value of the amenities and create new eco-tourism visitor experience opportunities. Developing the green wellbeing opportunity, slow adventures and eco-tourism experiences will require the development of the appropriate sustainable infrastructure to provide conditions for visitor engagement with the natural amenities. The development of the Forest Adventure opportunity will also include an assessment of potential new attractions linked to the theme.

Delivering on the VICE Outcomes

Visitor – (Demand) – Create a coherent destination approach to developing the Forest based experiences to create a destination eco-tourism experience networks linked to the forest product.

Industry – (Supply) – Develop the supporting experiences to the Forest Adventure and eco-tourism theme providing more reasons for visitors to stay longer and explore more of the Destination.

Community – Develop new ways of developing visitor experiences linked to the theme of Forest Adventure that integrate and/or provide benefits for local and rural communities.

Environment – Promote sustainable engagement with the natural heritage of our Forest amenities.



4.3 DESTINATION ENABLING INITIATIVES

The catalyst initiatives detailed in the previous section will be supported through a significant number of destination enabling initiatives, which are individually listed in the Action Plan. For the purposes of providing an overview, the following categories represent the overarching focus of the enabling initiatives.

4.3.1 Accommodation

The capacity of the Destination to grow the value of the tourism economy requires an increase in bed stock levels. Growing the appeal of the Destination within the domestic and international audience will require new accommodation investment in the main urban centres to act as the gateways to the wider rural destination.

From a regenerative tourism perspective, the ability of visitors to stay in local communities will be expected of an internationally positioned regenerative tourism destination.

At a wider destination level, the growth of alternative forms of accommodation such as glamping, woodland cabins and lakeside lodges, quality hostels and boutique guest houses will address existing destination accommodation gaps. This type of signature accommodation can also act as an attractor to the area, as has been evidenced by Cabü by the Lakes and Drumhierny Woodland Hideaway.

4.3.2 Community Tourism Experiences

Community and place are at the heart of regenerative tourism. Future investment in infrastructure such as accredited Greenways and Blueways, and initiatives such as the Loughs Tapestry concept require a functioning community tourism eco-system to motivate visitors to explore widely and deeply and increase the level of dwell time in local communities. Involving communities, for example through the Geopark Community Ambassador Programme, and the development of co-created and / or community-based experiences will provide visitors with the opportunity to meet the locals, support and bolster pride in, and sense of, place while providing an additional sustainable platform for economic returns to the local economy. A key focus will be on capability building and growing the number of place-based experiences available to visitors.

4.3.3 Developing Attractions and Activity Providers

A range of visitor attractions and activity providers exists across the Destination. Growing the visitor experience base through the development of commercial and support relationships between the attractions and other experience providers, developing their commercial capabilities and destination awareness will be among the main areas for development. While some new visitor attractions are mooted; e.g. the development of a new national park in Leitrim, the focus will be on improving the existing capability of attractions and activity providers to increase their significance in and value to the Destination and help in achieving the DEDP Vision.

A growth in the diversity and volume of saleable experiences centred on the culture and heritage of place is a key target output of the DEDP. These include experiences linked to food, artisan producers, wellbeing and being 'in-nature'. They will align with the overall vision and capitalise on the opportunities presented by current and future tourism infrastructure investment.

4.3.4 Connected Cultural Experiences

Growing the number of saleable visitor experiences requires an examination of the opportunities presented by the rich and diverse local culture. The approach will focus on developing a network and experience trail linking cultural product areas such as food, music and heritage sites. The development of initiatives such as a potential Slow Food Trail and a Music Culture Trail will present new opportunities for industry and community engagement. It will align experience development with the Destination's regenerative tourism focus. This will include introducing visitors to a trail of sustainable food-, and/or agri-experiences combined with opportunities for evening time entertainment and local community engagement.

4.3.5 Connecting Outdoor Trails

A number of smaller and/or standalone trail initiatives such as the Táin Trail, the Pilgrim Ways, the Columban Way and the National Famine Way will augment the breadth and depth of trail experiences, both spatially and thematically. Equally, developing connections between attractions, activities, supporting service providers, and trails, will introduce further business opportunities that combine the outdoors and being 'active in nature' with access to local culture and heritage; e.g. the Shannon Tourism Master Plan 'discovery points'.

4.3.6 Sustainable Transport

The development of the Destination and the growth of the range of visitor experiences is predicated on a sustainable tourism approach. The opportunity for visitors to explore the Destination leaving a low or no carbon footprint is a priority. It will be vital to work with Transport Infrastructure Ireland (TII) and local authorities to explore how future scheduling and frequency of services (e.g. Local Link) can enable visitors to engage with local communities and attractions during the day and evening time.

4.3.7 Tourism Gateways and Hubs

The towns of Cavan, Carrick on Shannon and Roscommon represent the main access points into and within the Destination and, in addition to Ballyconnell, are also the principal accommodation banks. Visitors currently use them as bases from which to explore the wider destination. Due to its central geographic location, the Destination also draws heavily on the accommodation bases of Sligo, Enniskillen and Athlone. Further developing the tourism potential of Cavan, Carrick on Shannon and Roscommon will be key to how the Destination attracts and retains visitors for longer. However, a greater number of smaller towns such as Boyle, Castlerea, Ballinamore, Manorhamilton, Belturbet and Virginia (among others), will also be identified and developed over the medium to longer term for the development of visitor service hubs and new accommodation bases in order to spread visitors, and hence the economic benefit from tourism, across the Destination. Central to this approach is the adoption of a 'hub and spoke' approach to destination development which involves identifying and promoting the things for visitors to see and do within a 20–30km radius of each hub. This will require a focus on the range of things to do during the day and evening time and will necessitate a collaborative approach to growing

the appeal of each hub. This approach will serve to create a greater level of 'stickiness' in the area, increasing the attractiveness of the destination as a whole.

4.3.8 Festivals and Events

The Destination is currently lacking a strong programme of festivals and events that would consistently appeal to international and domestic visitors. The focus will be on examining new opportunities for developing events or enhancing existing programming in order to encourage / drive visitors in the shoulder and off-season. In particular it will focus on linking existing festivals to create festival series and creating shared platforms for their promotion; e.g. via the new Ireland's Hidden Heartlands walking festivals series. It will require an assessment of current activity and will identify new opportunities through festivals, cultural events and sport tourism aligned with the Ireland's Hidden Heartlands brand and the Destination's propositions.

Opportunities to engage responsibly with the built and natural heritage together with the delivery of niche event activity to develop off-season event and festival programming will be considered.



5. USSEB DEDP DELIVERY



5.1 DEDP IMPLEMENTATION

The implementation of the USSEB DEDP is based on stakeholder commitment to project delivery and is structured around a five-year action plan. Key stakeholders will take ownership or partner on the delivery of the key tasks and actions required to implement the DEDP. It represents a sustainable destination development focus building on existing project plans and integrating all related activity for a co-ordinated series of outputs. This includes projects that are being implemented, projects featured in existing plans, and new concepts – all building the Destination's capacity for new visitor experience development.

Reference made to projects and actions in this DEDP does not guarantee funding. But where funding is available, it is expected that it will align with the DEDP. Even where Fáilte Ireland funding may be provided to certain projects, Fáilte Ireland is not the developer. Developers are required to comply with relevant legislation and the provisions of statutory policies, strategies, plans and programmes, including those relating to environment and planning.

A USSEB DEDP Implementation group will be formed to oversee the delivery of the DEDP over the five-year timeframe. The Group will comprise representatives of a range of public, private and community bodies and organisations and will have representatives drawn from the private / community sectors acting as co-chairs. The DEDP Implementation Group is tasked with the following:

- Support the delivery of the USSEB DEDP.
- Drive growth 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 subgroups which may be formed.
- Ensure that the catalyst, and enabling, initiatives support the delivery of experiences identified in the plan and are delivered within the five-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.

5.2 ACRONYMS

ALDC	All County Local Development Companies	HHO	Heritage House Owners	PS	Private Sector
AME	Arigna Mining Experience	IBRA	Irish Boat Rental Association	RCC	Roscommon County Council
CCC	Cavan County Council	IFI	Inland Fisheries Ireland	RLP	Roscommon Leader Partnership
CCLD	Cavan County Local Development	IHT	Irish Heritage Trust	RVC	Rathcroghan Visitor Centre
CLG	Cuilcagh Lakelands Geopark	LCC	Leitrim County Council	SCC	Sligo County Council
CLRLA	Cavan, Leitrim, Roscommon Local Authorities	LCG	Local Community Groups	SI	Sport Ireland
CTA	Community Tourism Attractions	LDC	Leitrim Development Company	tbd	To be determined
FI	Fáilte Ireland	LEO	Local Enterprise Office	TI	Tourism Ireland
FODC	Fermanagh and Omagh District Council	LKFP	Lough Key Forest Park	TII	Transport Infrastructure Ireland
FN	Food Networks	LL	Local Link	TNI	Tourism Northern Ireland
FLT	Fermanagh Lakelands Trust	LMH	Loughanleagh & Muff Heritage	UCG	University College Galway
		MCC	Meath County Council	WI	Waterways Ireland
		NPWS	National Parks and Wildlife Service	ZEVI	Zero Emission Vehicles Ireland
		OPW	Office of Public Works		

5.3 DEDP ACTION PLAN

NOTE: Catalyst Initiatives may support the achievement of more than one strategic objective in the action plan, underscoring the interconnected nature of future tourism development in the Destination. Similarly, Catalyst Initiative #2 Tourism Industry Capability Development will be delivered through numerous activities across the Strategic Objectives, of which the key actions are indicated by **.

5.3.1 Strategic Objective 1: Development of a Destination based on Regenerative Tourism Principles

Following regenerative tourism principles, establish the Upper Shannon, Shannon Erne and Border region as a destination with high standards in sustainable tourism development and a reduced carbon footprint.

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
CATALYST INITIATIVES				
1.1 Catalyst Initiative #1a: Embed Regenerative Tourism as fundamental principle				
1.1.1 Immersed in Nature / Destination Stewardship	Undertake a scoping and feasibility study (including innovation screener) of developing high quality, compelling free and paid for visitor experiences at suitable locations that focus on 'Immersed in Nature' / 'Nature Stewardship', informed by principles of best practice and current guidance. This will underpin the regenerative ethos of the DEDP Vision as regards nature and the environment through showcasing how tourism can play a positive role in the protection and appreciation of the natural environment.	ST-MT	FI, CLRLA	NPWS
1.1.2 Regenerative Tourism Experience Development	Deliver an annual visitor experience development programme based on a defined and agreed set of regenerative tourism principles as relevant to Ireland's Hidden Heartlands and aligned to DEDP Vision. This will a) build the tourism industry's understanding of regenerative tourism as an opportunity for development b) increase the number of tourism saleable experiences that are based on the principles of regenerative tourism, as it relates to the destination c) underpin the authenticity of the visitor offer by enhancing the place-based resonance of the visitor experience	ST-LT	FI	CLG, CLRLA, LEO, ALDC

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
1.1.3 Inform existing Visitor Experiences with regenerative tourism principles	<p>Augment the scope of Fáilte Ireland audits of the existing onsite visitor experience at visitor attractions and activity providers on a case-by-case basis to include</p> <ul style="list-style-type: none"> • evaluation of financial sustainability and development of a structured commercial framework • evaluation of their alignment with the place-based, in-nature approach as set out in the USSEB DEDP Vision • identification of regenerative tourism outcomes 	ST-MT	FI	
1.1.4 Rathcroghan Place Partnership	Develop the Rathcroghan Place Partnership, embracing a regenerative approach to tourism development.	ST-LT	RVC	FI, RCC, UCG, RLP
1.1.5 DEDP Monitoring Programme	Develop a DEDP Monitoring Programme to ensure effective management of the environment, including natural, cultural and heritage assets and incorporating an approach to the measurement of regenerative tourism outcomes	ST-LT	FI	CLRLA, NPWS,
1.2 Catalyst #1b: Climate Action and Sustainable Tourism Development				
1.2.1 Fáilte Ireland Climate Action Programme	Promote participation in Fáilte Ireland Climate Action Programme by hotels and visitor attractions as relevant, in order to collectively align with the National Climate Action Plan.	ST-MT	FI	
1.2.2 Sustainable Tourism Certification	Encourage businesses to pursue sustainable tourism certification	ST-LT	FI	
1.2.3 **Business Sustainability Training	Deliver annual sustainability training to grow the number and capability of tourism businesses within the Cuilcagh Lakelands Geopark to become more sustainable and act as regenerative tourism ambassadors within and for the Destination.	ST-LT	CLG	FI, CCC, FODC
1.2.4 Carbon Emissions Reduction	Link to Fáilte Ireland carbon emissions baseline data to measure the reduction in carbon emissions from the tourism sector over the period of the DEDP.	ST-LT	FI	

PROJECT		ACTION	TIMEFRAME	LEAD	PARTNER
DESTINATION ENABLING INITIATIVES					
1.2.5	EU Just Transition Fund Roscommon	Deliver and support the development of EU Just Transition-funded regenerative tourism projects in Roscommon.	ST-LT	RCC, FI	PS
1.2.6	Strokestown Park Sustainability Project	Undertake a scoping study and associated feasibility assessment for a sustainability project of scale to be developed at Strokestown Park.	MT	IHT	FI
1.2.7	Biodiversity Programme	Work collectively to implement the National Biodiversity Plan and provide biosecurity facilities at Designated Entry Points for craft entering the Shannon, lakes and rivers, and at key angling locations throughout the Destination.	MT	WI, CLRLA	IFI, NPWS, FI
1.3 Sustainable Transport					
1.3.1	USSEB Sustainable Transport Network	Seek opportunities to maximise the tourism potential of TII's national sustainable travel development plans across the Destination so that they will serve the visitor, communities, industry and the environment, and help deliver the DEDP Vision.	ST-LT	CLRLA, FI	TII, WI
1.3.2	E-Charging Network	Grow the network of e-charging points for bicycles and cars so that they will serve the visitor, communities, industry and the environment	ST-LT	tbd	CLRLA, ZEVI, ALDC
1.3.3	Active Travel	Harness Active Travel investment in the key gateways and visitor hubs to grow the sustainable travel connectivity across the Destination.	ST-LT	FI, CLRLA	NTA
1.3.4	Shannon Region Discovery Bus (SMP)	Support the recommendations of the Shannon Masterplan Shannon Region Discovery Bus Route feasibility study.	LT	WI	FI, LL
1.3.5	Local Link	Enhance existing, and/or create new, Local Link routes and schedules from and to accommodation hubs that enable visitors to visit key attractions and engage in a range of tourism activities during the day and in the evening.	ST-LT	LL	FI, NTA
1.3.6	Green Travel Itineraries	Create and promote a range of day- and multi-day itineraries within and across the wider USSEB destination that use sustainable transport in order to maximise the tourism potential of existing sustainable transport hubs, infrastructure and services, including Active Travel hubs, Local Link services, accommodation hubs, and facilities by integrating them with the development of tourism business- and visitor experience- clusters.	ST-LT	FI	LL, CLRLA



5.3.2 Strategic Objective 2: Growth in Destination Awareness

Grow the profile of the Destination through collectively growing awareness, locally and in the domestic and international markets of Cavan, Leitrim and Roscommon as great places to visit, where the visitor is assured of an authentic, place-based experience and which also delivers net positive benefits for the community, the environment, and the tourism industry.

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
DESTINATION ENABLING INITIATIVES				
2.1 **Brand Awareness and Adoption	Deliver an Ireland's Hidden Heartlands brand adoption and education programme among our tourism industry partners to ensure a collective understanding of the regional brand opportunity and how to leverage it for sustained tourism growth.	ST-LT	FI	CLRLA
2.2 **In the Community Tourism Awareness Development Programme	Deliver a regenerative tourism awareness programme with existing and emerging community groups to enable them to contribute to and leverage the Hidden Heartlands regional brand opportunity for the benefit of their communities, and their local environment. Deliver Local Experts-Champions programmes at key visitor hub locations across the Destination.	ST-MT	FI	ALDC
2.3 **Demand Generation	Grow the number of destination tourism industry participating in Fáilte Ireland's scheduled B2C training programmes. With the Fáilte Ireland Commercial Development Division, build capacity of tourism industry to implement a commercial approach to marketing and sales generation for their business and collectively grow the recognition of the Destination in the domestic market	ST-LT	FI	
2.4 Digital Profile of the Destination	Maximise the number of local tourism industry representatives participating in the 'Digital that Delivers' programme with the goal of developing tourism businesses' digital capability to increase the visibility of local tourism experiences and the wider destination online.	ST-MT	FI	
2.5 **International sales development	Grow the number of destination stakeholders participating in Fáilte Ireland's annual B2B training programmes in order to enable the tourism industry to develop and implement a commercial approach to marketing and sales generation for their business and collectively grow the recognition of the Destination overseas	ST-MT	FI	
2.6 A Nature-First Destination	Work with Marketing, International Publicity teams and Tourism Ireland on raising the profile of the Destination in how it facilitates the protection and enhancement of the environment as the fundamental asset of the visitor experience in Counties Leitrim, Cavan and Roscommon.	ST-LT	FI	CLRLA

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
2.7 Marketing alignment across the Destination	Hold annual marketing meetings between Fáilte Ireland and the Local Authorities to align and maximise marketing campaign investment.	ST-LT	FI	CLRLA
2.8 Family and multi-generational itineraries	With all tourism businesses and stakeholders, collectively create and promote bundles and itineraries showcasing the range of things to do and see for family and multigenerational travel.	ST-LT	FI	CLRLA
2.9 Other itineraries	Collectively create a range of itineraries that illustrate the variety of experiences to be had, focusing on <ul style="list-style-type: none"> • Music • Food • Art • Literature 	ST-LT	FI, CLRLA	ALDC
2.10 River cruising as signature visitor experience	Implement the marketing recommendations in the Feasibility Study for the Sustainable Development and Greening of the Cruise Hire Sector	ST-MT	FI	IBRA, WI



5.3.3 Strategic Objective 3: Developing and Integrating our Land- and Water-based Trails

Deliver the connectivity between new and existing land and water-based trails across the Destination to create a new scale of outdoor activity provision and development of best-in-class slow tourism hubs.

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
CATALYST INITIATIVES				
3.1 Catalyst Initiative #4: The Upper Shannon, and Shannon Erne Waterway				
3.1.1 Shannon Pot Discovery Centre	Deliver the new 'Discovery Centre' at the Shannon Pot – Cavan Burren as a key tourism product under the Fáilte Ireland Platforms for Growth capital investment programme, supported by a comprehensive commercial plan.	ST-MT	CCC, CLG	FI
3.1.2 Shannon Master Plan	Implement the actions set out in the Shannon Master plan that are relevant to the Destination (i.e. Discovery Zone DZ 1).	ST-LT	WI	FI, CLRLA
3.1.3 The 3 Bs Integrated Tourism Development Plan	Enhance the appeal and profile of the Shannon Erne Waterway as a cruising sub-destination within Ireland's Hidden Heartlands by implementing the actions and projects from the '3Bs' Tourism Development Plan for Belturbet and Ballyconnell in County Cavan and Ballinamore in County Leitrim.	ST-LT	CCC	LCC, FI, WI
3.2 Catalyst Initiative #3: Accredited Blueways and Greenways				
3.2.1 Greenway & Blueway Masterplan	Develop a Greenways & Blueways Master Plan for the Destination to a) identify current and planned Greenways and Blueways projects and possible linkages between them b) map schedule of completion and accreditation as currently known and agree priority projects with stakeholders c) set out future maintenance requirements in an associated Trails Management Plan	ST-MT	FI	WI, TII, CLRLA, LCG, ALDC
3.2.2 Shannon, and Shannon-Erne, Blueways	Develop accredited blueways on the Shannon and Shannon-Erne Waterway in accordance with the blueways proposition based on user experience potential and needs	ST-LT	WI	FI, RCC, LCC

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
3.2.3 Blueways Hubs and Trails Opportunity Training Programmes	Deliver a comprehensive industry and community activation programme for the accredited Blueways, including community and local enterprise training to maximise the opportunities they present.	ST-LT	FI	WI, CLRLA, LEO, ALDC
3.2.4 Carrick on Shannon to Battlebridge Blueway	Complete the Carrick on Shannon to Battlebridge Blueway, connecting Acres Lake and the Shannon Blueway with the Shannon-Erne Blueway.	ST-MT	LCC	WI, FI
3.2.5 Cavan Greenway and Cavan-Leitrim Railway Greenway	Progress the Cavan, and Cavan Leitrim Railway, Greenways, connecting the towns of Cavan, Ballyconnell, Belturbet with the Shannon-Erne Blueway and the Ulster Canal Greenway and develop a greenway hub at Ballyconnell.	MT-LT	CCC, LCC	TII, ALDC
3.2.6 Lough Ree Greenway	Progress the Lough Ree Greenway	MT-LT	RCC	FI, TII
3.2.7 Carrick on Shannon to Boyle Greenway	Progress the Boyle – Lough Key – Carrick on Shannon Greenway	MT-LT	tbd	RCC, LCC, TII, FI
3.2.8 Boyne Valley to Lakelands Greenway	Progress the Navan – Kingscourt section of the Boyne Valley to Lakelands Greenway	MT-LT	CCC	MCC
3.2.9 Sligo Leitrim and Northern Counties Greenway (SLNCR)	Progress the SLNCR Greenway	ST-LT	LCC	FI, CCC, SCC, TII, CCLD, LDC, FODC
3.2.10 Sligo Leitrim and Northern Counties Greenway (SLNCR)	Undertake Naming and Proposition development for the SLNCR	ST	FI	LCC, CCC, SCC, FODC
3.2.11 **Greenway Hubs and Trails Activation Programmes	Deliver a comprehensive industry and community activation programme for the accredited Greenways, including community and local enterprise training to maximise the opportunities presented by investments in them.	MT-LT	FI	CLRLA, LEO, ALDC

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
3.3 Catalyst Initiative #5: Beara Breifne Way				
3.3.1 Beara Breifne Way	Complete the delivery of the Beara Breifne Way Masterplan, including the development of the identified trail heads, governance and management structure and supporting services.	ST-LT	FI	CLRLA, ALDC SI
3.3.2 Beara Breifne Way Activation Programme	Deliver a comprehensive industry and community activation programme for the Beara Breifne Way, including community and local enterprise training to maximise the opportunities presented by investments in the Beara Breifne Way.	MT-LT	FI	CLRLA, LEO, ALDC
DESTINATION ENABLING INITIATIVES				
3.4 Lough Allen Masterplan	Build on the Shannon Masterplan by undertaking a Lough Allen Masterplan. This will include <ul style="list-style-type: none"> examination of opportunities to orientate visitors in and around Lough Allen both on land and water integrating the existing harbours, nearby towns and existing trails such as the Leitrim Way and Miners Way analysis of the opportunity for Spencer Docks, Cleighan Mór Docks and Conmorgan Pier to become catalysts for water-based activities around Lough Allen. 	ST-MT	WI	LCC, CCC, RCC, ALDC
3.5 Community Hub Dowra	Develop a community tourism hub in Dowra to facilitate better links and visitor orientation to and between Lough Allen and Cuilcagh Lakelands Geopark	MT	CLG	CCC, CCLD
3.6 Trails around Lough Allen	Investigate the feasibility and requirements to connect Dowra to Lough Allen via a multi-use trail, providing visitor connection to the lake and enhanced opportunities to create experiences for visitors to Drumkeeran, Cleighan Mór and Drumshanbo.	MT – LT	CCC, LCC	ALDC
3.7 The Táin Trail	Implement the findings of the Táin Trail product analysis and the regeneration of the Táin Trail as a visitor experience linking to clusters of community experiences.	MT-LT	FI	RCC, RLP, RVC
3.8 Pilgrim Way (Shannon and Shannon-Erne)	Support the development of the emergent spiritual Pilgrim Way along the Shannon and Shannon-Erne, and align it with the regenerative tourism ethos of the Destination	MT	FI	WI, FODC
3.9 National Famine Way Trail and Experience	Examine the potential of a compelling Famine Way experience to connect with the Irish Diaspora market, linking with the National Famine Museum at Strokestown Park.	ST-MT	IHT	FI, WI, RCC

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
3.10 Community Recreational Trails – Arigna	Create a heritage trail from Arigna Mining Experience, via Arigna Village to Drumshanbo, connecting visitors with local community experiences and attractions as well as both the Miner’s Way and the Beara Breifne Way (Leitrim Way).	LT	LCG	RCC, RLP, LDC
3.11 Green links between Geopark sites	Enhance the green links (i.e. pathways / trails) between Geopark sites in the Cavan and adjacent Fermanagh parts of the Geopark in order to grow visitor dwell time and visitor experiences across the Cuilcagh Lakelands UNESCO Global Geopark.	ST – LT	CLG	CCC, FODC, CCDC
3.12 Columban Way	Deliver the Cavan element of the Columban Way, and align it with the regenerative tourism ethos of Destination	MT-LT	CCC	CCDC
3.13 **Other Destination Trails Development Training Programmes	Deliver tourism industry, community and local enterprise training to maximise the opportunities presented by the future development of trails such as the Táin Trail, Pilgrim Way, National Famine Way.	ST-LT	FI	LEO, ALDC



Into The Wild Food
• Coffee • Healthy Eats • Sweet Treats

Into the Wild

Tea	£2
Crystal Tea	£2.50
Americano	£2.50
Latte	£3.50
Cappuccino	£3.50
Flat White	£3.50
2nd. Breakfast	£4.50
Frogg. Mocha	£5.50

100% honey & maple with vanilla & cardamom
100% the wild
100% the wild, please

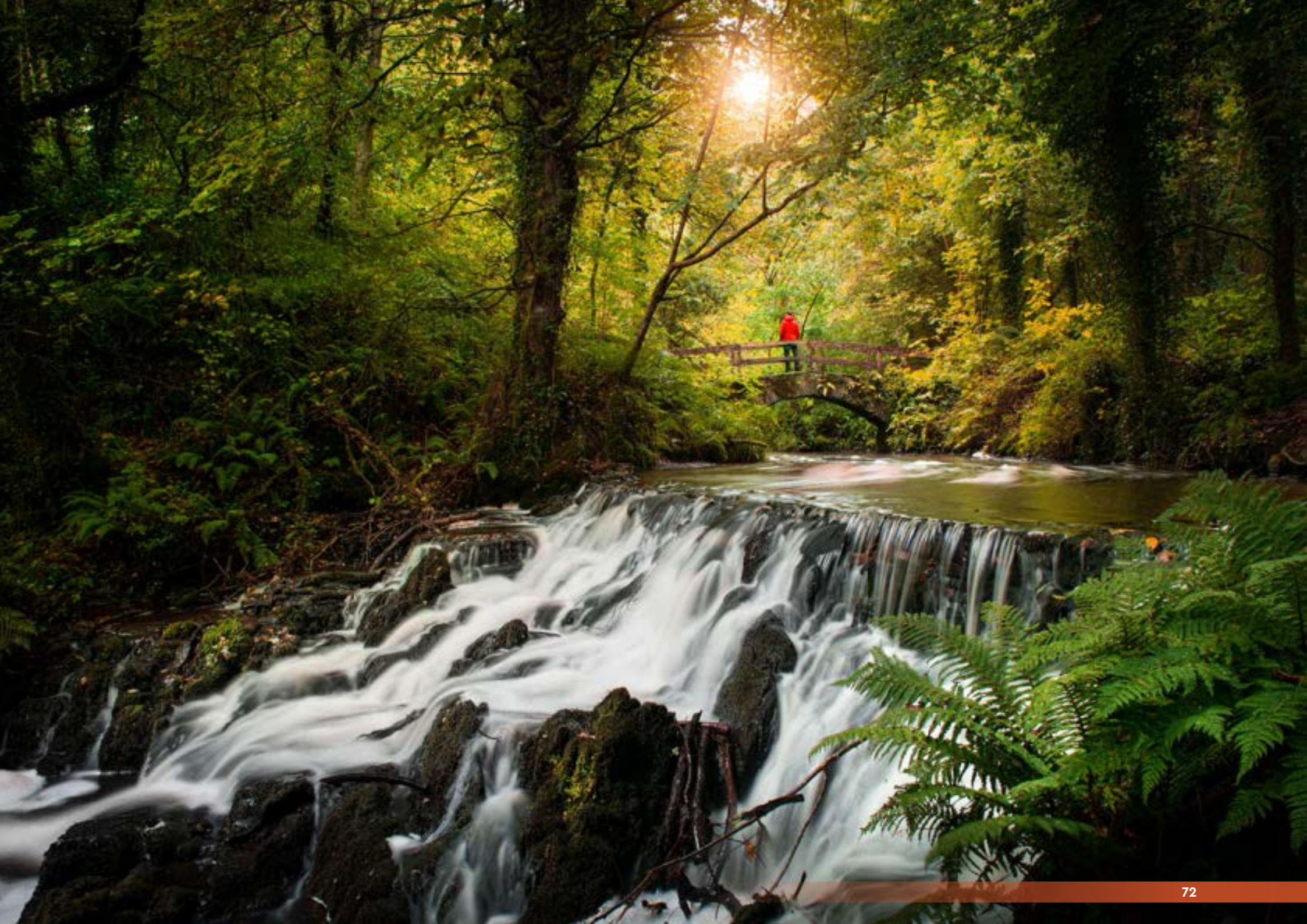
5.3.4 Strategic Objective 4: Development of Place-based and Ecotourism Visitor Experiences

Grow the range and quality of the visitor experiences across the Destination leveraging our natural, heritage, community and cultural assets with a focus on ecotourism.

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
CATALYST INITIATIVES				
4.1 Catalyst Initiative #6: Develop Cuilcagh Lakelands UNESCO Global Geopark as hero site				
4.1.1 Geopark-themed Visitor Experience Development Programme	Develop a series of visitor experiences based on signature aspects of the Cuilcagh Lakelands UNESCO Global Geopark that will contribute to growing awareness of the Geopark and attract visitors on a year-round basis.	ST-LT	CLG, FI	FI
4.1.2 **Geopark Awareness	Deliver a Geopark Community Ambassador Programme to grow awareness of the Geopark to empower individuals to act as ambassadors and champions of the Geopark, both within their local communities and with visitors.	MT-LT	CLG	CCC, FODC
4.1.3 Geopark Gateway facility, Glangevlin	Develop a Geopark Gateway facility at Glangevlin	MT	CLG	CCC
4.1.4 Geopark Gateway facility, Blacklion	Develop a Geopark Gateway facility at Blacklion	ST-LT	CLG	CCC
4.2 Catalyst Initiative #7: Loughs Tapestry				
4.2.1 Loughs Tapestry Experience Network	Create a network (tapestry) of co-created, responsible and/or eco-tourism experiences drawing on the Destination's lakeland topography and its associated 'hidden' natural and cultural heritage that creates a sense of scale and connectivity, encouraging visitors to explore further and to visit and return at different times of the year.	ST-MT	FI	CLRLA, ALDC

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
	<p>Key actions</p> <p>The initial step in the creation of the Loughs Tapestry is to undertake an audit:</p> <ol style="list-style-type: none"> 1. List/Map the loughs/lakes with nature designations where there is or could be public access, identify any significant seasonal phenomena and the timeframe within which they occur, and note any existing or recommended restrictions on access (e.g. during nesting season) and the implications for visitor management (e.g. carrying capacity, stakeholder engagement, experience development and nature stewardship); 2. List/Map the loughs/lakes with sites of historical, cultural or archaeological interest where there is or could be public access and note any existing or recommended restrictions on access (e.g. flooding, livestock grazing) and the implications for visitor management (e.g. carrying capacity, stakeholder engagement, experience development and nature stewardship) 3. List/map active community groups and landownership in the proximity of the above sites. 4. Create a composite map, with layers illustrating the location, type of heritage, season/ timeframe, type of access (restricted to open), type and focus of community groups, type/ theme of potential visitor experience amongst other aspects. <p>The next step is to develop 'threads' of visitor experiences across the Destination:</p> <ol style="list-style-type: none"> 5. Taking the map (step 3 above) work with the Local Authorities, community tourism groups, and tourism businesses to create clusters of visitor experiences (saleable and free) that are grouped spatially and/or thematically, representing 'threads' for visitors to follow. 6. Facilitate and motivate visitors to uncover the Lough's Tapestry by <ol style="list-style-type: none"> a) developing the capabilities of local community groups and tourism enterprises and industry to render the 'threads' into appropriate media and itineraries b) assisting in the co-creation of a series of motivating itineraries focused on Yours to Uncover experiences, Immersed in Nature / Nature Stewardship portals, Active in Nature water-activity hubs, Tranquillity Zones, Wellness in Nature 			
4.3 Catalyst Initiative #8: Forest Adventure				
4.3.1 Forest Based Experience	Scope and assess the feasibility of creating a (range of) linked forest-themed visitor experience(s) that draw on the outcomes of the master planning of current key forest amenities at Lough Key, Dún an Rí, Glenfarne, and Killykeen.	MT	FI	CLRLA, Coillte

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
4.3.2 Lough Key Forest Park Masterplan	Implement the recommendations of the Masterplan for Lough Key Forest and Activity Park	MT	LKFP	Coillte, FI, RCC, WI
4.3.3 Killykeen Forest Park Masterplan	Undertake a Masterplan for Killykeen Forest Park and the wider Upper Lough Erne area (including for example Rann Point) to inform the appropriate development and enhancement of domestic and international visitor experiences that deliver on the Vision for the USSEB destination.	LT	CCC	FI
4.3.4 Dún an Rí Forest Park Masterplan	Implement the Dún an Rí Forest Park Masterplan and the priority projects that will contribute to the Destination's profile for in-nature Forest Adventure experiences.	MT-LT	Coillte, CCC	
4.3.5 Glenfarne Wood Strategic Plan	Deliver the Glenfarne Wood Recreation and Tourism Development Strategic Plan.	MT-LT	Coillte	LCC
4.3.6 Loughanleagh Experience Development	Review the Loughanleagh Masterplan with a focus on sustainability, dwell-time, and commercial return following recent investment in the forest visitor facilities.	MT	LMH	CCLD, CCC, CCLD
DESTINATION ENABLING INITIATIVES				
4.4 Kayaking Camino	Undertake a feasibility analysis of creating a kayaking 'Camino' along the River Shannon, potentially taking visitors from the Shannon Pot to the Shannon Estuary.	MT	FI	WI
4.5 Sliabh an Iarainn National Park Feasibility	Explore the feasibility of designating Sliabh an Iarainn and its hinterland as a National Park / Recreational Area.	LT	LCC	NPWS
4.6 River Cruising Development	Develop the cruise opportunity for the Destination by implementing the USSEB-relevant recommendations of the Feasibility Study for the Sustainable Development and Greening of the Cruise Hire Sector	ST - MT	WI	FI, CLRLA, IBRA
4.7 Angling Tourism	Establish a USSEB destination subgroup to identify the key actions required to develop USSEB as a sustainable Angling Tourism destination that is aligned with the USSEB Vision and Objectives. Undertake an audit of current product and market potential in line with how it can deliver under regenerative tourism principles.	ST	CCC	WI, IFI, LCC, RCC, FI



PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER	
4.8	Angling Tourism	Continue to support the promotion of USSEB as a sustainable angling tourism destination and continue to build awareness within the international marketplace of local angling experiences.	ST	FI	CLRLA, IFI
4.9	Lough Rinn Water Sports Hub	Further develop and promote Lough Rinn as a national and international Water Sports Hub, hosting regular sport tourism events.	ST	LCC	FI
4.10	Ballyconnell White Water Rafting	Scope requirements for development / enhancement of user and visitor facilities for white water kayaking and rafting along the Woodford River at Ballyconnell.	MT	WI	IFI, CCC, CLGP
4.11	Lough MacNeaen cross-border canoe trail	Develop a cross-border canoeing trail with associated leisure activities on the Arney River.	MT	CLG, LCC	CCC, FODC
4.12	**Saleable Experience Development Programmes focusing on In-nature Wellbeing In-nature Immersion	<p>Deliver saleable experience training programmes to grow the number of B2B and B2C saleable experiences focused on the day and evening time economies across the USSEB destination. This will include the following:</p> <p>a) As part of the Forest Experience theme and Loughs Tapestry, grow the number of destination experiences aligned with wellbeing and nature to develop a network of saleable wellbeing experiences and grow the profile of the Destination for wellness tourism.</p> <p>b) As part of the Forest Experience theme and Loughs Tapestry, grow the number of destination experiences that integrate activities with nature and heritage. Develop a network of saleable in-nature experiences and grow the profile of the Destination for immersed in nature experiences.</p>	ST-LT	FI	
4.13	Green Experience Hubs	Drawing on the Forest Experience theme and Loughs Tapestry, test the concept of developing a series of unique green visitor experiences located within a number of 'green tourism hubs'.	ST	FI	CLRLA
4.14	Destination Cycling Trail	Map the existing off and on road cycling trails and loops and assess the feasibility of developing a network of linked cycle trails and/or an extended USSEB cycling trail.	LT	LDC, RLP	
4.15	Accessible Tourism Experiences	<p>Engage tourism providers in a destination wide programme for Accessible Tourism that is</p> <p>a) is informed by the Fáilte Ireland's accessible tourism guidelines</p> <p>b) is linked to Active in Nature and Yours to Uncover experiences</p> <p>c) provides for industry development</p> <p>in order to maximise the accessible tourism opportunity for USSEB.</p>	MT	FI	CLRLA, PS



PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
4.16 Inter-regional Experiences and Bundling	Work across the wider Ireland's Hidden Heartlands region to develop bundling and itinerary development to influence visitor flows and create reasons to stay longer in the region as a whole	ST-LT	FI	CLRLA, PS
4.17 Cross Border Experiences and Bundling	Leverage cross-border opportunities re: bundling and itinerary development to influence visitor flows and create reasons to stay longer in the USSEB and border areas.	ST-MT	FI	TI, TNI, CLRLA /
4.18 Fermanagh Lakelands, Omagh and the Sperrins (FLOS)	Align relevant actions and projects in the FLOS VEDP and USSEB DEDP in order to encourage visitor flow and longer dwell time in and between the two destinations	ST-MT	FI, FODC	CLG, WI, CCC, LCC
4.19 Shared Island and Peace Plus Opportunities – Review and Project Prioritisation	Identify potential experience development opportunities under Shared Island and Peace Plus arising from existing and future plans that have the ability to attract visitors into the USSEB destination and wider Northwest. Existing plans include <ul style="list-style-type: none"> the Shared Island Cuilcagh Masterplan the Castlesaunderson Shared Island Masterplan. 	ST	FI,	CLG, CCC, LCC , TNI
4.20 Food Tourism Development Strategy	Develop a destination-wide Food Tourism Strategy in order to grow the number and range of food experiences (e.g. Meet the Maker), supported by a strong inter-county network(s). Strength of food provenance, food network and opportunity to link food with agri and regenerative farming experiences. Creation of destination linked trails based on thematic opportunities; e.g. Food Trail linked to the green / eco theme and food provenance.	MT	FI	CLRLA, ALDC
4.21 Music-heritage Experience Development	Assess the feasibility of creating a destination-wide network of experiences that enhance visitor engagement with the music heritage – past and current – of the Destination	MT	FI	CLRLA, ALDC
4.22 **Golf Tourism	Support the Ireland's Hidden Heartlands Golf Association in their experience development and promotional activities	ST-LT	FI	

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
4.23 National Famine Museum Strokestown Park: Experience development	<p>Implement the saleable experience-related actions set out in the Commercial Plan.</p> <p>Continue to develop Strokestown Park and The National Famine Museum, creating new immersive visitors experience in the surrounding woodlands, meadows and walled gardens that emphasise biodiversity and natural heritage. Restore the original connection between Strokestown Park and the town to enhance and open up and deepen the connection between the property and the community and create greater connectivity between The National Famine Museum and The National Famine Way. Focus on development of an external learning zone, to complement the existing built heritage on site, developing immersive educational and visitor experiences, with a focus on the diaspora.</p> <p>Grow the range of onsite visitor experience options, emphasising conservation and sustainability projects across the site and encourage the development of authentic experiences, and sharing of our heritage stories, using the Trust's locally based volunteers</p>	MT	IHT	FI
4.24 Visitor Attraction at Arigna Mining Experience	<p>Enhance the overall tourism offer</p> <ul style="list-style-type: none"> • Scope the requirements, and undertake a feasibility study, for an enhanced, future-proofed visitor experience at Arigna Mining Experience, e.g. through the development of an A.I. miner guided tour • Record and curate miner memorabilia • Further develop the Arigna Mountain Walking trails • Assess the feasibility of reinstating the Arigna Cable Car to transport people from AME to Arigna Village. 	ST-LT	AME	FI, RLP, RCC
4.25 OPW Heritage Attractions	Work with the regional managers of the OPW Heritage Ireland attractions to enhance their role in developing the Destination offer and appeal.	MT	FI	OPW
4.26 Castle Saunderson Visitor Experience	Review the visitor experience development requirements to maximise the potential of the Castle Saunderson site as regards the onsite experience and how it links to existing and potential trails on land and on water.	ST-LT	CCC	Coillte / CLG
4.27 Big Houses	Develop a network of Big House visitor experiences across the Destination.	MT	FI	HHO, IHT



IT 80

501 ZC

Exide
BATTERIES
FOR LONG LIFE

PINK
PARAFFIN
DELIVERY SERVICE

DUCKHEADS

MLI 576

CALTEX

IT 3656

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
4.28 County Museums Experience Development	Undertake a pilot programme for county museum development at Cavan County Museum, scoping development requirements and assessing feasibility of an enhanced visitor experience proposition, including a review of the proposal to establish it as the National Story Telling Centre.	MT – LT	CCC	FI
4.29 **Small Scale Attractions and Heritage Centres	Develop a programme to enable small scale and community-run attractions and heritage centres to review the sustainability of their commercial approach and governance, their potential to deliver tourism experiences based on regenerative tourism principles, and their role in visitor orientation to and within the USSEB Destination. Potential participating attractions include the following, among others: <ul style="list-style-type: none"> • Belturbet Heritage Railway Complex • John McGahern Museum at The Barracks Cootehall • The Rainbow Ballroom of Romance • Glenview Folk Museum • Roscommon County Museum • Margaret of New Orleans Birthplace • St George's Heritage Centre • St Kilian's Heritage Centre, Mullagh • The Markethouse, Blacklion 	MT	FI	PS, LEO, CLRLA, ALDC, LCG
4.30 Bailieborough Community Hub	Support the visitor experience element of the Bailieborough Courthouse and Community Hub development project.	MT-LT	CCC	LCG, CCDC
4.31 Ballyjamesduff Community and Tourism Hub	Support the visitor experience development requirements in the conversion of the old Percy French Hotel in Ballyjamesduff into a community and tourism hub.	MT-LT	CCC	LCG, CCDC
4.32 Rathcroghan Visitor Experience Development	Support the visitor experience development at Rathcroghan with respect to the Táin Trail.	MT-LT	RVC	RCC, FI
4.33 Rathcroghan World Heritage Site Designation	Progress the UNESCO World Heritage Site designation of Rathcroghan as one of the six Royal Sites in Ireland	MT-LT	RCC	FI

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
4.34 Rathcroghan Archaeology Trail	Develop the Rathcroghan Archaeological Looped Trails ORIS project	ST-LT	RVC	RCC
4.35 The Courthouse in Ballinamore	Explore the possibilities for developing a centre that highlights the work of writer John McGahern	ST	LCC	



5.3.5 Strategic Objective 5: Growth in Sustainable Economic Impact

Grow the economic impact of tourism across the Upper Shannon, Shannon Erne and Border area through the development of industry capacity and capability, the development of visitor services and enhancement of key tourism hubs to retain visitors for longer.

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
DESTINATION ENABLING INITIATIVES				
5.1 Gateway Towns and visitor service hubs	<p>Complete the key projects outlined by the Shannon Tourism Masterplan to strengthen year-round appeal of the main visitor hubs of Cavan and Carrick on Shannon. Undertake the same for the Gateway Town of Roscommon.</p> <p>Review the requirements to develop towns such as Boyle, Blacklion, Drumshanbo, Manorhamilton, Ballyconnell and Virginia as key service hubs from a daytime and evening time visitor economy perspective, and to enhance their ability to act as gateways to and from neighbouring regions of the Wild Atlantic Way / Ireland's Ancient East / Fermanagh Lakelands, Omagh and the Sperrins.</p>	ST-LT	CLRLA	FI, WI
5.2 Evening Economy Experience development	<p>Develop a number of evening time activity pilot programmes at and around the key accommodation hubs of Cavan Town, Carrick on Shannon and Roscommon Town. Support the activities such as Open House and Culture Night and the innovative use of cultural/heritage buildings for evening time provision.</p> <p>Build the capability of existing visitor attractions, cultural hubs (e.g. The Dock Art Gallery, Carrick on Shannon; King House, Boyle; Ramor Theatre, Virginia among others, and activity providers to innovate in how they develop new visitor experiences to grow the range of things to do in the day and evening time.</p>	ST	FI, CLRLA, PS	AVEA, LCG
5.3 Campervan / RV Audit	Identify suitable sites across the USSEB to provide infrastructure for campervans and recreational vehicles that will enable local communities benefit economically and complement existing facilities. The audit should include sites and types of facilities under consideration by Waterways Ireland.	MT	WI	CLRLA

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
5.4 **Community Tourism Enterprises Experience Development	<p>Draw on the Community Tourism Toolkit to deliver a community tourism programme with existing and emerging community tourism groups as the basis for developing future community tourism training. This will</p> <ul style="list-style-type: none"> • Deliver a regenerative approach among local community groups interested in pursuing tourism opportunities. • Ensure that new and existing community tourism enterprises are equipped with knowledge and capabilities around commerciality, effective governance and succession planning. 	ST-MT	FI	LEO, ALDC
5.5 **Capability building programmes and tourism industry stakeholders	Build on Fáilte Ireland partnerships with Local Development Companies and Local Enterprise offices (LEOs) to align and maximise training programmes and opportunities for local tourism businesses.	ST-MT	FI	LEO, ALDC
5.6 Festivals and events strategy	Undertake a USSEB wide analysis of festivals and events to establish current gaps and, where growth potential exists, place particular focus on programming in the outdoors, community and relevant themed opportunities along the lines of Active in Nature experiences and link in with/leverage county and regional diaspora initiatives.	ST-MT	FI	CLRLA, AVEA, ALDC, LCG
5.7 Ireland's Hidden Heartlands Walking Festival Series	Ensure that all walking festivals are aware of and included in the Ireland's Hidden Heartlands Walking Festivals series.	ST-LT	FI	CLRLA
5.8 **Capacity of the Cruise Hire sector	Work across the relevant agencies and bodies to grow the capacity and capabilities of the cruise hire sector in line with the Feasibility Study for the Sustainable Development and Greening of the Cruise Hire Sector as it relates to the Destination	ST-LT	FI	WI, IBRA, PS
5.9 Marketing strategy	Collaborate with businesses and marketing partners in the USSEB area to develop a marketing strategy to extend the season.	ST-LT	FI	CLRLA

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
5.10 Tourism signage	<p>Undertake a cross county, destination-wide audit of existing signage in terms of effective visitor orientation and highlighting local attractions, in order to inform any future signage projects in the Destination.</p> <p>Work with relevant bodies on improving the visibility of the Destination and its attractions through appropriate signage. Pay particular attention to signage that functions to attract visitors off bypasses and National Routes (e.g., the new N5 bypass currently under construction), in order to grow the visitor footfall in the smaller towns.</p>	MT-LT	FI	TII, CLRLA
5.11 Regional Airports and Ports	Seek ways to grow the potential for regional ferry ports and airports to act as access portals to the Destination.	MT – LT	FI	TI, CLRLA
5.12 Visitor journey	Work with the relevant agencies and existing sources of information to develop a better understanding of the visitor journey, from the point of entry to the Destination, including 'the last mile'. Include all forms of transport, including sustainable forms of transport. Use this as a starting point to inform relevant actions that are focused on maximising visitor access to the Destination.	ST-MT	FI	LL, NTA, TII





ENTRANCE

5.3.6 Strategic Objective 6: Development of New Levels of Collaboration

Build new levels of tourism industry and stakeholder collaboration aligned with the regenerative tourism development ambition for the Destination.

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
CATALYST INITIATIVES				
6.1 Catalyst Initiative #1 ctd: Embed Regenerative Tourism through collaboration				
6.1.1 USSEB Tourism Experience Clusters	Motivate collaboration and innovation between the industry, communities and agencies on regenerative tourism outcomes through the development of several thematic and geographically focused clusters of visitor experiences that are firmly rooted in regenerative tourism principles	ST	FI	CLRLA, ALDC, WI, Coillte, NPWS
6.1.2 **Annual Regenerative Tourism Workshop – Ireland’s Hidden Heartlands and the Upper Shannon, Shannon-erne and Border DEDP area.	Host/organise a yearly USSEB regenerative tourism seminar/conference/workshop for businesses and agencies to share experiences and learning, and inspire more businesses to implement, showcase, and collaborate on, regenerative tourism practices and outcomes across a range of aspects of their tourism enterprises.	ST-LT	FI, CLRLA	ALDC
DESTINATION ENABLING INITIATIVES				
6.2 Cross-Agency Training & Investment Alignment	Implement a strategic cross-agency approach to tourism-related training and enterprise development that ensures alignment with the Vision for the USSEB Destination.	ST-LT	FI	ALDC, LEO, CLRLA, WI
6.3 Cross-border Collaboration	Identify and develop shared approaches and projects that facilitate and grow cross-border tourism activity aligned with regenerative and sustainable tourism.	ST-LT	FI	TNI, FODC, LCC, CCC, WI

PROJECT	ACTION	TIMEFRAME	LEAD	PARTNER
6.4 Collaboration across Regional Experience Brands WAW and IAE	Collaborate with colleagues in the Wild Atlantic Way, and Ireland's Ancient East teams to develop and implement a cross-regional approach to networking and tourism development with	ST – LT	FI	CLRLA
6.5 Collaboration across IHH	Collaborate with colleagues within Ireland's Hidden Heartlands to develop and implement an inter-regional approach to networking and tourism development	ST-LT	FI	CLRLA, ALDC
6.6 Implementation Partnerships	Form the required project implementation partnerships between the Local Authorities and all other strategic partners to effect the delivery of the projects within the DEDP.	ST – LT	FI, CLRLA	ALDC
6.7 Place-making and Public Realm	Work with relevant agencies to ensure that tourism is considered in all elements of place-making / public realm projects in the Destination	ST-LT	FI	CLRLA, ALDC, WI, TII
6.8 DEDP Communications Strategy	Develop a communications plan for disseminating progress on the Plan to communities, industry and stakeholder agencies.	ST-LT	FI	CLRLA, ALDC



6. APPENDICES



6.1 APPENDIX 1: DATA SOURCES

DS1	Tourism Ireland, Global Travel Index
DS2	Tourism Ireland's Brand Tracker (BBT), Annual
DS3	Fáilte Ireland's Annual Behaviour and Brand Tracker
DS4	DS4 Fáilte Ireland's Destination Attitudes Survey (DAS). (Annual)
DS5	Social Media surveys in conjunction with FI/TI marketing departments
DS6	Growth in number of articles referring to USSEB region from baseline digital survey conducted in exploration phase (see appendices).
DS7	Fáilte Ireland Accommodation Occupancy Survey.
DS8	Monitor the cohesiveness and effectiveness of tourism networks and clusters through annual industry surveys.
DS9	Fáilte Ireland's Digital That Delivers Survey.
DS10	Fáilte Ireland data
DS11	Employer Excellence Programme
DS12	Fáilte Ireland's Community Survey.
DS13	Fáilte Ireland Tourism Approval Rating Survey (TAR)
DS14	Benchmarking report; Hidden Heartlands industry survey; Consumer Sustainability Tracker (CST).
DS15	Data from National Transport Authority.
DS16	Fáilte Ireland's Climate Action Programme
DS17	Key Account Management discussions/tracking
DS18	Biodiversity Indicators (NBAP 2023–2030)



6.2 APPENDIX 2: ENVIRONMENTAL CONSIDERATIONS IN DETAIL

6.2.1 Introduction

This Plan provides an opportunity to ensure that all existing and future tourism projects and initiatives for the USSEB 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, from which this Plan is developed 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. 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.

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.

6.2.2 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.

6.2.3 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 Upper Shannon DEDP. These processes will continue to have a positive environmental influence during the implementation phase. The key considerations, findings and outcomes include:

- 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 all relevant County Development Plans
 - ▶ 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.

6.2.4 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.

6.2.5 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 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).

6.2.6 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.

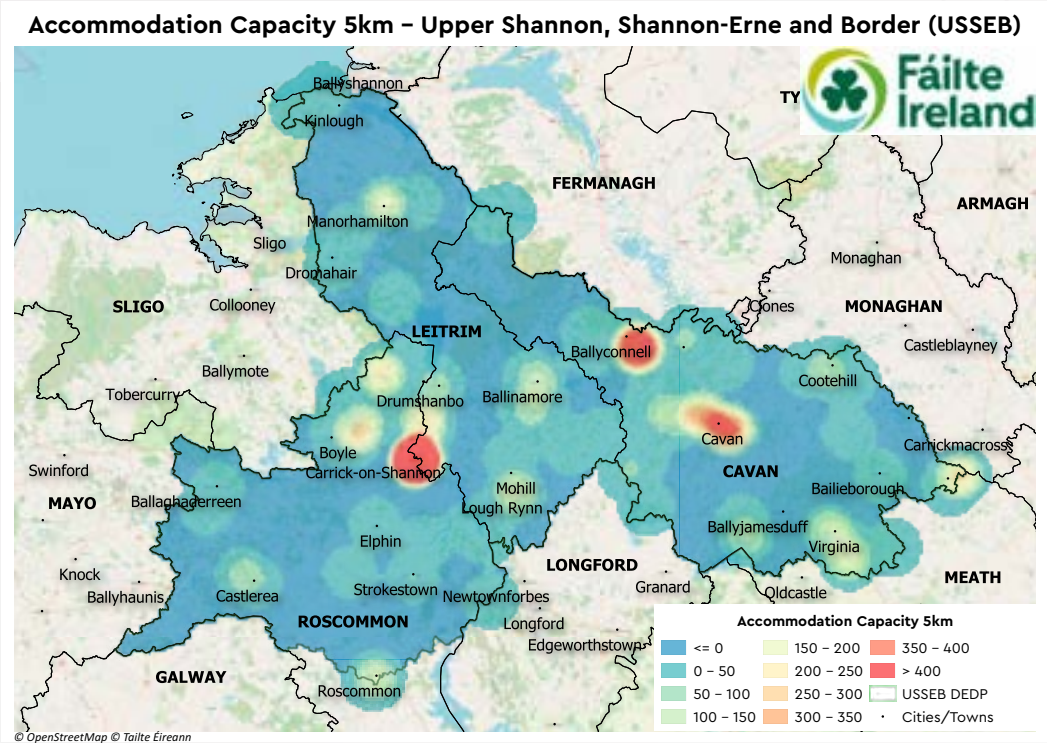
Green Infrastructure and Ecosystem Services

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.

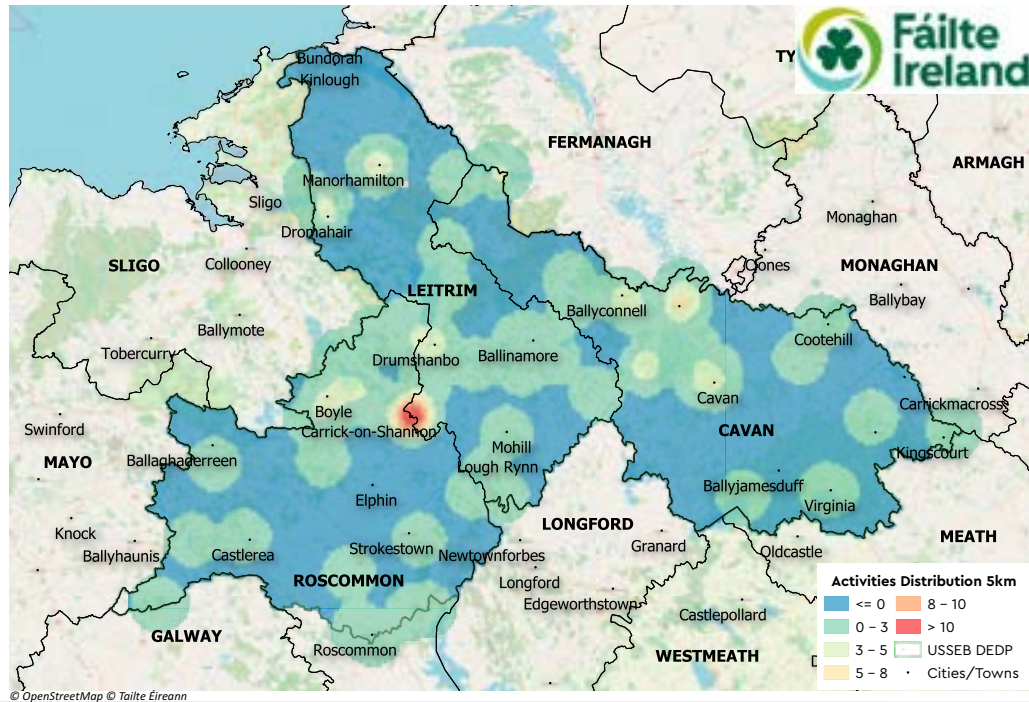
Consideration and implementation for all environmental mitigation measures as set out in Ireland's Hidden Heartlands Regional Tourism Development Strategy will also be considered a requirement as appropriate.

6.3 APPENDIX 3: HEAT MAPS

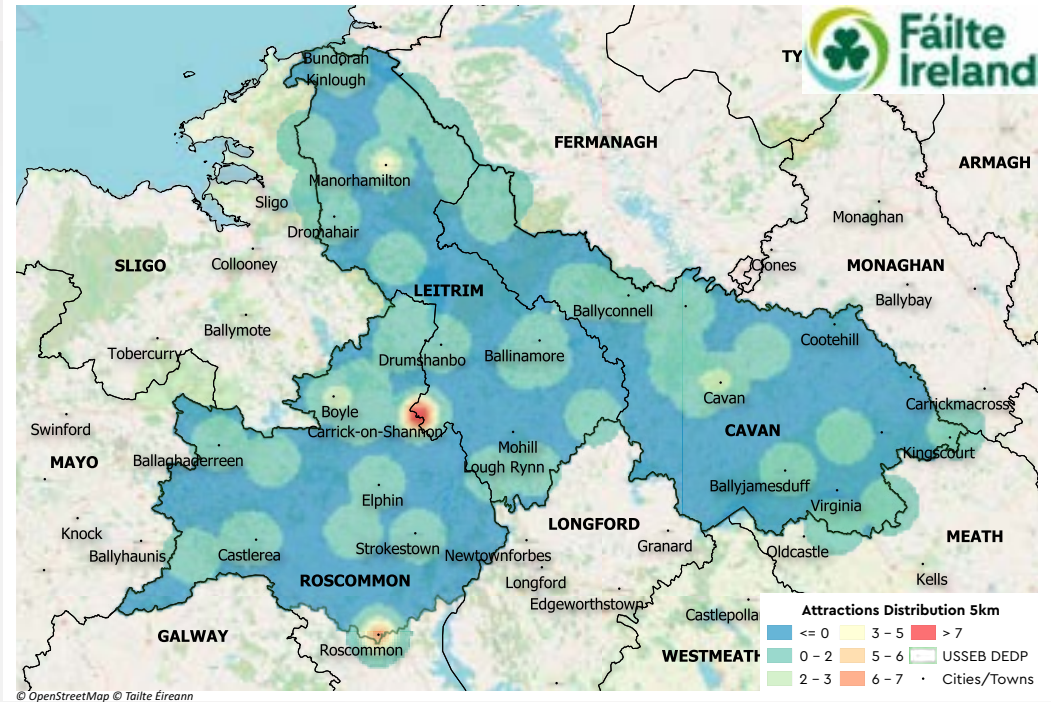
The three heat maps included here illustrate individually the concentrations of accommodation, activity providers and attractions as categorised in 2019.



Activities Distribution 5km – Upper Shannon, Shannon-Erne and Border (USSEB)



Attractions Distribution 5km – Upper Shannon, Shannon-Erne and Border (USSEB)





6.4 APPENDIX 4: CONSULTATION

This Destination and Experience Development Plan was created through 2022–2023 and finalised in 2024. The development of the Plan was undertaken by Mark O'Connell of Repucon Consultants who was guided by a project Working Group, chaired by Fáilte Ireland. The Working Group included representatives from key stakeholders involved in influencing or delivering tourism in the Upper Shannon, Shannon-erne, and Border area (i.e. counties Cavan, Leitrim, and the part of Roscommon north of, and including, Roscommon Town).

- Carrick Craft/Irish Boat Rental Association
- Cavan County Council
- Cavan County Local Development
- Cuilcagh Lakelands Geopark
- Landmark Hotel
- Leitrim County Council
- Leitrim Development Company
- Lough Key Forest and Activity Park
- Roscommon County Council
- Roscommon Leader Partnership
- Slieve Russell Hotel
- The Irish Heritage Trust at the National Famine Museum, Strokestown Park
- The TeaShed Glencar
- Waterways Ireland

Fáilte Ireland would like to express its sincere thanks to all members of the Working Group for their time and efforts.

6.4.1 The development stages of the USSEB DEDP:

1. Mystery Shop
2. Research to review the on-line presence of destination
3. Desktop research into relevant best practices, existing plans and strategies of stakeholders; and to undertake the mapping of all tourism assets
4. Stakeholder consultation comprising one-to-one interviews, a series of six individual 'tourism in the community' workshops facilitated by Tina O'Dwyer of The Tourism Space, and a set of six further drop-in sessions at venues spread throughout the area. Over 160 stakeholders were directly involved in discussions during the planning process
5. Development of the Plan's Strategic Objectives and Vision, and presentation to the Working Group and Fáilte Ireland Executive Team
6. Review by the Working Group and Fáilte Ireland Executive Team
7. Further development of the Plan and identification of Destination-Catalyst Initiatives and Destination-Enabling Initiatives, and a comprehensive Action Plan
8. Presentation to, and review by, the Working Group and the Fáilte Ireland Executive Team
9. Strategic Environmental Assessment of the Plan
10. Public Consultation and review of submissions
11. Adoption of the Plan in late 2024
12. Launch of the Plan, January 2025

A wide range of stakeholders was consulted during the preparation of this plan both on a one-to-one basis and in group consultations. We greatly appreciate the businesses, community groups and members of the public who all participated creatively and positively in these consultations. Special thanks to the facilitators of the local Public Participation Networks in Roscommon, Cavan and Leitrim, for promoting the consultation events via their networks. We would also like to thank the management and staff of the venues which hosted the 'tourism in the community' workshops and drop-in sessions, and ALL who took part in those events and other consultation avenues.

Your views and ideas have been of fundamental importance in the development of the Plan and we hope that you see them reflected in it. We will depend on your continued support and involvement as we, together, implement the Plan over the next five to ten years.

Go raibh míle maith agaibh go léir!



6.5 APPENDIX 5: IMAGE CAPTIONS AND CREDITS

Cover Page	Diffreau River entering Glencar Lake, Co. Leitrim ©Tourism Ireland/Tom Archer
Inside Cover	Carrick on Shannon, Co. Leitrim ©Fáilte Ireland/Sonder Visuals
Page 1	National Famine Museum, Strokestown Park, Co. Roscommon ©Fáilte Ireland/Big Style Media
Page 2	Lough Key Forest and Activity Park, Co. Roscommon ©Fáilte Ireland/Sonder Visuals
Page 8	Arigna Mining Experience at Christmas ©Sarah McCarthy
Page 9	Zipit Forest Adventures, Lough Key Forest and Activity Park, Co. Roscommon ©Chris Hill for Fáilte Ireland
Page 10	Relignaree, Rathcroghan archaeological complex, Co. Roscommon ©Rathcroghan Visitor Centre
Page 11	Glencar Lake, Co. Leitrim ©Tourism Ireland/Tom Archer
Page 15	Cuilcagh Mountain, Co. Cavan ©Sarah McCarthy
Page 17	Drumlane Abbey, Co. Cavan ©Fáilte Ireland/Reblis
Page 15	Acres Lake, Co. Leitrim ©Fáilte Ireland/Big Style Media
Page 20	The Gaelic Chieftain, Curlew Pass, Co. Roscommon ©Sarah McCarthy
Page 24	Parke's Castle, Lough Gill, Co. Leitrim ©Sarah McCarthy
Page 26	Lough Rynn Castle Estate, Co. Leitrim ©Sarah McCarthy

Page 28	The Shannon Pot, Co. Cavan ©Cavan County Council	Page 60	Knockvicar, Co. Roscommon ©Tourism Ireland/Wendy Mitchell
Page 31	Killykeen Forest Park, Co. Cavan ©Fáilte Ireland/Outlier	Page 63	Cruising on the Shannon, Co. Leitrim ©Sarah McCarthy
Page 32	Cavan Burren Park, Co. Cavan ©Sarah McCarthy	Page 68	Glangevlin, Co. Cavan ©Fáilte Ireland/Reblis
Page 34	The National Famine Museum, Strokestown Park, Co. Roscommon ©Fáilte Ireland/Big Style Media	Page 72	Dún an Rí Forest Park ©Tourism Ireland/Tom Archer
Page 36	Electric Bike Trails, Co. Leitrim ©Fáilte Ireland/Big Style Media	Page 74	Strokestown Park House, Co. Roscommon ©Fáilte Ireland/Big Style Media
Page 37	Dún an Rí Forest Park, Co. Cavan ©Fáilte Ireland/Roamer	Page 77	Glenview Folk Museum, Co. Leitrim ©Fáilte Ireland/Reblis
Page 39	The Giant's Grave, Cavan Burren Park, Co. Cavan ©Tony Pleavin	Page 79	Cavan County Museum ©Fáilte Ireland/Reblis
Page 43	Kayaking on Lough Oughter with Cavan Adventure Centre, Co. Cavan ©Fáilte Ireland/Nomos Productions	Page 82	Cruising on Lough Key, Co. Roscommon ©Sarah McCarthy
Page 45	The Cavan Way, part of the Beara Breifne Way ©Tony Pleavin	Page 83	The Shed Distillery, Co. Leitrim ©Fáilte Ireland – Courtesy of Adrian Van Der Lee
Page 47	Clough Oughter, Co. Cavan ©Fáilte Ireland/Tourism Ireland – Courtesy Chris Hill	Page 85	The Killykeen Way, Co. Cavan ©Tony Pleavin
Page 49	Lough Key Forest and Activity Park, Co. Roscommon ©Fáilte Ireland/Reblis	Page 86	Lough Rynn, Co. Leitrim ©Sarah McCarthy
Page 50	Slieve Russell Hotel, Golf and Country Club, Co. Cavan ©Slieve Russell Hotel Ltd/David Cantwell Photography	Page 87	Cavan Town ©Fáilte Ireland/Reblis
Page 53	Carrick on Shannon, Co. Leitrim ©Sarah McCarthy	Page 94	Deerpark Forest Trail, Co. Cavan ©Cavan County Council
Page 54	Glencar Lake, Co. Leitrim ©Fáilte Ireland/Tourism Ireland- Courtesy of Michael Howard	Page 96	Carrick on Shannon Blue House ©Sarah McCarthy
Page 56	The Shannon, Carrick on Shannon, Co. Leitrim ©Sarah McCarthy	Back Cover	Lough Key Forest and Activity Park, Co. Roscommon ©Fáilte Ireland/Big Style Media

