



Fáilte Ireland

National Tourism Development Authority

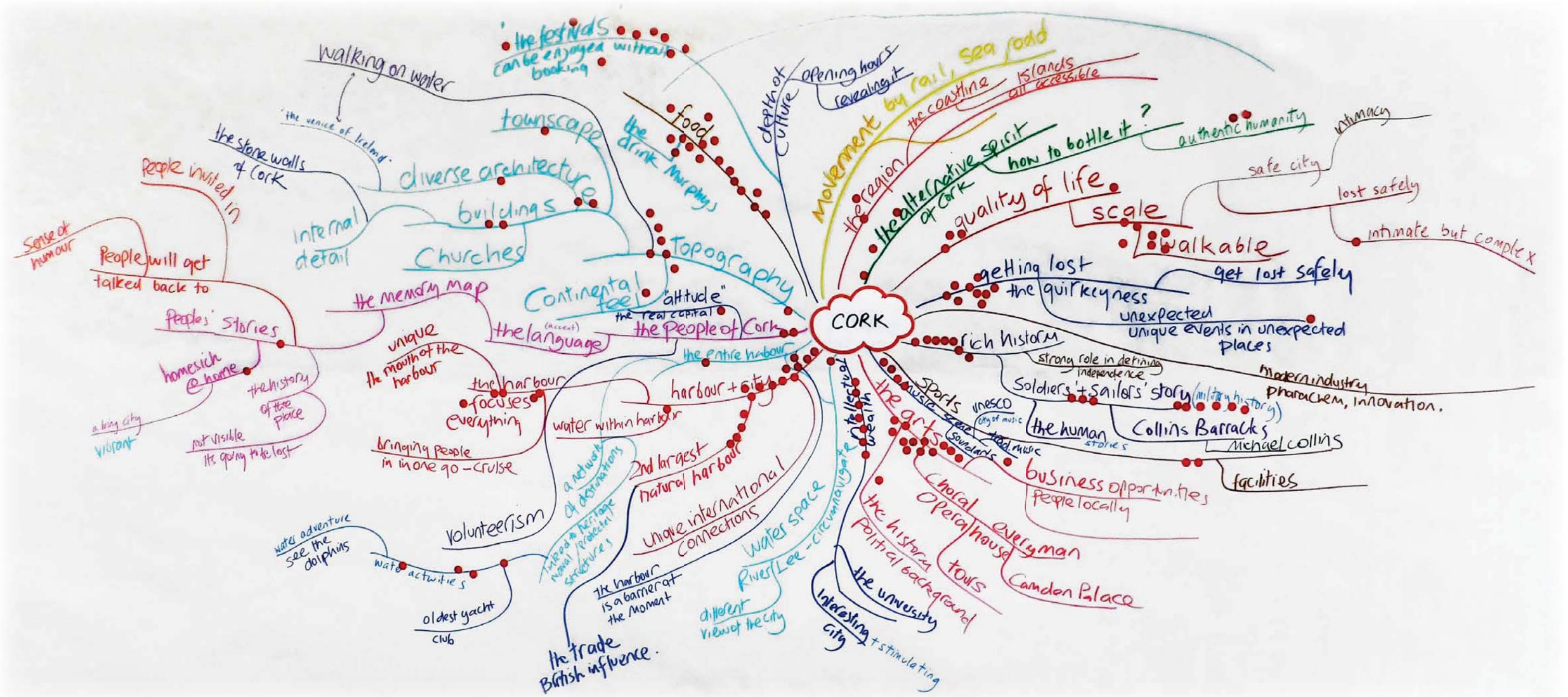
Fin Barre A rural city A distinctive architecture Cultural patronage Cork Harbour A distinctive architecture -
Medieval City Trade - lifeblood of the city An Córach Mór A city that speaks through its buildings
A European city with a cosmopolitan disposition The Great Marsh
Local food movement Gael & Gall Embraced by the hills The river valley Strategic position

Quakers & Huguenots Scale of the city contained by the landscape Verdant, fertile hinterland Tivoli & Montenotte between two continents
The slaughterhouses and offal RIVER CITY The River - a rich seam of connection Queenstown for Orders! Press gangs
hills, fleeting views - a puzzling topography of curves, Limestone flagstones Oldest sailing club in the world - 300 yrs old in 2020
River channels became the streets a storied river A distinctive topography Deep water The city steps up
Cork walks on water 21 bridges A tradition Safe harbour CORK CHARACTER (the hills) MARITIME HARBOUR
Monks, Vikings Port of Cork river of learning The British Military Transport - sail, steam, rail and steps down Sailing for pleasure ... sport sailing
& Normans Institutes of education Links with Europe The forts Haulbowline The provisioning port Exporting Butter & Beef Smugglers
A reputation for research UCC, CIT, Maritime College Merchants, shopkeepers, Colonial power Cobh Emigrant trade thought Deep Harbour
- Tyndall, ERI, IMERC 1499 - rebel Cork A rich language Goulds Coppingers soldiers, sailors, boat builders Diaspora Innovation Commissioners -
Contemporary Festivals Distinctive voices - the Cork accent Conversation Humour Collaborative research and application
architecture Cork Caucus Humour - Berlin/France Working artists and artists Wit
Growing collectives Collaborative useful knowledge Maritime quarter of Europe
a green Redefining the city port ... against the tide Technology of defence Harbour as outdoor laboratory
economy Culture The People's Republic Military and Naval Architecture Cutting edge
International colonising The continuum of dialogue Defending the Harbour thinking and Harnessing
disposition unlikely spaces - Douglas, MacCurtain, MacSwiney, Lynch Spike and segregation the ocean's
- global and told in the same breath IMAGINED Artists, musicians wealth
Culinary innovation IN CORK Collaborative storytellers Green Flag Campus Cork silver and glass Boat building Ford Boxes, resourceful reuse
Vibrant street culture Harnessing the ocean's wealth Thinkers, writers, poets Industry in the city - brewing, distilling MADE IN CORK
Woollen, cotton, linen production - sailcloth Renewable ocean energy Independent thinking Resilient Fords, Dunlops, Sunbeam
The marine resource - the blue Enterprising revolution Growing a green economy and reflexive Independent shops
Cultural innovation Gael & Gall Vibrant venues river valley Celebration The continuum of dialogue Creative spaces Coppingers
A tradition Humour A distinctive architecture... Strategic position The butter road Performance Sculpture Haulbowline Literature boat builders Collaborative Colonial power
of learning the Cork accent harbour Art Good food, locally produced, locally sold Literature boat builders Collaborative Colonial power
CIT High-tech Music Pop-up Cork ... against the tide Craft - make it yourself Sound Art

CORK

city and harbour

AN INTERPRETIVE FRAMEWORK
for creating compelling visitor experiences



Mind map of Cork produced by those who participated in the 'Cork City and Harbour - Making Connections' Workshop on the 16th May 2013

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WHY A FRAMEWORK ?...

TAPPING INTO A GROWING MARKET

Destination development is a key aspect of Fáilte Ireland's strategy for delivering great experiences for visitors to Ireland. Cork City and Harbour has been identified as a destination which, by virtue of its scale, distinctiveness and ambition has enormous potential to significantly enhance its offer of value for visitors. The destination is extraordinarily diverse – a unique combination of a city both enclosed and released by its river channels, enveloped by hills, lapped by an expansive harbour, with a reach which embraces coast and countryside in equal measure.

Fáilte Ireland believes that the destination of Cork City and Harbour is well placed to benefit from the growing interest that visitors have in the culture and heritage of places. 'Culture and heritage' is cited by 74% of overseas visitors as being the reason they chose to visit Ireland in the first place. Some 3.4 million visitors took part in cultural/historical visits in 2011 spending an estimated €2.7 billion while here.¹

While huge efforts are already underway to enhance the experience for visitors to Cork, we have some indication that international awareness of the place is very low. According to a piece of cultural tourism research specific to Cork conducted by Fáilte Ireland in 2012, 51% of prospective international visitors to Ireland are not even aware of Cork. Amongst those who are aware, some 55% claim to know nothing or almost nothing about Cork. Similarly, when compared with other city destinations in Ireland such as Dublin or Galway, domestic respondents have no clear impression of what Cork offers the leisure visitor. For those who do make the visit, Cork scores highly as a good place to stroll around, find good pubs, clubs and restaurants, engage with local people and soak up the energy and atmosphere of the place.²

If Cork is to secure its share of a growing culture and heritage market, there is a real need to address the awareness deficit that exists. What is required is a clear, compelling and coordinated message about the destination that is informed and validated by the true depth of experience that Cork can provide – its substantial offer of value to visitors.

BRINGING STORIES TO LIFE

Interpretation is a very specific communication process which is designed to reveal the significance of the cultural heritage and contemporary character of a place through experiencing it first-hand. It is about finding ways to reveal the essence of a place through stories that will inspire people to make their own connections with it. Interpretation that engages, enthuses and enlightens visitors provides a contextual network that can connect local stories to a wider sense of shared history and contemporary relevance.

The framework does not prescribe how Cork City and Harbour should be interpreted by those charged with looking after, developing and promoting the destination. Rather it provides broad directions for collectively presenting the region through the key themes

that define and describe its unique sense and spirit of place. The framework themes provide a starting point, enabling all those involved in enhancing the experience of Cork City and Harbour to discover their own way into those themes that have relevance for them, explore how best to give them expression and tease out those aspects that will connect most potently with their visitors.

GUIDING EXPERIENCE DEVELOPMENT AND PROMOTION

A key aspect of the framework is to provide a comprehensive and consistent approach to interpretive efforts destination wide. It is hoped that such an approach will enhance site specific interpretation and strengthen links between locations throughout the region. It will also promote coordination and cooperation between those involved at all levels to develop an interpretive response that encourages people to learn, have fun and participate in the rich cultural heritage and contemporary significance of Cork City and Harbour.

It is envisaged that the framework will inform and support a programme of work over the next 5 years, to include both capital and non-capital activities, all of which will be required to deliver a more coherent and compelling visitor experience.

The purpose of this Framework is to ensure that all those involved in the business of developing and promoting Cork take their bearings from the significance of this place, its people and its way of life both lived and anticipated. It draws together the many characteristics and disconnected sequences of Cork life into a coherent narrative about the place - a narrative from which we can build a proposition that will not only register with visitors but will also ring true with the people of Cork. For it is the people of Cork through which - like a prism - the story is refracted and given colour, depth, spontaneity and vibrancy.



¹ Cultural Activity Product Usage Among Overseas Visitors in 2011 (October 2012)

² Cork Cultural Tourism Research 2012: A Survey of Previous and Prospective Visitors to Cork, conducted by B&A/SDR Ltd.

MARKET FIT

Fáilte Ireland and Tourism Ireland recently completed a segmentation of the British market as part of a project for the Tourism Recovery Taskforce (TRT)³. This project highlighted three key segments that present Ireland's best prospect target markets. The experience that exists in Cork City and Harbour is most relevant to two of these target groups:

The Culturally Curious are mostly older couples with time to spend - independent and active world travellers, looking to explore new places and broaden their minds. They want to truly 'do' a place, to get under its skin while appreciating the beauty and distinctiveness of the landscape. They seek out immersive experiences that bring the story of the destination to life and will avoid tourist hot spots. The primary motivations for this segment include; exploring new places, understanding the history of the area, participative cultural experiences, local festivals and artisan food. They are drawn to places that are slightly off the beaten track, implying that second cities with a rural experience in close proximity are at an advantage.

The Social Energisers are young couples/adult groups looking for excitement, new experiences and fun, sociable holidays somewhere new and different. The concept of a 'City Plus' experience would be appealing to this group, i.e. a weekend that combines an urban buzz with active outdoor or water-based activities. The key motivator for this segment is having fun, day and night: pop culture, music festivals, gigs, clubbing, unique tours, comedy, water-sports and of course, a vibrant nightlife. They also like to sit and soak it all up, to see and be seen, so the promise of café culture, good public hang out spots and a good morning-after-the-night-before brunch are important! They like places that are 'cool' so Cork could be well placed in time to attract this very sociable city breaker, who has most likely been to the habitual city break destinations already.

Recognising the need for a similar depth of understanding of other key markets, segmentation studies have also been carried out for the USA, Germany and France. Preliminary findings available at the time of print have confirmed the existence of broadly similar target segments in France and Germany with comparable behaviors and decision making patterns. However, the best prospect target segments differ somewhat for each market. In Germany, the Culturally Curious are the prime target market with lesser emphasis on Great Escapers. The front runner for the French market is the Culturally Curious, followed by the Social Energisers. Interestingly, Ireland in general is seen by both European markets as "close but exotic/unknown", implying that a repositioning of the Irish experience is needed. This stance is particularly relevant to Cork City and Harbour as the French and German studies have both shown that it is simply less well known than other city regions in Ireland.



³ GB Paths to Growth Report 2012

HOW WE CREATED THE FRAMEWORK

UNDERSTANDING THE NATURE OF THE PLACE

The concept of place, the uniqueness of particular places and place-based identity sits at the core of our work. Our starting point needed to be about understanding what Cork and its Harbour means for those who know the place best. Through one to one conversations, small group discussions and participative workshops we were able to harness the collective intelligence of very many people – people who work and live in Cork and care passionately about the place. We engaged their understanding, expertise, experience and creativity which was drawn from many different spheres – heritage, culture, the arts, tourism, business, academia, as well as the interests of different localities and the views of those with responsibility for the good governance of the city, the county and the harbour. We cast the net wide to include places within reach of the city which in themselves are of significant interest to visitors such as Kinsale - the gateway to west Cork; Blarney to the north west and Midleton to the east.

With the help of many, we sought to capture the essence of the place, arranging its meaning into a series of themes, sub themes and topics. This hierarchy of meaning will inform the nature of the experiences that could be developed and messages conveyed that will compel visitors to come, explore and leave with a deeper appreciation of what Cork City and Harbour is all about.

UNDERSTANDING THE MARKET FIT

Having gleaned a greater understanding of the destination, this was cross referenced against what existing and emerging market insight is telling us the visitor to Ireland (and to Cork) wants from their trip.

BUILDING ON GOOD WORK

We surveyed the area and compiled a photographic account of its key attributes and assets. We reviewed the very many books and reports which have been written about the

place – the strategies, plans, programmes and projects – that have been undertaken or are underway that had relevance for the development of the framework. We have profiled recommendations from those reports which have particular relevance for interpretation and which retain an on-going validity in terms of helping to realise the ambition of the framework. Feasibility studies, development plans, conservation plans, public realm enhancements, movement strategies, navigation initiatives, heritage promotion and restoration projects, archaeological explorations, marketing initiatives, festival and event promotion are all being progressed. The framework seeks to harness the energy of all those associated with developing, promoting and looking after the city and its harbour by aligning the collective impact of their endeavours to create a visitor experience of exceptional appeal.

UNDERSTANDING THE VISITOR JOURNEY

Visitor movement is not always a reflection of the most direct route between places. In the city, for example, it is the outcome of a variety of decisions about where other people are; things of interest, noise levels, presence of vehicles, what can be seen ahead and so forth. Beyond the city, landmarks – fixed points of reference which provide a sense of location and bearing, landing stages, opportunities to access and negotiate the waterway of the harbour are all key components of a wayfinding system that will attract visitors along specific routes. Understanding and supporting people's natural wayfinding is more than an issue of signage. It requires a carefully considered destination wide network based on a system of progressive disclosure that is integrated, consistent and cohesive.

We also explored how enhanced access, orientation and wayfinding, both to and within the destination could increase the visibility of its appeal and build an identifiable image for use in marketing the City and Harbour. The framework traces the essence of the place into a series of land and water based interpretive journeys that will move people from



1750 View of Cork from Charles Smith's History of Cork
Courtesy of Cork City Libraries

the destination's gateways to those places of discovery which best reveal its character. Gateways play a crucial role in making first impressions, routing visitors into the destination and orientating them in their exploration of the place. While they can have a purely functional role, gateways are also the places where interpretive journeys can begin. The combined effect of these interpretive journeys is to reveal and link the different facets of the destination by encouraging ways of moving through it - whether on foot, on wheels or on water - that are in themselves appealing. Journeys will seek to guide visitors deeper into the place both geographically and interpretively.

ADDING VALUE

The framework provides a means of creating, characterising and coordinating the interpretive response needed to transform the experience for visitors to Cork City and Harbour. It has also been developed as a means of influencing those involved in developing, promoting and looking after the destination to contribute to a common ambition. It is premised on a belief that it is possible, even in these constrained times, to apply creative solutions to the interpretive opportunities that present themselves within the destination. Indicative interpretive possibilities are put forward on the basis that carefully considered strategic interventions now could act as the all-important catalyst for the intervention of others who will take confidence in the collaborative approach that the framework espouses.

We don't need to reinvent the wheel - there are many attributes and assets already in place and a vast resource of creative capacity eager to participate. The challenge is how to make the right connections and develop alliances that will leverage this combined resource to the advantage of the destination. Bearing this in mind, every interpretive response, no matter how seemingly insignificant, must be weighed against the need for sustainability both in terms of the financial investment involved as well as the cost of sustaining the effort.



Fáilte Ireland's "Cork City and Harbour - Making Connections" workshop, May 16th 2013



Charles de Montalembert

Writing in 1830

'Friday, 24 September. Atrocious weather. From Fermoy by coach, through Rathcormac and Watergrass Hill, eighteen miles on a very pretty road but I saw nothing of it apart from the neighbourhood of Cork. These outskirts are charming from the village of Glenmore (Glanmire) onwards, above which lies the beautiful Dunkettle estate which belongs to some rich Cork merchant or other. Then the view widens to take in the magnificent area of Cork harbour bordered all around by merchants' villas and large gardens: an admirable vista which sets off the attractiveness of the crenellated gothic tower in Blackrock on the opposite bank.'

*'Cork is a very beautiful city, with wide, spacious streets on the Lee which forms several islands and is crossed by some very fine bridges. It has a population of 100,000, no notable buildings, many thriving businesses but few vessels in the port. Judging by the large number of literary and scientific institutions, the inhabitants of this large city are both enterprising and intelligent. The upper class women are quite charming: never, not even in Brussels or Dublin have I encountered any more shapely, nor have I seen more expressive faces than in Cork.'*⁴

⁴ As Others Saw Us - Cork through European Eyes, edited by Joachim Fischer, Grace Neville, Collins Press, 2004

HOW THE FRAMEWORK CAN BE USED

WHERE THE KEY VISITOR EXPERIENCES HAPPEN - THE INTERPRETIVE NETWORK

The notion of Cork City and Harbour as a geography charged with identity, structure and meaning sits at the core of the framework. The **interpretive network** is an attempt to order the experience of this space by likening it to a journey - a flow of experience through time and place. It is only by moving through Cork City and Harbour and seeing the physical distillation of centuries of Cork life from multiple positions that its true significance can be appreciated. The articulation of an interpretive network in terms of **gateways, interchanges, anchor points and vantage points** creates new potential for the perception and navigation of the destination.

PLEASURABLE CONNECTIVITY

The area's global, regional and local significance stems from its place in history as a connective or exchange point for people, commerce and ideas. Cork City is the key point of orientation for visitors to the destination but some of the supporting connective or exchange points need to be re-established. Many studies have already grappled with this issue - this particular body of work brings visitor experience centre stage. Focusing on the provision of pleasurable connectivity for the visitor, the experience can be made better by *capitalising* on existing and planned land and water-based movement strategies, *facilitating* easy and convenient transfers between types of travel, and *creating* inspiring public environments at key interchanges.

GETTING A LITTLE BIT LOST

One aspect of Cork that emerged from those who know it best - the people that live there - was the disarming but stimulating pleasure of getting *a little bit lost*. Cork city's two river channels, curving streets and Cork harbour's many coves and vantage points result in an enormous capacity to confuse. Challenges can be fun, but visitors need to feel that they are progressing from A to B, albeit in a circuitous manner. The interpretive network maps set out a spatial aspect to revealing the stories of Cork City and Harbour while retaining the opportunity for discovery, self-guiding and surprise.

Charles Legras
Writing in 1898

*"Cork harbour is a gigantic, inextricable jumble of bays, headlands and islands. A whole fleet could disappear in there like a needle in a haystack. When Francis Drake's fleet was being pursued by the Invincible Armada, it hid so well in the Owenboy estuary behind the great island that the Spanish searched the harbour in vain for several days before leaving, convinced that some magic mirage had hidden the enemy's flight from them."*⁶

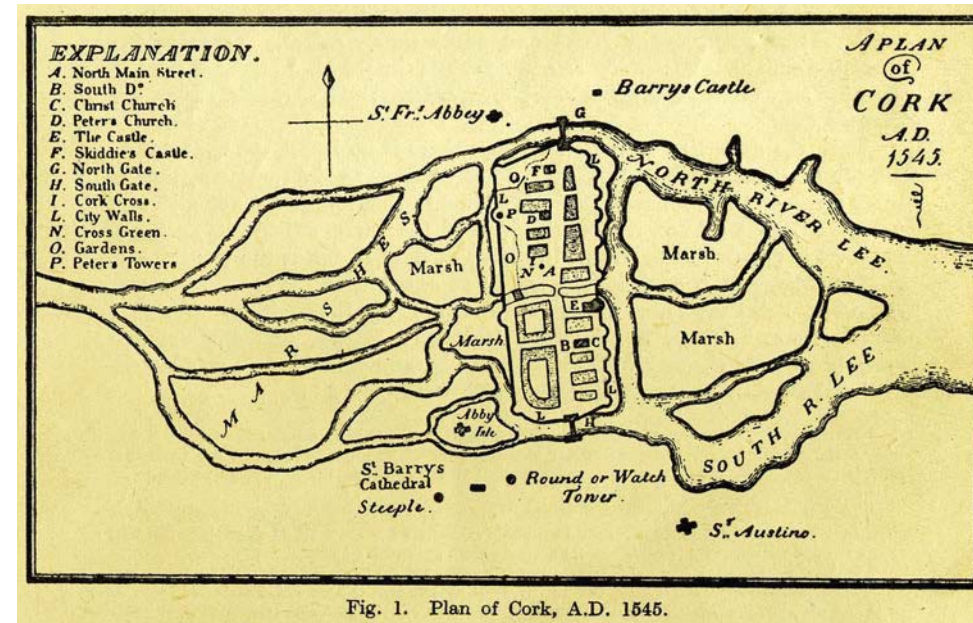


Fig. 1. Plan of Cork, A.D. 1545.

Courtesy of Cork City Libraries



⁶ As Others Saw Us - Cork through European Eyes, edited by Joachim Fischer, Grace Neville, Collins Press, 2004

⁵ The Interpretive Network concerns itself with the visitor experience, from moment of arrival to moment of departure. The issue of the visitor's engagement with and perception of Cork prior to arrival (i.e. while they are at decision making stage about where to go) will be addressed in the context of wider destination positioning work for Cork, the findings and themes from the Interpretive Framework will feed into this wider destination positioning work being carried out at the time of print by the Cork Area Strategic Partnership (CASP).

KEY FEATURES OF THE INTERPRETIVE NETWORK

We have identified a number of elements that, in combination, make up the interpretive network:

Gateways - Arrival - We're here! - The Front Door, the first impression, the first chance for Cork's landscape to communicate themes to the visitor. The visitor will have arrived - by road, rail, air or sea - with a certain set of expectations and these need to be surpassed. The arrival point is only the start - the routes out from the arrival points also need to surpass visitor expectation. These are the first opportunities for Cork to tell its story to the visitor. What story is it telling at present?

Interchanges - get on / get off places - these are the places where the visitor might swap a train for a taxi, a car for a bike, a bus for a boat, wheels for feet. These places need to provide a seamless and comfortable travel experience for the visitor. In addition, these places and their immediate surroundings should reflect the best of Cork's offer.

Orientation - where next? These may be landmarks, pause points, junctions - they form an integral part of the landscape and are located at pivot points where the visitor will make choices about their next destination.

Anchor points - These are places of central importance to the visitor. The key features, landmarks and discovery points that resonate with the essence of Cork City and Harbour. These are places where much of the story is told by structure or landscape, where carefully considered interpretation might better reveal their significance.

Vantage points - the topography of Cork City and Harbour presents the visitor with a wide variety of different *vantage points*. High points in the landscape, views across water and man-made features can provide important vista stops, inviting the visitor to get closer and explore.

Key Routes - These are the visitor routes that link the different aspects of the destination into a coherent offer. The green and blue of the Cork City and Harbour destination, as well as the existing and planned water, rail, walking and cycling routes provide many opportunities for memorable and emotionally appealing visitor journeys.

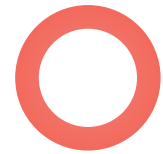


Co-created orientation - "Hack Cork" - These are digital approaches to orientation that are self-produced, customised, can reflect multiple views, personal choice and "hack into" local recommendations. This approach to orientation offers the visitor an "in point", without compromising the sense of self-discovery. The ambition is to eventually provide a dynamic, customised, interactive orientation tool to assist visitors in accessing the depth of experiences as they navigate the destination on a given day.



MAPPING THE INTERPRETIVE NETWORK CORK HARBOUR

Visitors enter Cork's "front door" at the *Gateway arrival points* and experience the best of Cork's offer on land and water routes. Easy and enjoyable transport *inter-changes* and clear *orientation* lead the visitor to *anchor points* where they can access the main themes and stories and continue on their journey, encountering the themes through *vantage points* around the harbour and its islands.



GATEWAYS - The key arrival points and arrival journeys; Cork Airport, Cork City approach roads and transport interchanges, Dunkettle interchange, Cobh and Ringaskiddy are the first opportunity to convey the themes. They must be inviting to the visitor and reflect the best of Cork's offer.



ROUTES - The routes offer a number of transport options to the visitor; cycle, walk, take public transport or travel by car. This by no means represents all possible interpretive journeys in the harbour area but focuses on the key routes that need to work for the visitor to engage with the themes. For example, heights of vegetation along key routes can be managed to reveal the parts of the landscape that most convey the themes.

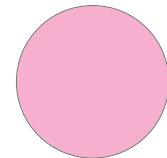


INTERCHANGE - The key interchange locations need to provide a seamless and comfortable travel experience for the visitor. Changing modes of transport should be easy; rail, bus, cycle, boat, foot, car and coach. A number of key potential landing sites for a water-based visitor journey have been identified by the *Water Based Tourism Strategy for Cork Harbour Working Group* and have been included.

ORIENTATION - These are the key locations where the visitor is in most need of orientation. Orientation should, where possible, be intuitive, making full use of vantage points, key routes and landmarks. A way-finding strategy would be required to identify the details and locations of new signage where intuitive wayfinding is more challenging.

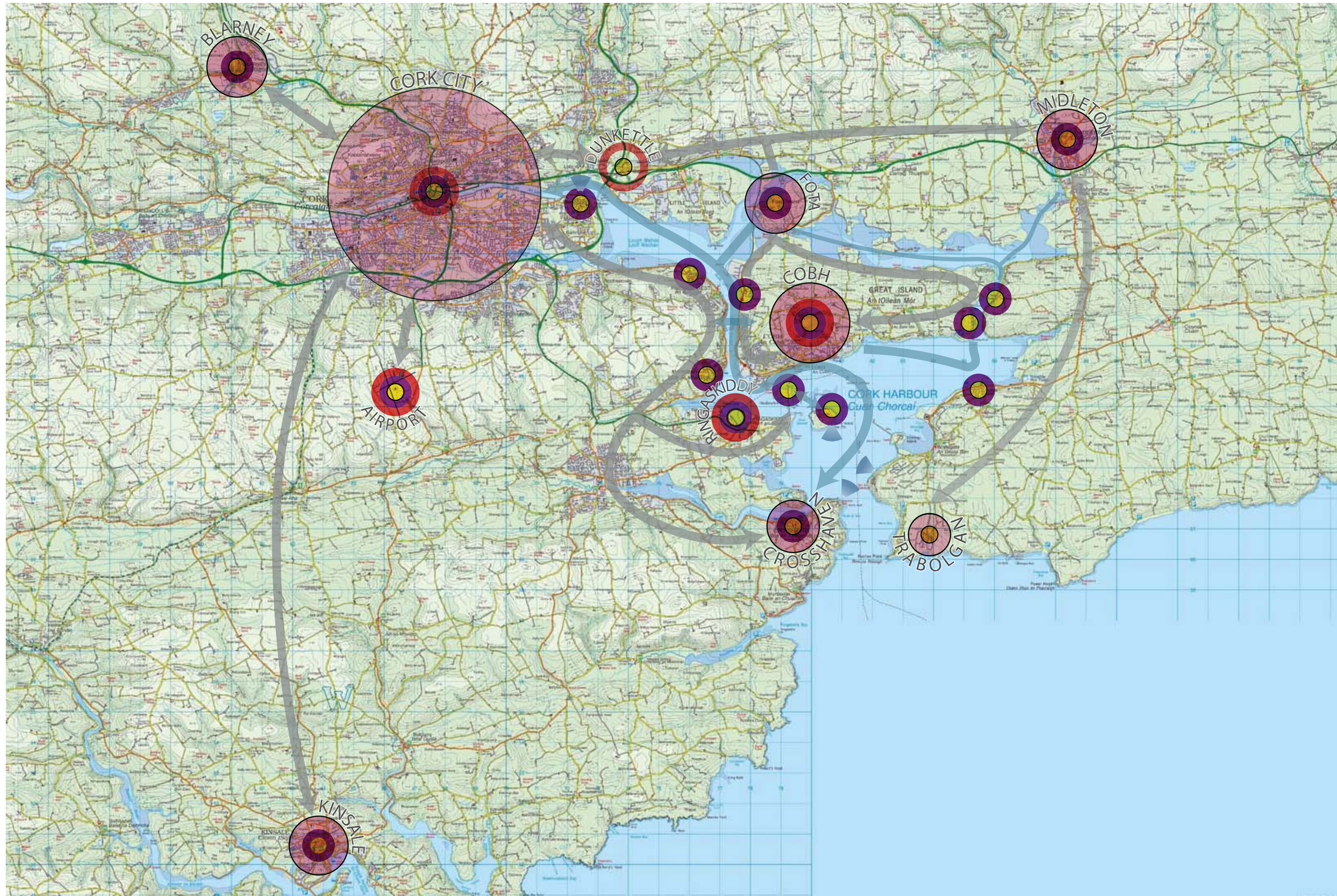


ANCHOR POINTS - The places of central importance to the visitor. These clusters of key features and landmarks resonate with the essence of Cork City and Harbour. They are places where much of the story is told by the built environment or landscape.



VANTAGE POINTS - The key vantage points are identified but there are many more throughout the city and harbour. It is no coincidence that many of these correlate with defence structures, as the locations were selected for their strategic defensive position.





MAPPING THE INTERPRETIVE NETWORK CORK CITY

The *city island* is contained by the two river channels in this River City.

GATEWAY AND INTERCHANGE POINTS - These are the first impressions of Cork City, the train and bus stations, the landing places, the approach roads. Many are also the places where interchange happens; wheels to feet, land to water. This is the first opportunity for a place to tell its story to the visitor. What story is it telling at present and how can this be improved? The key interchanges need to provide a seamless travel experience for the visitor.

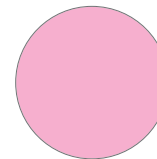
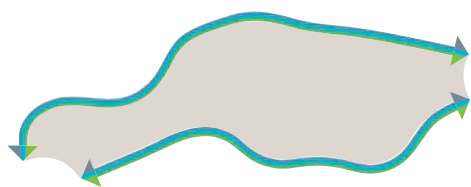
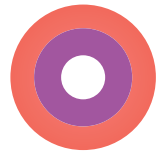
CITY ISLAND - There are several reasons for focussing on the city river corridors when thinking about visitor experience. The river channels form the city island, providing a containing function, thus allowing the visitor to wander and get "a little pleasantly lost" within the island. They also link the four main anchor points, and provide an orientation function when moving between the areas of interest to the visitor. The green, blue and grey infrastructure of the river channel corridors provide opportunities for the key themes to be conveyed through visitor journeys on land and water, and indeed on land that used to be water. The city island and river channel corridors are, in the main, walkable, but the walking experience can be made more pleasurable by removing any barriers (physical and psychological) and enrichment of the urban environment along key visitor routes.

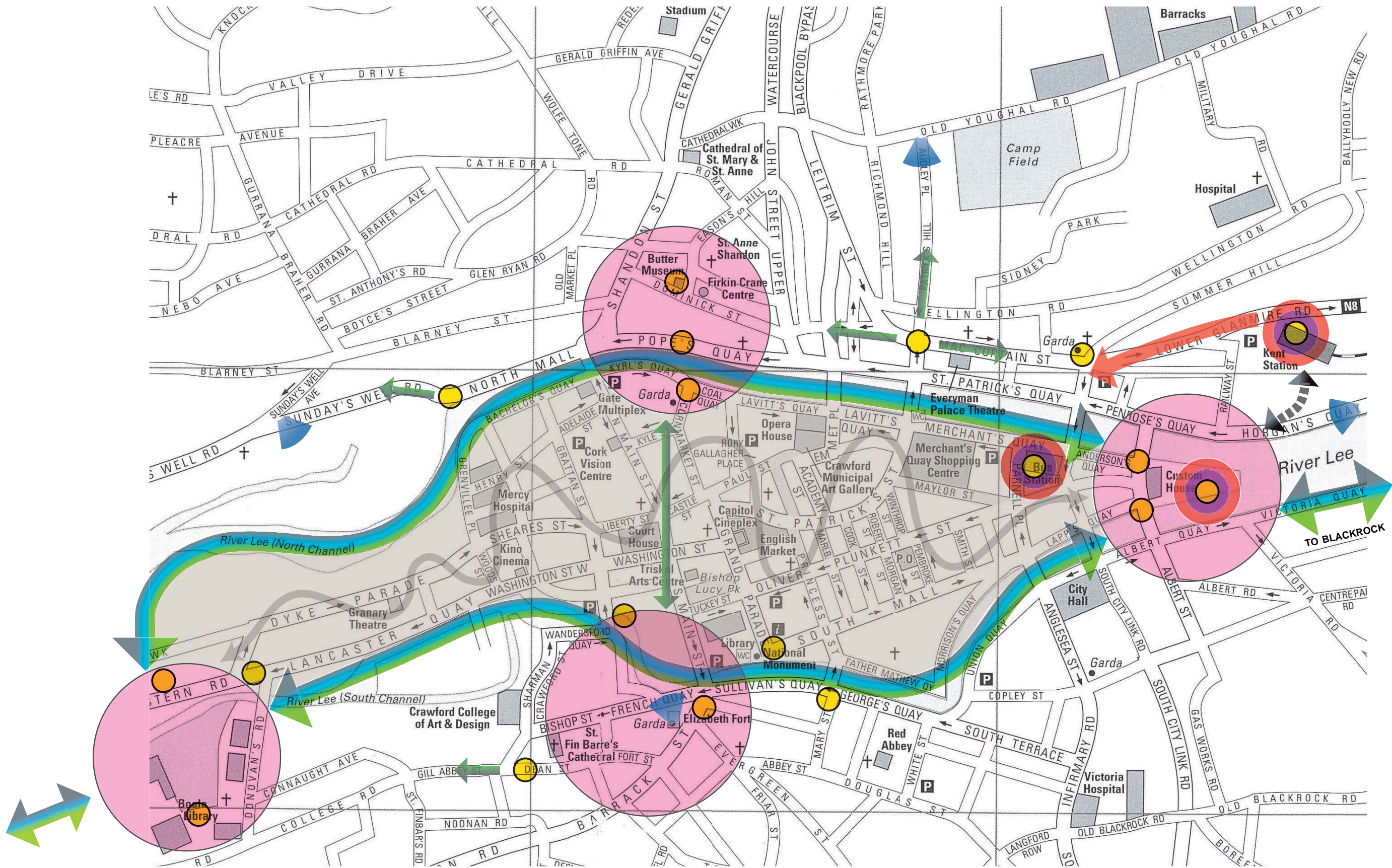
GETTING A LITTLE LOST - The island nature of the city centre makes the concept of getting a little lost an enjoyable prospect. Safely confined within the two river channels, the visitor can engage and explore the complex pattern of streets.

ORIENTATION - These form an integral part of the landscape and are located at pivot points where the visitor can make choices about their next destination. Orientation should, where possible, be intuitive, making full use of vantage points, key routes, landmarks, and cues in the design of the environment such as width of footpath and surface materials. Efforts will be made to ensure alignment between the Legible City project, led by Cork City Council, which is currently underway, and the recommendations contained within this framework.

ANCHOR POINTS - These are the places of central importance to the visitor - the city landmarks and discovery points that provide the best opportunities to communicate the essence of Cork City and Harbour. These are places where much of Cork's story is told by the built environment, view or landscape.

VANTAGE POINTS - The key vantage points are identified, but there are many more throughout the city. These are the places where the dramatic topography of the city is best revealed and where there are great opportunities for revealing the stories within the view.





REVEALING THE ESSENCE OF CORK CITY AND HARBOUR TO THE VISITOR -

THE INTERPRETIVE STRUCTURE

"Stories are compasses and architecture - we navigate by them..... which means that a place is a story, and stories are geography, and empathy is first of all an act of imagination, a storyteller's art, and then a way of travelling from here to there."⁷

GATHERING THE STORY IDEAS

The best stories always come from those who know a place well - its citizens - and it is the texture and depth that these hidden stories offer that will make Cork's interpretation stand out. Story ideas were harvested from the many conversations had with the people of Cork during the course of our work. These conversations culminated in the Interpretive Workshop which was held on the 16th May 2013 where everyone involved was encouraged to start thinking about the nature of Cork City and Harbour and begin to identify the opportunities for enhancing the experience of the place through story telling. A full list of the story ideas that emerged from the workshop is contained in the outcomes report at Appendix B.

BRINGING COHERENCE

Following the many conversations and the workshop event, story ideas were further researched and supplemented. In terms of bringing coherence to the many story ideas that emerged about Cork, we developed an **interpretive structure** which enabled us to carefully distill and assemble the content of these story ideas into a pattern of significance as follows;



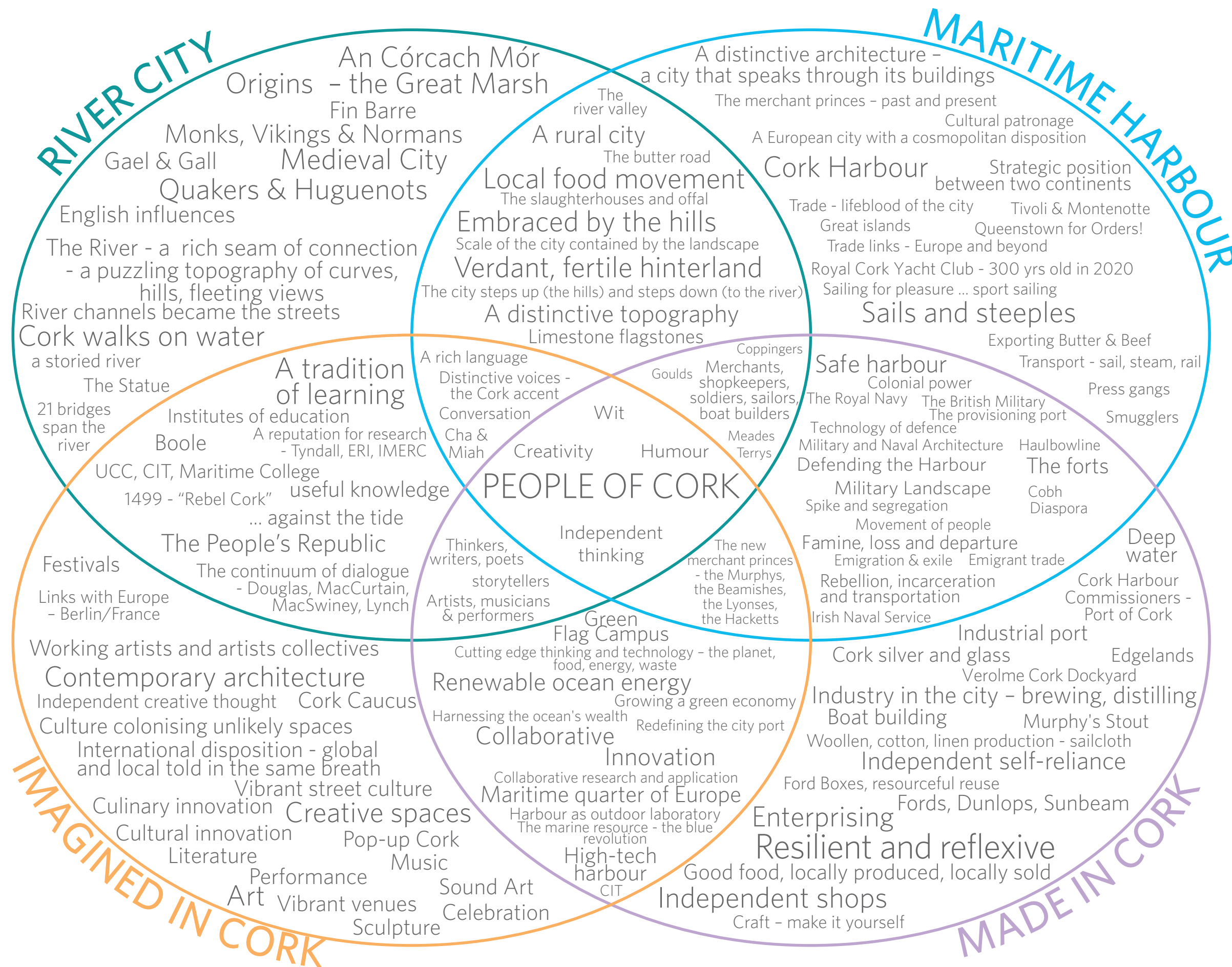
Anchor themes may be seen as the big ideas that hold the destination together. They not only provide the scope to deepen the experience of Cork for visitors but they can also create those all important impressions that will shape what visitors tell their friends about when they return home. The framework presents four anchor themes, illustrated opposite, which include **MARITIME HARBOUR**, **RIVER CITY**, **MADE IN CORK** and **IMAGINED IN CORK**. Whilst there is significant overlap and interrelation between them, perhaps unsurprisingly the people of Cork emerged as the central pivot through which the character of Cork is animated.

In turn, anchor themes can be illustrated and substantiated by **sub-themes** which delve into the detail of particular stories, places and people.

A further layer of interpretation is the list of interpretive possibilities - **the topics and locations** - that put the flesh on the bones of each sub-theme. These opportunities are not exhaustive, merely an indication of the wealth and breadth of story-telling possibilities on offer. They should be seen as a springboard for ideas rather than a prescriptive list.

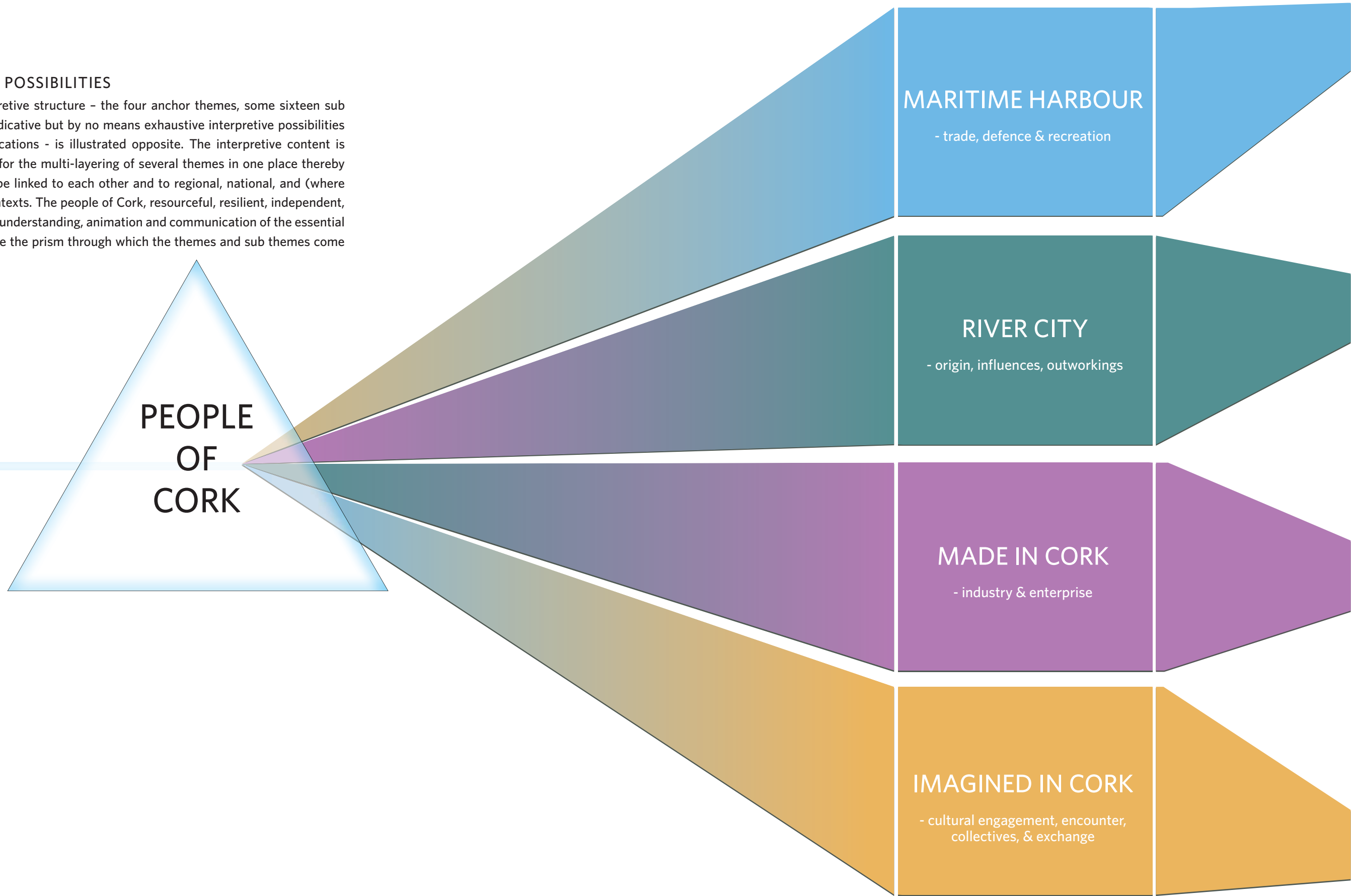
Altogether, these elements summarise Cork's unique identity and spirit of place as a place unlike any other. By providing a set of clear anchor themes and sub-themes to be adopted across the whole communication mix, interpretation can begin to reveal a coherent identity.





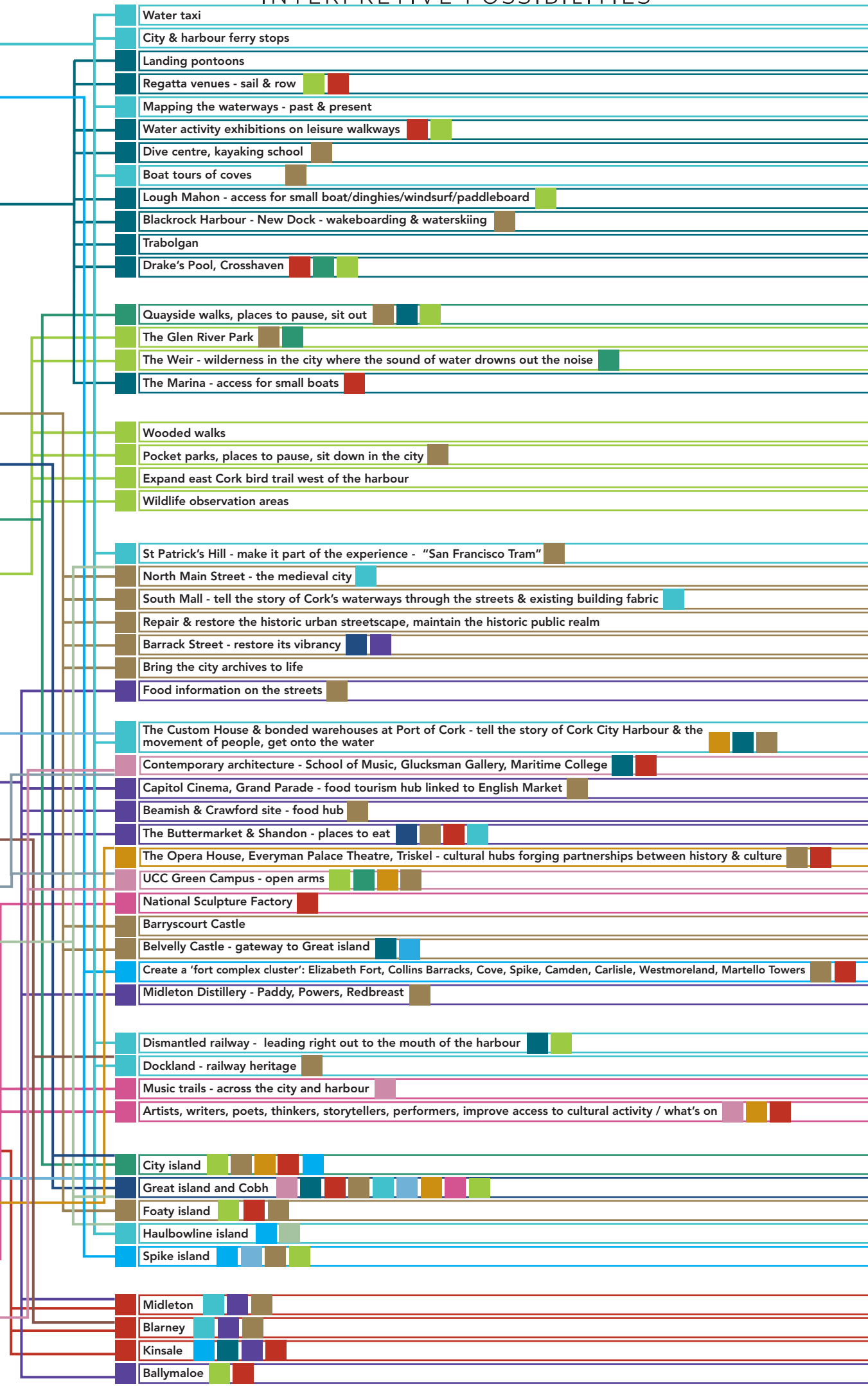
ILLUSTRATING THE POSSIBILITIES

The content of the interpretive structure - the four anchor themes, some sixteen sub themes, and a range of indicative but by no means exhaustive interpretive possibilities in terms of topics and locations - is illustrated opposite. The interpretive content is configured so as to allow for the multi-layering of several themes in one place thereby enabling local themes to be linked to each other and to regional, national, and (where relevant) international contexts. The people of Cork, resourceful, resilient, independent, creative, are critical to the understanding, animation and communication of the essential character of Cork. They are the prism through which the themes and sub themes come into focus.



SUB THEMES

INTERPRETIVE POSSIBILITIES



and now over to you.....

IMPROVING AND CREATING VISITOR EXPERIENCES - INTERPRETIVE JOURNEYS

FLOWS AND SPACES

While the interpretive structure teases out and organises the essence of Cork into a series of interpretive possibilities, ultimately its value will come from the interpretive experiences that visitors will encounter as they move around the destination. The challenge lies in finding ways to translate the essence of Cork into a series of land and water based journeys - the flows - that will move visitors from the gateways to those places of discovery - the spaces - which best reveal its character.

COMPELLING JOURNEYS

Interpretive journeys, whether on foot, on wheels or on water, will bring visitors deeper into the place - both geographically and interpretively. To work for visitors, these journeys will not only need to be convenient but they will also need to be emotionally appealing. We need to have some way of establishing which interpretive interventions will truly deliver differentiated visitor experiences and exceptional visitor journeys whilst reinforcing the framework themes. To be selected for consideration, interpretive journeys will need to satisfy a range of criteria such as;

- being able to embrace several sites which are capable of interpreting a given anchor theme / sub theme;
- being linked to gateways;
- being emotionally compelling;
- being able to promote the desire to explore on foot, with no barriers; on wheels, with great views; on the water, with many choices; and with seamless interchanges
- having a certain level of readiness;
- having committed collaborators, willing to participate



MEMORABLE ENCOUNTERS

Locations and sites - the spaces - are important building blocks of the network of interpretive journeys across the destination. While no single location can convey the entire significance of what the destination offers, it will be important to ensure that in selecting such locations attention is paid to their capacity to;

Harness the community catalysts....Local is the new authentic

- Local stories, locally told
- Local food, locally served
- Local people, locally encountered
- Local businesses, locally run
- Local images, locally shared
- Local music, locally played
- Local streets, locally cherished

Influence the place-making agenda ... paying attention to the cultural context, urban grain, green infrastructure and the effects of transport choices - monitoring the incremental effects and incorporating better place-making and the visitor experience into everything everyone does so that journeys through Cork City and Harbour reveal:

- Great walkable streets and bustling street life,
- Great spaces, river's edge and harbour side
- Joined-up places, intuitive orientation and moments of delight
- Respect for built heritage and this generation's mark thoughtfully made
- Industrial and maritime vernacular celebrated
- Edible landscapes and biodiversity
- A shift to modern mobility - bikes, boats and trains
- In-built resilience & future adaptation

Stimulate creative collaborations ... engaging creative minds in enhancing the experience ... bringing cultural literacy into the development process

- Street culture and art in the harbour
- Co-designing the built environment
- Discovering artists, writers, music makers, performers in unusual places
- Enabling cultural, culinary, nightlife and green colonisation

Reward imagination ... cracking the Cork code

- Self-curated experiences/responsive city
- 'Hacking' the city - the digital environment coupled with local recommendations creating a perception and providing access to the real experience of Cork

Fulfil visitor needs ... make them happy!

- Compelling visitor experiences that attract, animate and delight
- Adapt and respond to evolving visitor needs and new insights as they emerge

EXAMPLES OF THE FRAMEWORK IN ACTION

The Framework seeks to integrate the meaning of Cork City & Harbour into a hierarchy of themes, sub themes and storylines. By adopting those themes, sub themes and storylines of most relevance to their area of interest, anyone involved in the business of enhancing the visitor's experience of Cork City & Harbour can develop experiences that tap into the Framework's interpretive possibilities.

As a demonstration of how the Framework can be used to join the dots of this diverse geography, and generate interpretive possibilities, we have drawn up two examples that are shown in Appendix A. These are merely examples, and we encourage people to use the Framework to generate their own ideas.

"Getting under the skin of Cork's Cultural Scene" shows how the **Interpretive Network** on pg 12 and the **Interpretive Structure** of pgs 14, 15 and 16 can inspire a "whole place" approach to thinking about visitor journey and experience. This particular example starts to generate a series of collaborative projects including, for example, interventions at transport interchange points, tips from local arts heads, attention to key elevated viewing positions, the riverside experience, celebrating architectural detail and artistic urbanism, and enjoyable links between the four key visitor anchor points in the city.

"Exploring Cork's Architecture of Defence" uses the Interpretive Network for the wider area as shown on pg 10 and demonstrates how the sum is far greater than the parts when starting to generate a visitor experience around the sub-themes of Defended Landscape/ Military Stronghold. The graphic shows the importance of the links between the various sites, physically and thematically. It also shows how the city and harbour have to be seen as intrinsically connected when telling this particular story.

STEPS TOWARDS IMPLEMENTATION

The visitor experience is influenced by a range of factors under the control of many agencies, businesses, institutions, groups and local people. Therefore the progression of any particular interpretive possibility is a collaborative affair. We suggest the following steps:

1. Create the **team** - a self-managing cluster of enabling strategy partners and willing players
2. Be clear about the **objectives** of the visitor experience - why, what, for whom?
3. Do the **groundwork** - proof the concept against current initiatives, plans, projects - identify the gaps and fill them
4. Define the interpretive response - **co-create** the interpretive plan - what, where, how?
5. Agree the **action plan** - who does what, when and with whom?



WHERE TO NEXT ?

BUILD ON AND ALIGN THE GREAT WORK THAT IS ALREADY UNDERWAY IN CORK

The framework needs to build on achievements to date - both in terms of the policy drive and actual projects that are underway and planned, across both the public and private sector in Cork. The interpretive framework is designed to be flexible; to allow everyone with a role to play in the delivery of a visitor experience to identify the contribution they can make, the benefit they can take and their most logical entry point into the framework. One of the desired key functions of the framework is in aiding alignment of the multitude of initiatives that overlap with tourism under a unified strategic direction. Fáilte Ireland is also in the process of rolling out a new corporate strategy 2014 - 2016, wherein Experience Development will be a key pillar. Due consideration is being given to international good practice in this area and a national strategic approach to Experience Development is being devised, which can add great value to the implementation phase of this framework.

IT'S WIDER THAN TOURISM! WE NEED TO BUILD A COALITION OF SUPPORT FOR DELIVERY

The framework must also start to deliver on the aspirations and expectations of those engaged in the process to date and, importantly, bind others into the process, notably the wider visitor economy and, of course, visitors themselves.

In addition we need to build on the links established in the course of preparation of this framework with those who possess the wherewithal to influence the appeal, connectivity, vitality and experiential possibilities of the city and harbour.



PRIORITISATION

From this point forward, decision making as to what is truly priority and identification of what is possible needs to happen in close collaboration with local partners, harnessing the collective intellect and viewpoint of the wider 'coalition of local support' referred to above.

Collaborative development of certain priority projects are already underway, notably Spike Island in the harbour and Elizabeth Fort in the city. Both of these experiences will take their interpretive lead from the theme of 'Maritime Harbour'/'Defended Landscape', deepening their experiential connections with each other and associated sites over time.

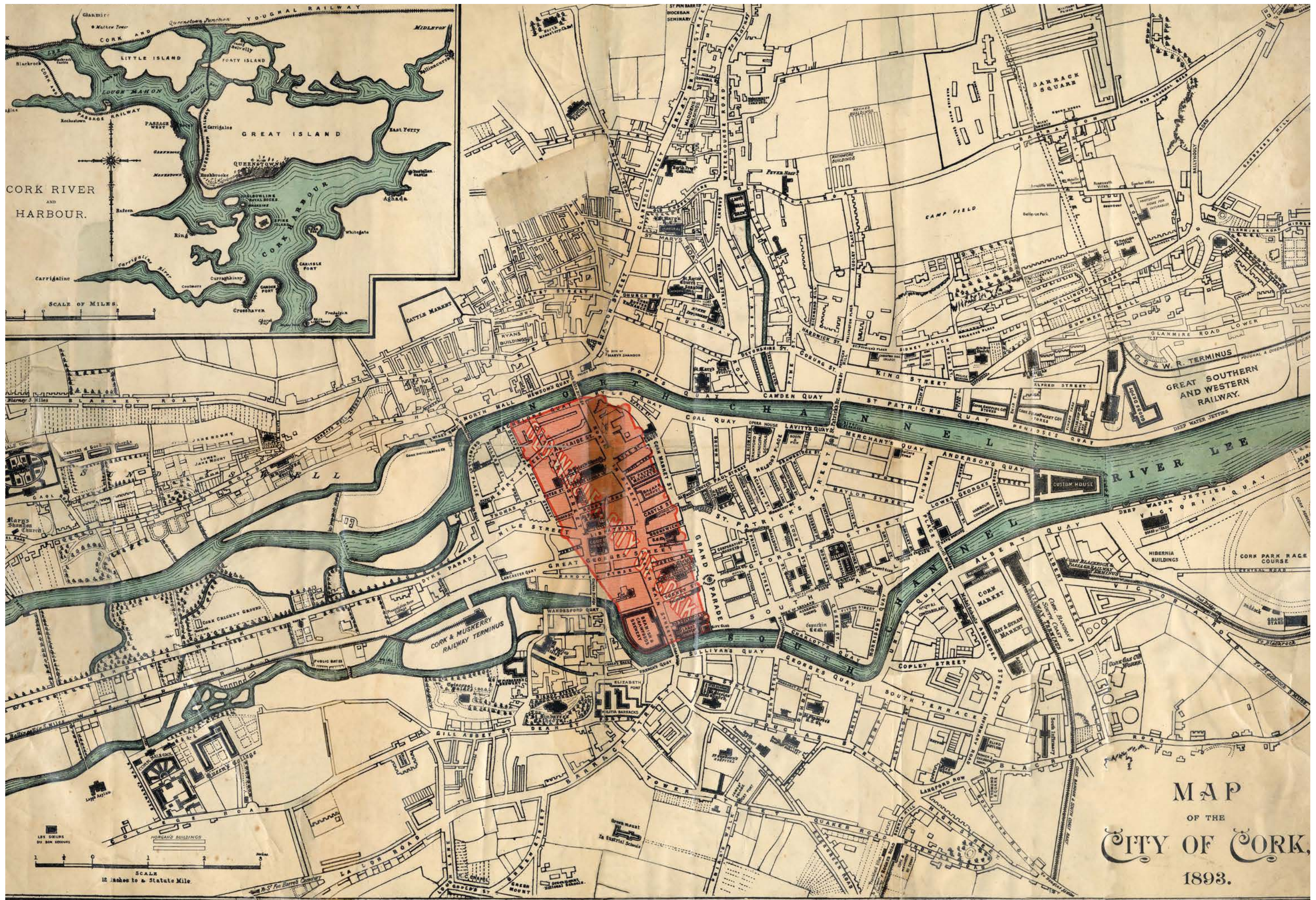
Once Cork decides what parallel development interventions it would like to see, Fáilte Ireland will endeavour to work alongside local partners in the joint prioritisation, phasing and realisation of these projects, guided by the Framework's themes and spatial recommendations. This will be achieved ideally through a highly collaborative approach similar to that referred to in the 'Steps Towards Implementation' outlined on page 18.

It is hoped that this very practical phase will begin quite quickly following publication of this framework, and indeed, the channels of communication have already been opened.

COLLABORATIVE DELIVERY

Equipping Cork to better tell its story to visitors will require the support and participation of many players. It is clear that the first step will be to put an effective and coordinated 'Delivery Mechanism' in place, engaging necessary partners from both public and private sectors on terms that will not only coincide with their particular area of expertise / responsibility, but that are also in line with their capacity - in terms of time, resource and inclination - to deliver.

The team in Fáilte Ireland look forward to working with you, our partners, to effect positive and sustainable change for the visitor economy in Cork City and Harbour.



Map of the City of Cork 1893, Guy's Directory
 Courtesy of Cork City Libraries

APPENDIX A

SOME EXAMPLES OF USING THE FRAMEWORK TO GENERATE
VISITOR EXPERIENCES AND JOURNEYS

GETTING UNDER THE SKIN OF CORK'S CULTURAL SCENE

RIVERS EDGE/CITY STREETS ...

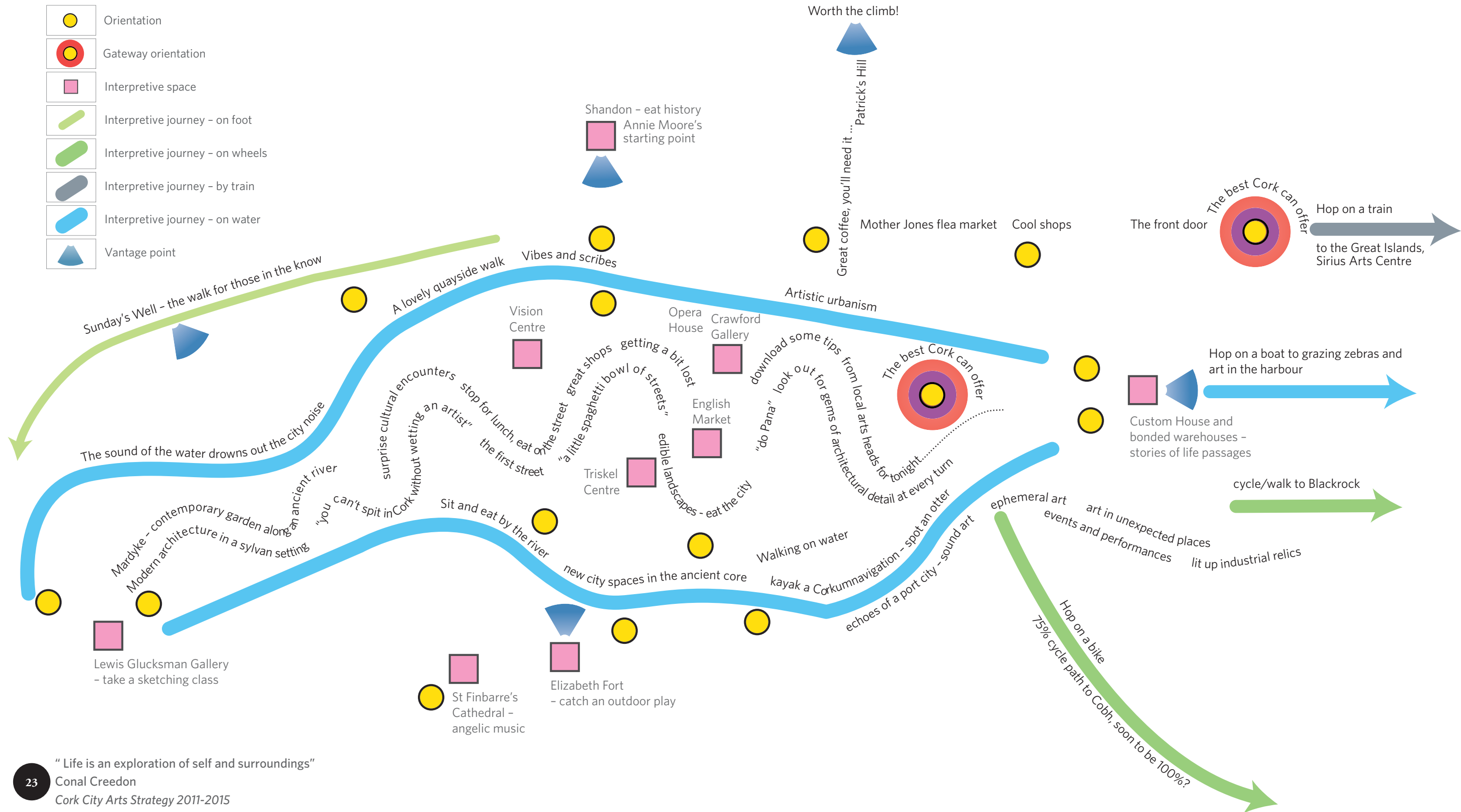
Interpretive Structure:

Anchor theme: River City/Imagined in Cork/Made in Cork

Sub-theme: Stepped and Steeped/Creative Caucus/Food and Drink Culture

Interpretive Possibility: Rivers edge, city streets - hack Cork

Interpretive Experience: Walk, boat, cycle and eat your way to understanding the culture of this intriguing city.



EXPLORING CORK'S ARCHITECTURE OF DEFENCE

GREAT ISLANDS ...

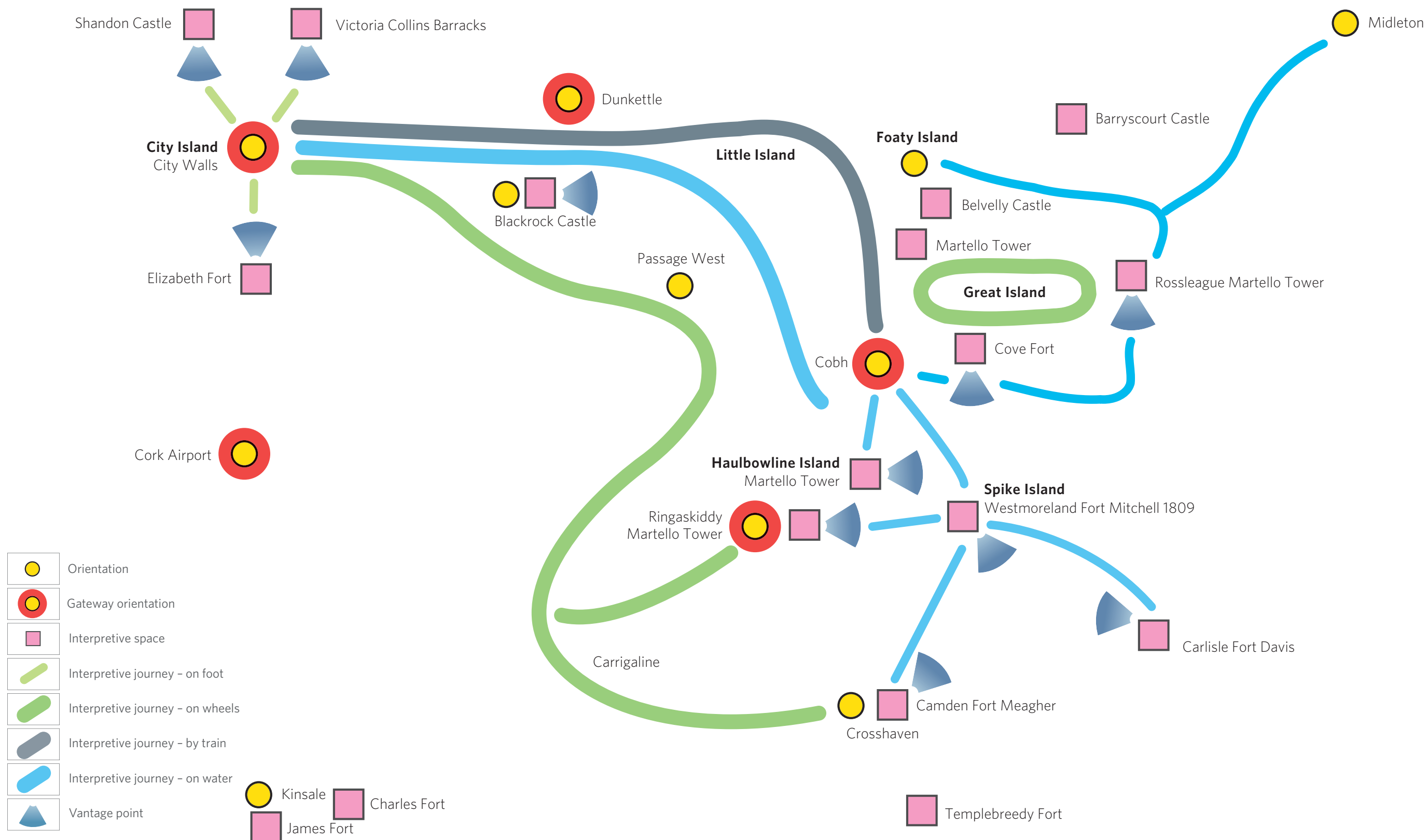
Interpretive Structure:

Anchor theme: Maritime Harbour / River City

Sub-theme: Defended Landscape / Military Stronghold

Interpretive Possibility: Great Islands

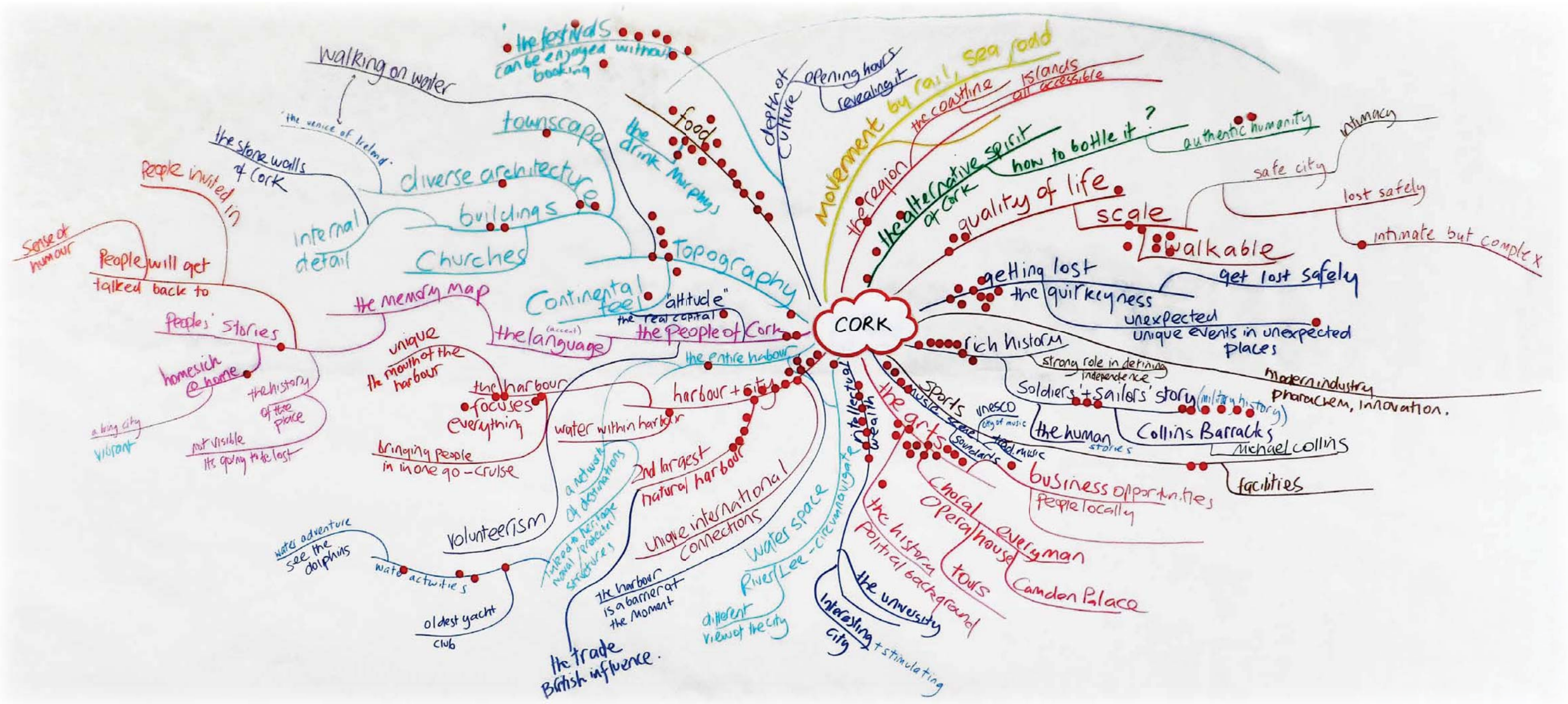
Interpretive Experience: Exploring Cork's Architecture of Defence



APPENDIX B

'CORK CITY AND HARBOUR - MAKING CONNECTIONS'
INTERPRETIVE WORKSHOP
16TH MAY 2013
VERTIGO CONFERENCE CENTRE
CORK COUNTY HALL

'MIND MAPPING THE KEY THEMES'
- VIEWS OF THOSE WHO PARTICIPATED IN THE 16TH MAY INTERPRETIVE WORKSHOP



'EXPLORING THE MIND MAP THEMES' - THE OUTCOME OF GROUP CONVERSATIONS

THEME 1 RICH HISTORY

Layers - Monks, Vikings, Normans

Trade & food history

Walking on water

Family history & genealogy

Oral history - memory map

Quakers

Huguenots

Revolutionary period - 1913 - 1923

Human history - intangible

Emigration & exile

Primary sources

Online archives

Guided tours

Street ambassadors

Online trails, smart phones & apps

Social media apps

Maps & apps

Self guiding

Booklets on historical topics

Link physical heritage, buildings, forts

Serendipity - finding history by chance

Info points

Access

How we tell the stories

THEME 2 QUIRKINESS, DIFFERENT PERSPECTIVES & GETTING LOST

Emphasise Cork as a destination for walking - trails

Free maps from the Tourist Office - self guided walks

Audio maps around the city & harbour

Cork map app

Free tourist app

'You are here' maps at various locations would help

Maps & signage - some people don't want to get lost

City as an island

Two channels of the river cause getting lost

Frustration and excitement of getting lost

Getting lost is good if you know you can find where you are again

Sense of discovery

How do I get to X - but not by walking?

Linkage - walk in city; go by sea/train to harbour

Travel by water - commuting / touring

Water & city tours

What iconic building is associated with Cork - landmark?

One attraction to get people to Cork

One vista leads to the next - exploration

Scale of the harbour

Trails in the harbour

Water trail facilities - integrated with shore based ones

Speaking to the locals

Various stakeholders need to work together

More city ambassadors (TEAM) - Cobh

Mixed messages - too many websites

Tourist office closed

Investment - funding

THEME 3 FOOD & DRINK

City shuts down

Difficult to get food after 10pm

Planning - kebab shops on Washington St

Link retail & producers

How to use food to hold people

Cookery courses in the city

Restaurant

Farmers' market

'Food hub'

Food hub on Beamish site

Brewers - big & small

Local specialities

Art / food

See food being produced

Food history

Food trail

Low food miles

Food provenance

Local produce at the airport, station, port

Artisan producers

Celebration of food

Sampling

Food at the tourist office

The Queen

English Market

THEME 4 ARTS, MUSIC & FESTIVALS

Arts:

Venues marketing

Walkability in the city

Opening hours

International arts event

Music:

UNESCO

Music trail

Trad & young music

Carillon

Marquee, Opera House, Grain Store, Sirius, Everyman

Savoy, Crane Lane, club / pub venues

Festivals :

Regenerate existing festivals

Ocean 2 City

Jazz Fest

Should have broad appeal

Regattas

Necklace of festivals

Quality

Artists

Promotion / cooperation

Involve arts community

Info web screens

Information guide

Co ordination

Local support volunteers

Link whole area - city & harbour

THEME 5 HARBOUR

Scale

Scenery in harbour

Year round use

Naval connections - visiting fleets / ships etc

Safe harbour

Trade history

Maritime history

Emigration link

Military history

Maritime College

Cruise destination

Ferry point / destination

Working port

Accessibility

London Tube Map

Number of possible access points if developed

Linkage - connectivity

Destinations

Clean water

Sailing history

Sports & leisure facilities

Sailing, kayaking etc

Walkways by the harbour

Activities available

Foreshore licence process - barrier

Unitary authority?

Innovative funding of access facilities

Sharing of access facilities

Promotion of harbour as a single unit

Events, festivals, attractions

THEME 6 MILITARY HISTORY

Origins of Cork

Medieval walled city

Collins Barracks Museum

Elizabeth Fort

Fort Camden, Carlisle, Westmoreland

Harbour & city forts

Military sites

Graves

Military heritage trail

Integration into a network of locations - joint promotion

Integrated ticketing

Digital trails via smart phones & apps

Promotion & advertising

Fáilte Ireland role

Web marketing

Military festival – military bands
Target UK & French

City V County
CASP

British Naval Base – one of the largest in the world
Daire Brunnicardi's book: Haulbowline: The Naval Base & Ships of Cork Harbour
'British' legacy – embrace dual cultures
US Navy World War One
Irish UN contribution
Harbour ports

Military disasters
20th century revolution
Famous people – Wellington, Cardigan, Collins, Cromwell, Churchill, Barry
Military trade, merchant princes, development

Gathering stories
Inform, educate, provoke
Awareness, interest, desire, action
Human stories
Relationship between military & society
Different periods in time
Link to education and research

Maritime art work
Queenstown
Decade of commemoration

Lack of defined responsibility
Lack of consensus
Lack of network
Politics – don't mention the war
Finance

THEME 7 TOPOGRAPHY, SCALE & WALKABILITY

Landmarks
Great Islands
Hills up & down

Views

Architecture in greenscape
Green campus – extend to region

How do we offer a better experience of the river
Island hugged by water
Wilderness + city fabric
Street experience and wilderness
Make your way through Cork on water and on foot

Uncover secrets, discover yourself
Code the digital city / hack it - personalisation
Cycle city

Sense of place
Cork people – capture and share stories
Walk on the wild side
Cork stories on the streets – visible sign
Curious unconventional juxtapositions
A world in one – what is niche
Influence of other cultures on urban fabric

Mapping the strands of the city through unified signage
Food, military, architecture, histories ~ trails

THEME 8 INTELLECTUAL WEALTH

Glucksman
Crawford Gallery
Triskel
Sculpture Factory
Artist rich - Ideas & facilities- support
Writers
University atmosphere
Teachers & professors

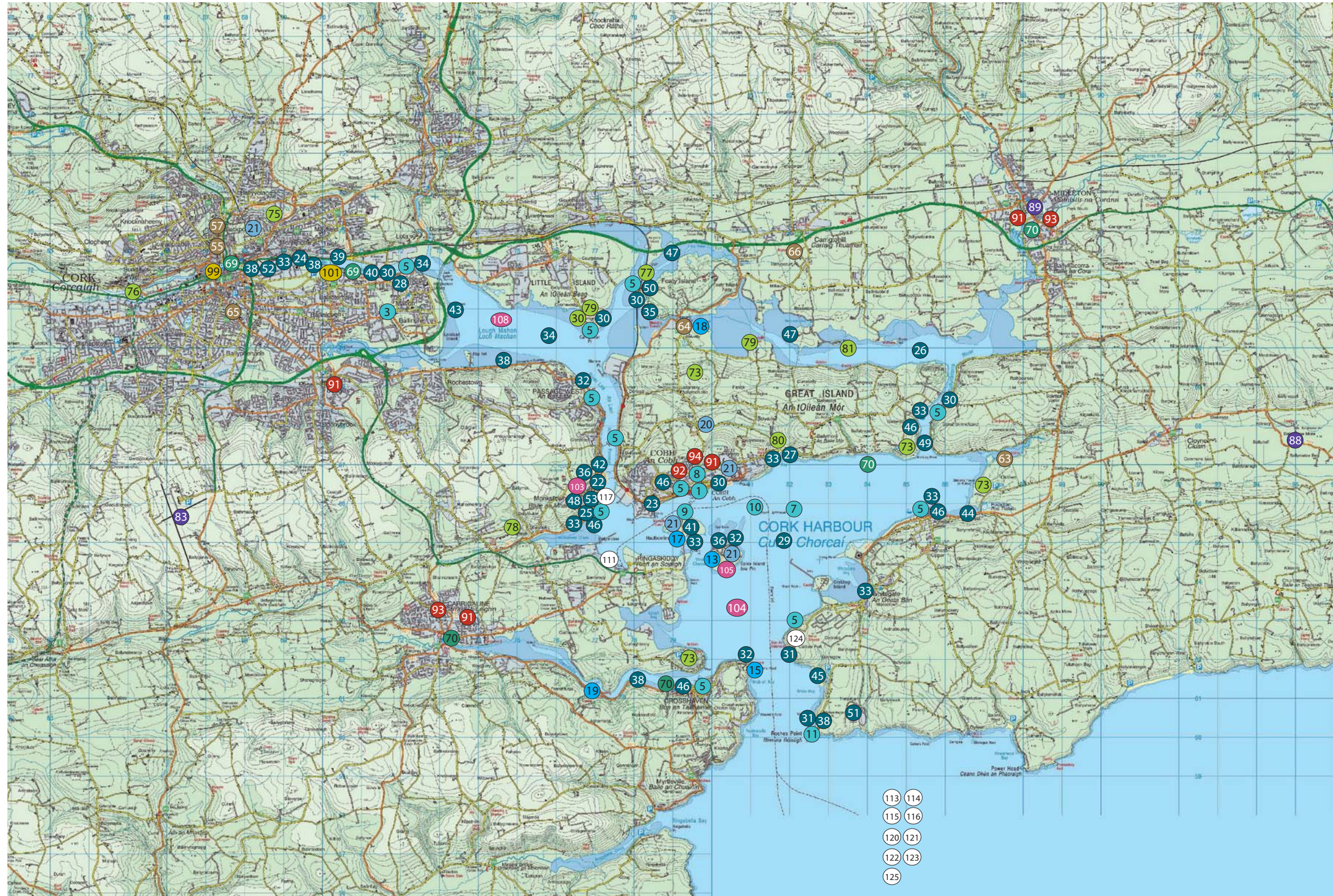
Patronage & the city
Art College
History - George Boole
Hogan, Murphy & Clarke
UCC, CIT - visitors - Maritime College
Students
School of music

Timetabling = organised
Art angel organisation
Transferring history to the environment
Street visibility of events
City scale - challenge - good & bad
NMRC - current pharma, industry, food

Open hours later - tours - free access - intellectual groups
Art, music, theatre
We have a lot
Clarity of information environment needed
Spontaneity of events

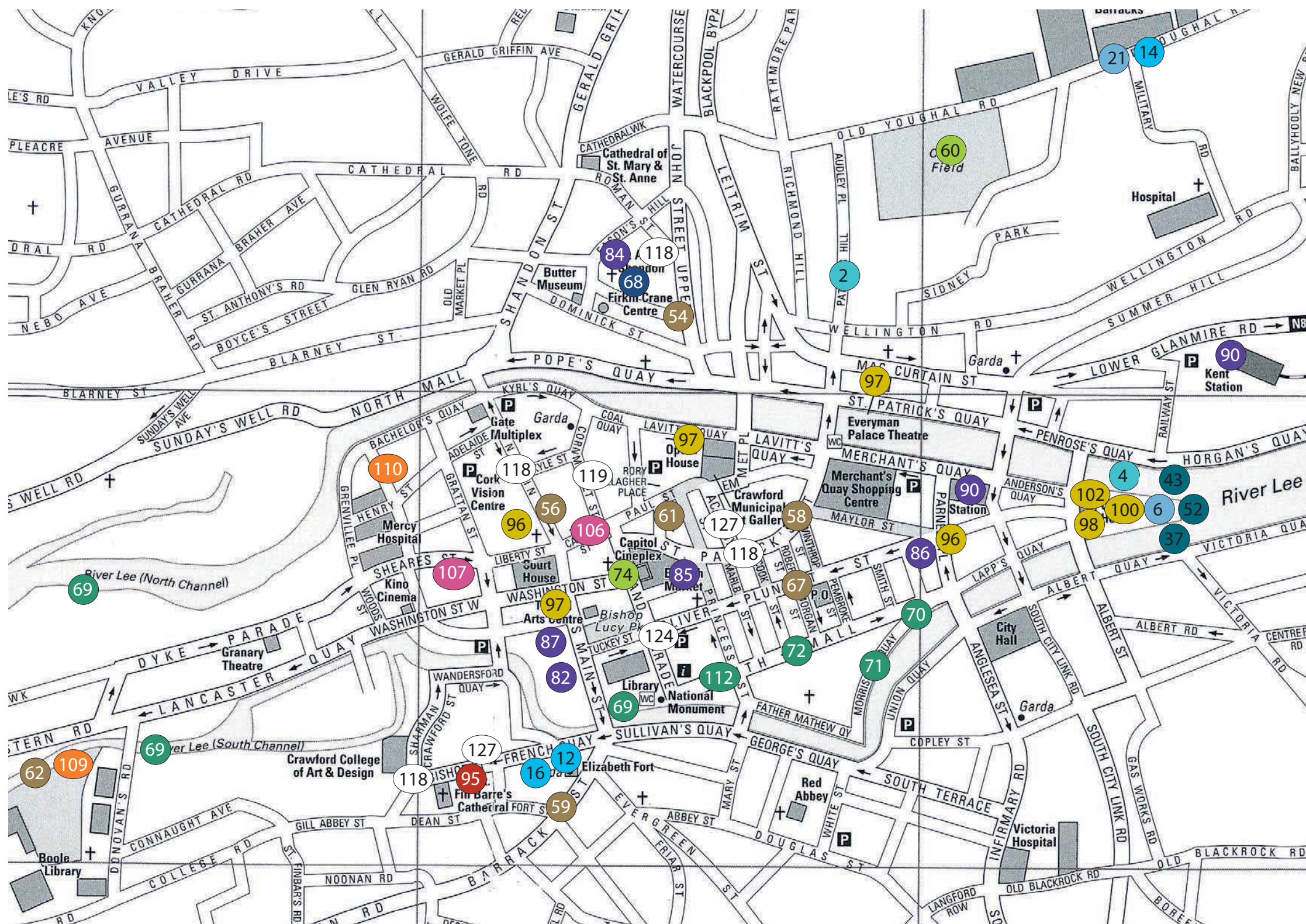


'WHERE THE STORIES ARE BEST TOLD' - MAPPING THE INTERPRETIVE POSSIBILITIES



- | | | |
|--|--|--|
| ● trade & transport - rail, sail & steam | ● river - a rich seam of connection - intimate but complex | ● cultural exchange - responsive, reflexive, resilient |
| ● defended landscape - military stronghold | ● green places & spaces - verdant valley, edible city | ● independent thinking - scientists, writers, poets |
| ● life passages - emigration & exile | ● food & drink - butter & beef, brewing & distilling | |
| ● fun on the water | ● cultural engagement - festivals & events | |
| ● origin & influences | ● cultural encounter - hubs & venues | |
| ● stepped & steeped | ● creative caucus - artists, musicians, performers | |

'WHERE THE STORIES ARE BEST TOLD' - MAPPING THE INTERPRETIVE POSSIBILITIES



- trade & transport - rail, sail & steam
- defended landscape - military stronghold
- life passages - emigration & exile
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- cultural engagement - festivals & events
- cultural encounter - hubs & venues
- creative caucus - artists, musicians, performers
- cultural exchange - responsive, reflexive, resilient
- independent thinking - scientists, writers, poets

YOUR IDEAS GENERATED DURING THE WORKSHOP

Trade and Transport – rail, sail and steam

- 1 Cruise liner destination
- 2 Patrick's Hill - develop into part of the experience - "San Francisco Tram"
- 3 "Dismantled railway" - One of our greatest resources, hugely popular as a cycle and walkway leading right out to the mouth of the harbour though a little more signage needed. Very well developed in recent years
- 4 Terminus for harbour ferry service (fast ferry)
- 5 Stops for ferry connecting harbour and city
- 6 Develop bonded warehouses at Port of Cork into maritime museum/interpretive centre
- 7 Cork Harbour RAID (organised by Naomhoga Chorcaí) inaugurated 2012
- 8 Integrate Cobh into tour routes - history, maritime and railway history, water sport
- 9 Opportunity to develop Haulbowline as part of the Harbour tour experience mix - e.g. linking Naval and Maritime science to Spike?
- 10 Spit lighthouse (historically v. important to engineering)
- 11 Lighthouse

Defended Landscape – military stronghold

- 12 Development and linkage of military architecture in city and harbour, promotion and development of Elizabeth Fort - City scenic attractions in existing cultural quarter
- 13 €4m for development of Spike
- 14 Collins Barracks - hub of Military History story
- 15 Creation and marketing of Fort Complex cluster within military history strand
- 16 Open Elizabeth Fort and develop as a tourist attraction/performance space
- 17 Maritime history - Haulbowline; British Navy, Causeway to Spike island, Naval Dockyard
- 18 Military history, harbour, Belvelly Castle - gateway to Great Island
- 19 Drake's Pool

Life passages – emigration and exile

- 20 Old church cemetery, Cobh - maritime history cradle to grave, burial site for famous maritime figures in history
- 21 Key location as part of history, story of emigration and military trail and naval heritage of harbour

Fun on the water

- 22 Marina facilities that cater for UK people to base boats in Cork Harbour - "Fly and sail"
- 23 Possible marina location
- 24 Vehicular slip for all stages of tide, in Cork City
- 25 Marina of European standards to cater for tourism
- 26 Sail training area
- 27 Start/finish round Cobh island race (on water and land?)
- 28 Blackrock harbour as water sports hub and activity centre, dredge harbour, extend existing slip, develop existing vibrant land side (market, coffee shop, Ursuline convent park)
- 29 Boat tours of coves around Cork with food and drink, e.g. Robert's Cove etc.
- 30 Possible landing pontoons
- 31 Boat access points
- 32 New destinations for small craft/pontoon and steps/ramp
- 33 Regatta venues (sail and row)
- 34 Leisure on the water - food trails, pop up events etc. linking venues and locations in Cork Harbour
- 35 Access point at old stone harbour from water, connect to railway station and Fota wildlife park
- 36 Public access to water (harbour)
- 37 Engage with the harbour in city centre

- 38 Water activity exhibitions set out along the leisure walkways on Cork Harbour open weekend?
- 39 Somewhere on Marina/north side of Lee - a really good facility for a variety of types of small boats to gain safe access to the water and harbour with good info for using boats
- 40 Why do I have to go to Inniscarra or Coachford to water-ski? Why not have a wakeboarding/water-skiing centre with national competition held at Blackrock Castle/New dock area?
- 41 Haulbowline - clean up eyesore and healthsore and create another island ripe for activity, the people of Cobh, Cork and beyond island hopping, the Great Islands
- 42 Dive centre
- 43 Small boat/dinghies/windsurf/paddleboard etc. central, easily accessible to city and Lough Mahon (the empty quarter)
- 44 Kayak School
- 45 Excellent sandy beach (White Bay)
- 46 Hubs for water sport adventure/activity centres
- 47 Kayak/small boat island trail
- 48 Fishing centre
- 49 Bass fishing
- 50 Scouting camp
- 51 Trabolgan
- 52 Attraction or offering at mouth of inner harbour to "launch" visitors into the harbour experience
- 53 Public changing rooms and showers

Origin and Influences

- 54 Proper maintenance of the historic public realm
- 55 Improve access to sites off the city centre
- 56 Interpret the medieval city
- 57 Invest in city and county archives; online genealogy and history booklets
- 58 Unearth and tell the stories of Cork's waterways through existing building fabric - The Venice of the North on South Mall and le Chateau etc.
- 59 Bring Barrack St back to life - homes for people, visitor centres, Elizabeth Fort etc.
- 60 For the life of me I can't find out why this isn't developed - is it used for anything?
- 61 Unique architectural qualities of Cork - recognise, value, use, protect
- 62 Improve sense of place and culture in city centre
- 63 Megalithic tomb
- 64 Norman Castle
- 65 History and heritage of Cork region - educate local people and school kids
- 66 Barrycourt Castle - Duchas OPW
- 67 Recognise the quality of the streets and buildings, maintain a considerate urban streetscape, repair and restore the city centre, raise standards of repair and intervention in the city centre

Stepped and Steeped

- 68 Promotion of icon for Cork - Shandon

River – a rich seam of connection – intimate and complex

- 69 Deliver South channell quayside amenity area through city centre - lovely green lungs at the east and west end - large public park that could physically engage with the river
- 70 Develop riverside locations e.g. cafés etc. in city and county towns
- 71 Quaysides in the city - develop walks/amenity/sit places - south facing with little traffic e.g. Morrison's Quay
- 72 Mark where open water channels used to be

Green spaces and places, verdant valley, edible city

- 73 Public wooded walks
- 74 More pocket parks/places to pause/sit in the city centre
- 75 (Location of Glen) One of the City's few remaining green areas - huge potential but minimum resources and almost a no-go area. Perfect spot to develop family activity and have cycle route and regular transport
- 76 Wilderness in the city - you can walk and cycle to here continuously along the water from the heart of the city and on out to the Lee fields, but at this point with the sound of the weir the city is literally drowned out
- 77 Magical spot for cyclists (family/unsporty ones) where you can be sitting on the train with your bike at your side, headed to Fota/Cobh at no extra cost
- 78 Expansion of bird trail (East Cork), west of Cork harbour for visitors interested in natural environment
- 79 Picnic Area (Co. Council property)
- 79 Picnic Area (Co. Council property)
- 80 Wildlife sanctuary (dawn chorus RTE)
- 81 Wildlife observation area

Food and drink, butter and beef, brewing and distilling

- 82 Food hub on Beamish and Crawford site
- 83 Local produce at the airport
- 84 Places to eat in Shandon (around butter museum) - local produce
- 85 Food tourism hub linked to English Market (Capitol cinema site)
- 86 Food information on the streets
- 87 Beamish buildings - interpretation of food and drink story and merchant princes
- 88 Food and drink - Ballymaloe, slow food epicentre, house, restaurant, café
- 89 Paddy, Powers, Redbreast - Middleton Distillers
- 90 Development of food trails and food sampling at train stations, aircraft, bus stations etc.

Cultural engagement - festivals and events

- 91 Develop network of festivals, Midleton, Cobh, Carrigaline, Douglas - emphasise quality and innovation
- 92 Carillon festival (unique to Ireland and UK)
- 93 Summer festival in each county town - could be travelling festival in different place each year
- 94 Creation of international arts event encompassing city and county venues and site specific locations
- 95 Have a William Burges Festival - tender for speakers/papers - world interest
- 96 Develop alternative uses for derelict/empty premises, e.g. pop-ups
- 97 Specific branding requiring cultural hubs - Cork Opera House, Everyman, Triskel forging partnerships with historical, cultural endeavours - cross promotion info centres, carefully shared planning and forging business partnerships to promote city
- 98 Custom House area site as opportunity site for promoting city, county and harbour due to its geographical placement
- 99 Event centre for city centre
- 100 Refurb/transform bonded warehouses at public access facility - museum, gallery, art college?
- 101 Build a convention centre and promote it
- 102 Custom House - central tourist orientation facility/feature hub point - shrouded in glass with berthing facilities
- 103 Public art
- 104 Iconic image (think London underground map) which says Cork and its harbour
- 105 Large iconic artwork forming central point of harbour like "Angel of the North" in England

- 106 Promote the arts, music, university etc. by making the city centre feel part of or evocative of history. Feel the Venice character through conservation of character, recognise the historic nature through sensitive care of the environment
- 107 Promote music assets of the city (UNESCO bid)
- 108 Development of Music Trails in Cork City and Harbour
- 109 Green campus - tradition of independent thinking, use as major resource
- 110 Highlight Boole as creator of Maths, making internet possible

Information

- 111 Tourist info for people arriving by ferry, ambassadors for Cork/different representatives to promote city centre tours etc.
- 112 (Link to 38) Display information boards in empty premises on streets that were former waterways, pilot project for 1-2 years? Cork City Council and Meitheal Mara?
- 113 One single website with layering by checkbox along the lines of Google Earth e.g. history, heritage, walking, cycling etc.
- 114 Layered maps/guides for different interest (arts, food, history including "stone walls of Cork")
- 115 Develop a city harbour and environs website, booklet etc., all active promoters should link to each other on the website
- 116 Information on Cork to navigate around the region based on personal preference - find your own route - personalised map (multiple views, personal approach)
- 117 Harbour Information Centre
- 118 Activity maps/info boards

Marketing

- 119 Businesses to become custodians & promote heritage & culture in their area
- 120 Use harbour as central marketing logo/image and towns and city as the access points - necklace of activities
- 121 Use harbour as central marketing logo/image and towns and city as the access points - necklace of activities
- 122 Venue co-ordination and marketing

Orientation

- 123 Heritage structures could be inspiration for the iconic map of Cork and its harbour
- 124 "Walking on water" map/guide/app
- 125 "You are here" maps at various locations
- 127 Map of old canals/river for Cork city
- 127 Bus parking (2 spaces)
- Maps from tourist office listing walks/trails - have website to back up
- Combined ticketing - tourism, transport
- Website/phone app - all encompassing history/culture/food etc.
- Ambassadors roaming around with "ask me"
- Widespread access to information in multi-media forms - booklets, apps, walking tours, listening posts, websites
- Central hubs for information access - clearly marked and advertised
- Central body that can offer all the different themed walking tours/apps

APPENDIX C

KEY SOURCES

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NOTES

