



Re: Submission Draft Clare County Development Plan 2023-2029

From: Ennis Chamber of Commerce, 54 O'Connell Street, Ennis, Co. Clare

Date: March 28, 2022

Ennis Chamber of Commerce thanks Clare County Council for the opportunity to contribute this submission on behalf of our membership. We hope the points listed below will be taken into consideration as part of the Draft Clare County Development Plan 2023-2029 process.

*The submission largely pertains to Volume 3 a) – Ennis Municipal District

Attracting industry & Services:

- According to recent CSO stats, Ennis is showing a population decline. Without new industry, the population of Ennis will continue to decline. Therefore, the attraction of new industry is the key priority.

Land:

- Review and address the failure to promote or use land held by Shannon Group at Clare Technology Park.
- Review Opportunity Sites, and to assess the ability of those sites to be developed immediately as opposed to long-term.
- Some identified opportunity sites are difficult to develop due to multiple ownership issues and Clare County Council needs to look into these issues before designating sites for development.

Housing:

- A stock of quality housing is required if Ennis is to successfully attract industry/ jobs.
- Plan for re-population of Ennis town centre, to ensure a sustainable future for Ennis, one that acknowledges projected increases in vacant commercial property numbers, as towns (worldwide) undergo a fundamental shift in identity and purpose.

- Clare County Council currently buying property from private developers to satisfy social housing needs – figures need to be re-balanced to reflect this.

Support Infrastructure:

- To support the construction of new quality homes, capacity at waste treatment plants located at Clare Abbey and Clonroad need to be increased.
- Re-locate barrage at Clare Castle further downstream on Shannon Estuary to mitigate against projected rise in sea levels
- Screen unsightly waste treatment plant at Clare Abbey / adjacent to motorway/main entry access to Ennis / North and West Clare

Transport:

- To deliver on commitment for a Town Bus service for Ennis - the county capital
- To continue investment in cycling lanes/ active transport supports.
- Parking: to create multi-storey or similar parking facility targeted towards business owners/ staff use.

Public realm:

- We welcome recent public realm capital investment commitments to carry out refurbishments and up-upgrades to the town centre, and request that investment is sought for further/continued upgrades to reflect changing use of town centres, to include an immediate feasibility study for the upgrade of Abbey Street.
- We welcome the intention to create a Food Quarter in Ennis and ask that a feasibility study be conducted to seek ways to maximise/re-purpose us of The Market Building.

Tourism:

- Support the Cultural and Creative Sustainability of Ennis as outlined in Ennis Niche Destination Plan (copy attached).
- Adopt culture and creativity as key tenets for Ennis and county-wide, across future economic planning.
- Scope the development of distinctive quarters across Ennis to highlight the cultural story of the town.



ENNIS

INIS

ISLAND

A Niche Destination Plan for Ennis

JUNE 2020

VISION

Everybody Loves Ennis

MISSION

Inspire our community and visitors to love our town, people, culture and creativity



DESTINATION PROMISE

- Transformative Hospitality
- Our Story told through Cultural and Creative Sustainability
- Great Ennis Experiences



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Section One

INTRODUCTION & OVERVIEW

INTRODUCTION

The Niche Destination Plan (NDP) is a three-year tourism development plan for Ennis. The plan was commissioned by Ennis Chamber to develop a new structured approach to tourism development for the town. The plan is designed to re-engineer the tourism destination approach for Ennis and realise the significant economic opportunity the sector represents. It will focus on increasing the range of things to see and do for our visitors and align all future development activity towards a shared ambition for tourism. This ambition will be realised through maximising the uniqueness of the medieval town, its cultural vibrancy and the character of the place conveyed through our people.

Culture, community and place will be central to the achievement of the long term vision. The uniqueness of the town as an 'urban island', a seat of learning for generations and a preserved medieval townscape provide the backdrop for a new tourism story to evolve. It will be people and new approaches to culture that will deliver the new Ennis experience.

The plan establishes a new role for culture and creativity within the social and economic fabric of the town. This new cultural focus will become central to the sustainability of tourism in Ennis.

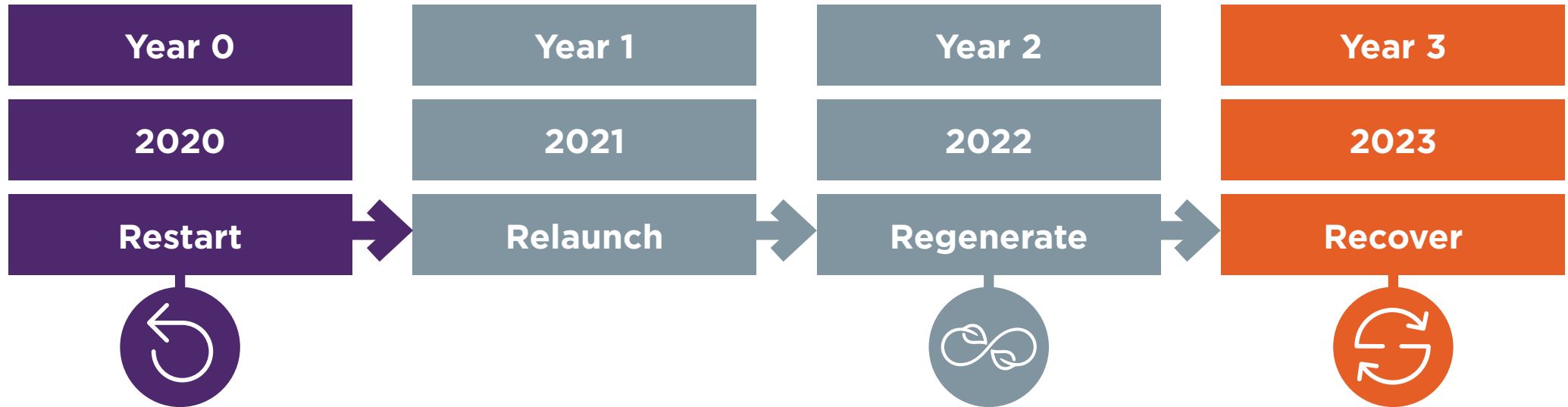
Equally, Ennis will adopt a new role in contributing to Clare's global sustainable tourism positioning, protecting and nurturing culture for our visitors and community alike.

Ennis will become a significant catalyst for the growth of the Clare visitor economy. It will create the conditions to become as a key visitor hub and gateway to an unrivalled portfolio of Clare visitor experiences. The strengthening of the Ennis visitor experience will retain more visitors in the county through a new focus on the town as an exploration base. In fulfilling these objectives, the NDP is must motivate all stakeholders to embrace a new model for tourism to create a year round tourism destination and become a key economic sector for Ennis.

TOURISM REGENERATION

The COVID-19 crisis provides a new operational focus. More than ever, a new collective destination approach is necessary to ensure tourism resilience. It provides an immediate focus for the NDP and the requirement for new levels of collaboration. The NDP will assume a regenerative plan for tourism and the economic recovery of Ennis while also impacting on tourism across the county.





The timeframe for the plan now assumes a new level of significance. Each milestone and action identified within the plan represents a notable milestone on the journey to destination recovery. It will accelerate a new partnership approach to harness recent adversity for future advantage and instil a new mindset around destination resilience. It is designed to create new opportunities through;

1. Influencing the immediate tourism focus for Ennis.
2. Adaptation to collective ownership and responsibility for tourism development.
3. Maximise the reach of the Ennis “brand” through sustained collaboration.
4. Develop durability within the destination with tourism engrained into all future community, social, cultural, economic and environmental activity.

ENNIS - INIS - ISLAND - SUSTAINING OUR CULTURE AND CREATIVITY

Ennis has always conjured emotive destination associations as a vibrant and culturally rich town. Over the years, it has won independent accolades and endorsement for the presentation of the town and declaration as Ireland’s

friendliest town. It is among the first towns in Ireland to achieve Purple Flag accreditation, an independent verification of the quality of evening time visitor activity delivered in a safe urban environment. Recent public realm capital investment commitments will further preserve the intriguing necklace of streets, lanes and bow ways. No other town has retained this level of character that continues to convey the sense of place as Ireland’s medieval town.

The uniqueness of the town’s character and scale of street and building preservation provides a cultural backdrop that enhances the national and international positioning of Ennis. The streetscape delivers its own visitor experience. Its “Inis - Island” origins delivers a medieval urban island and destination uniqueness unrivalled in Ireland. The town possesses multiple layers of socio-cultural capital creating a fusion of medieval and contemporary urban character. It is the quintessential Irish market town borne out of the heritage of traders and artisans. A town in which its community has always been proud to share with visitors.

As a market town to the county, it has preserved and protected the tangible and intangible cultural assets that contribute to the urban and rural Clare story. A cultural vitality, a sense of place and the intrigue of the lanes and bow

ways is matched by the Ennis story told best by its local artisans. In caring for and nurturing its rich culture, the town has evolved from its island origins to become an attractive urban destination whose historic boundary outline defines the shape of a heart. It is this 'Ennis heart' that reflects the care, passion, rhythm and the energy of place that will tell a new destination story through our people, place and culture.

The NDP focuses on people as the experiences, introducing visitors to the uniqueness of Ennis life, its atmosphere and year round vibrancy. Visitors will explore the liveability of the town, its role in cultural sustainability and a long held reverence in protecting the integrity of its urban area. A medieval town

where contemporary meets traditional, a place where cultural sustainability is evident across every facet of Ennis life. The place that has inspired generations of artisans and guardians of our culture.

Meeting the immediate needs and motivations of our domestic and international visitors is the central focus of the NDP. It will build on our USP's and ensure a coherent experience development focus. This consistency in approach ensures culture, people and place remain central to tourism development in Ennis. It will build on destination strengths in a new experience development focus and create a 'fit for purpose' destination.



ENNIS NICHE DESTINATION PLAN OBJECTIVES

1. Achieve a new vision for Ennis as a tourism destination through a niche focus on cultural and creative sustainability.
2. Become a leading national tourism destination where our community strives to ensure 'Everybody Loves Ennis'.
3. Play a central role in County Clare's approach to sustainable tourism development by becoming the national centre for cultural and creative sustainability.
4. Accelerate the transformation of tourism in Ennis through public and private sector partnership.
5. Increase the volume of authentic Ennis visitor experiences delivered by our tourism artisans.
6. Grow tourism through new organisational structures and destination management by adopting established best practice.
7. Strengthen the economic sustainability of tourism in Ennis increasing the annual economic value it generates for the town and hinterland.
8. Realise the potential of Ennis as gateway to the Clare tourism experience and a hub to explore the Wild Atlantic Way.
9. Increase the levels of tourism advocacy in Ennis to highlight the social, cultural and economic role it plays in the town.
10. Work with our tourism partners to develop tourism industry capacity and capability to meet the changing needs of tourists.

DEVELOPING A FIT FOR PURPOSE DESTINATION













New visitor expectations have been created by the COVID-19 crisis. Heightened levels of visitor reassurance are required at destination and enterprise level. Ennis will capitalise on emerging visitor trends and welcome visitors into a safe environment where they can access uniquely Ennis experiences and explore the diversity of the county Clare visitor economy.

Ennis will ensure relevancy in the new visitor market by harnessing the uniqueness of the place and new experiences that contribute to the longer-term strategic ambition. The plan establishes a new tourism direction building on emerging visitor trends and a new tourism operational environment. The future focus will be to ensure an agility in its capacity to cater for young and 'young at heart' visitors, each with new motivations for travel and a desire to explore destinations like Ennis.

The destination development approach at the heart of the model will cater for the new 'tourist consumer' seeking experiences allowing them to immerse themselves in the locality, its culture and meet the host community. Ennis possesses an abundance of experiences that fulfil these visitor needs. The future focus will be the creation of more co-created experiences and opportunities for visitors to 'consume' the local culture. Culture will become the central platform on which Ennis will compete, strive for destination differentiation and meet for future tourism market requirements.



ENNIS MEETING FUTURE VISITOR TRENDS

-  **Locals as the attractions** - creating the opportunity to meet the locals and hear the locals' stories.
-  **Cultural segmentation** - new levels of cultural segmentation based on the benefits visitors are seeking from engaging in cultural activity.
-  **Well being** - a sense of escape from the daily routine through unique urban experiences.
-  **Sustainability** - destinations must exceed visitor expectations in contributing to social, economic and environmental sustainability.
-  **Digital** - digitalisation as the core platform to drive tourists to new places and experiences within destinations.
-  **Specialist experiences** - Immersive co-creation of experiences and highly customised for our visitors e.g. music, genealogy.
-  **Individualisation** - looking for individual experiences and a move away from mass tourism patterns.
-  **Status through tourism** - increased social status sought through consumption of authentic experiences rather than material goods.
-  **Bleisure** - combining business trips with extended stays in the destination.
-  **Multi generational travel** - an increase in multi-generational groups travelling together for holidays.
-  **Active adventure** - active adventure travel integrating soft adventure (e.g. walking) with cultural activity and exploration of the place.
-  **Taste** - food and beverage emerging as attractions and a growth in culinary tourism and food experiences.

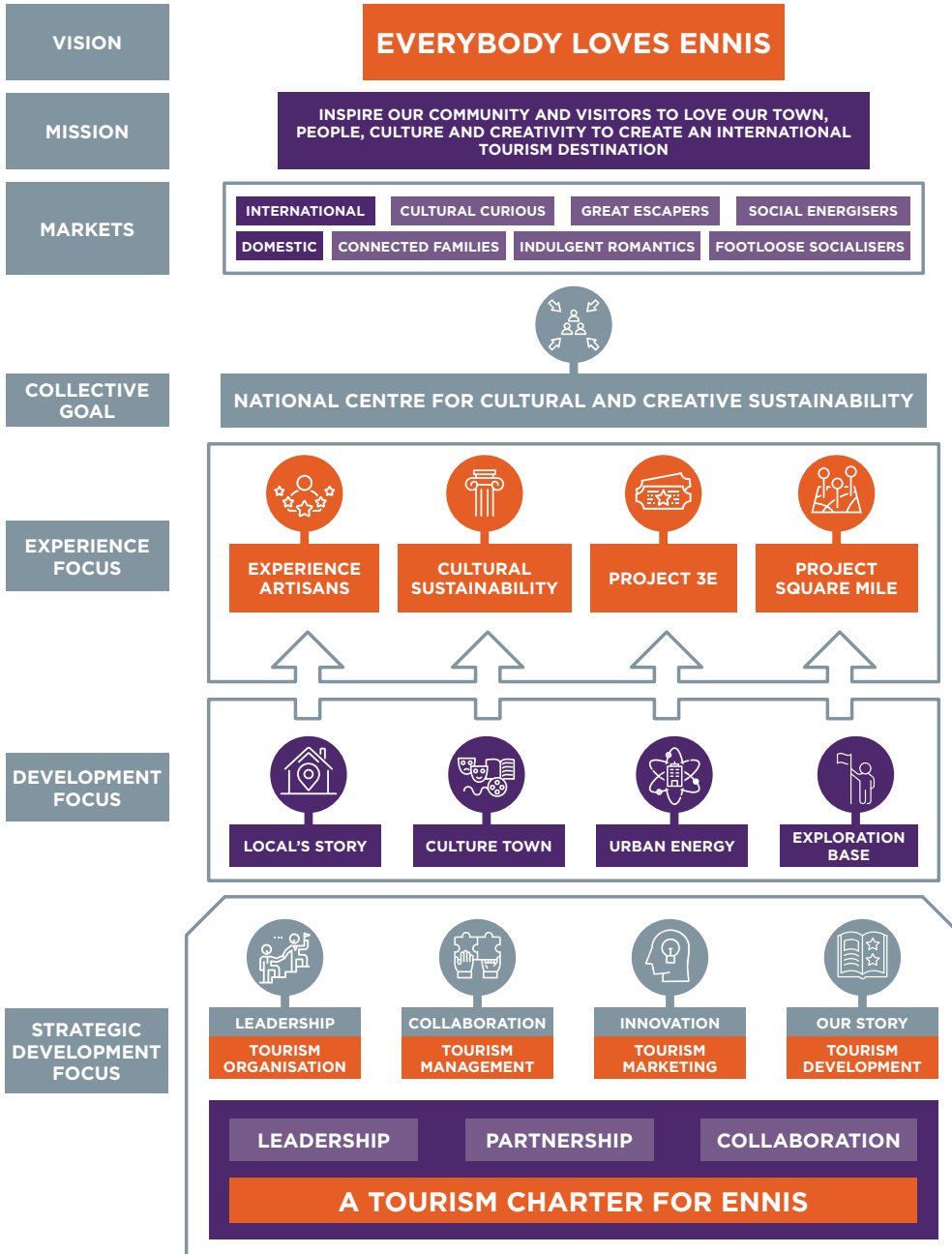


Section Two

A NEW FRAMEWORK FOR TOURISM

The NDP framework represents a new tourism charter for Ennis. It is built on new foundations of leadership and partnership. It is designed to achieve new levels of commitment to a collective vision where everybody shares and fosters a 'love' of the destination. It is designed to be emotive and reflect the inherent pride in the town to develop new levels of tourism growth. The plan builds upon the unique characteristics of the town, its rich cultural base and unique town configuration. It is a town that provides visitors with an authentic insight into contemporary and traditional Ireland, delivered with pride by locals, our experience artisans.





The plan is structured across four strategic pillars, each reliant on each other for long term success. It is based on international best practice for destination development, addressing how tourism will be organised and managed to working towards sustained growth.

The Ennis story will be told through existing and new experiences while innovative approaches to destination marketing will become the basis for generating visitor demand.

The experience development focus of the plan adopts four principle themes, reflecting the essence and character of the town.

Experience Development Platform



DEVELOPMENT FOCUS 1 - THE LOCALS STORY

Authentic Experiences Project - Experience Artisans.

Increasingly, visitors want to immerse themselves in the local culture and hear the stories told by local people. The development of the Local Story experience will be told through the Ennis Experience Artisans. The artisan's theme will be central to future destination marketing and experience development. They are the local artisans who nurture, care and convey all elements of the Ennis story, delivered through immersive experiences.

The Ennis experience artisans will reflect a core destination experience marketing theme. It will create strong thematic partnerships and new levels of collaboration among the tourism, hospitality and retail industry. The artisan themes will give an identity to the range of locally accessible experiences. They will include Taste Artisans, Music Artisans, Cultural Artisans, Evening Artisans and Merchants of Ennis, reflecting the rich independent retail offering strongly associated with Ennis. Ennis will be the destination where visitors will both meet and become the artisan through immersing themselves in the local experience.



DEVELOPMENT FOCUS 2 - CULTURE TOWN

Authentic Experience Project – Cultural and Creative Sustainability.

From visual and performing arts, traditional music to food, Gaelic games, history, heritage and genealogy, Ennis has a long established association with every aspect of Irish culture. Each represents an area of credible and authentic association with the town. It is the quintessential Irish town where international visitors can experience the full range of Irish cultural experiences.

Each of the town's target visitor segment profiles align with an interest in multiple cultural offerings from easily accessed music to arts and heritage. The town has a national association with culture. It will now must strive to marry its cultural artisanship to deliver a new layer of cultural engagement.

Culture will become a key differentiator that will manifest itself across all experience areas. The cultural focus will call out new manifestations of culture. It will create a new experience and destination focus, becoming a key point of difference in attracting and retaining visitors. Ennis as the Culture Town will develop this cultural proposition to become a national centre for culture and creativity. This approach will prevail across town, place, community, enterprise and environment. A new bio cultural diversity project focus will place culture at the heart of the development approach. It will support each of the following areas required for long term socio economic destination gains.

- Destination stewardship of culture and creativity.
- Community stewardship of sustainable culture.
- Integrating community and tourism through culture.
- Destination communications collaboration through a new cultural experience focus.
- Cultural experiences delivered through our artisan base and stimulating future innovation.
- Economic development focus adopting culture and creativity across future economic planning.
- Development of distinctive quarters across the town to highlight the cultural story of the town.



DEVELOPMENT FOCUS 3 - URBAN ENERGY

Authentic Experience Project – 3E Project – Events, Evening and Entertainment

Ennis is recognised for its social vibrancy and accolade as Ireland's Friendliest Town. It is the first town in Ireland to achieve Purple Flag accreditation. The successful hosting of the All Ireland Fleadh Cheoil reinforces its capacity to deliver epic events. Its compact configuration and the natural level of footfall throughout the town creates its own rhythm and atmosphere.

The creation of a year round destination requires a calendar of events that will be compelling for community and visitors alike. Equally, the ability to retain visitors in the area needs a more varied evening entertainment offering. The creation of a future hallmark festival event for Ennis will be considered and aligned with the cultural positioning of the town. The cultural focus offers a platform for extended application of the cultural theme e.g. specialist niche events in the off peak season that contribute to sustained destination profile.



DEVELOPMENT FOCUS 4 - EXPLORATION BASE

Authentic Experience Project – Square Mile Project

Ennis possesses a quarter of all hotel stock in the county with plans to attract increased bed capacity through the Ennis 2040 Plan. It represents a natural hub and gateway to the county. The ambition for the Ennis 2040 Plan also includes the development of the ten minute town concept with visitors and locals accessing all areas of the town within a ten minute timeframe. The tourism extension of this project is Ennis as the cultural experience base and an exploration hub for the rest of the county. Extending the focus to the county, within 30 minutes of the town, visitors will access vastly different experiences from the Burren GeoPark, Loop Head Peninsula to Lough Derg.

The Square Mile Project is designed to communicate the efficiency of accessing the town experience by foot, bicycle or public transport. It represents a marketing positioning project communicating the uniqueness of the place, streets and laneways punctuated by cultural quarters. It will become a platform for industry collaboration and cross selling.

Ennis will be developed as an accessible visitor destination, uniquely positioned through its compact geography and supporting transport infrastructure. Within this ten minute proposition exists layers of Ennis experiences delivered by the experience artisans in intriguing town quarters and medieval settings. The extension of this model is Ennis as the exploration base for the wider Clare tourism experience. No other urban base can access such a variation of destination experiences within immediate reach. A new exploration base focus will require extended industry collaboration across the county through a Partners in Tourism approach. This is designed to generate new levels of shared experiences, innovation in itinerary development and foster a network of experiences that retains visitors in the county for longer.

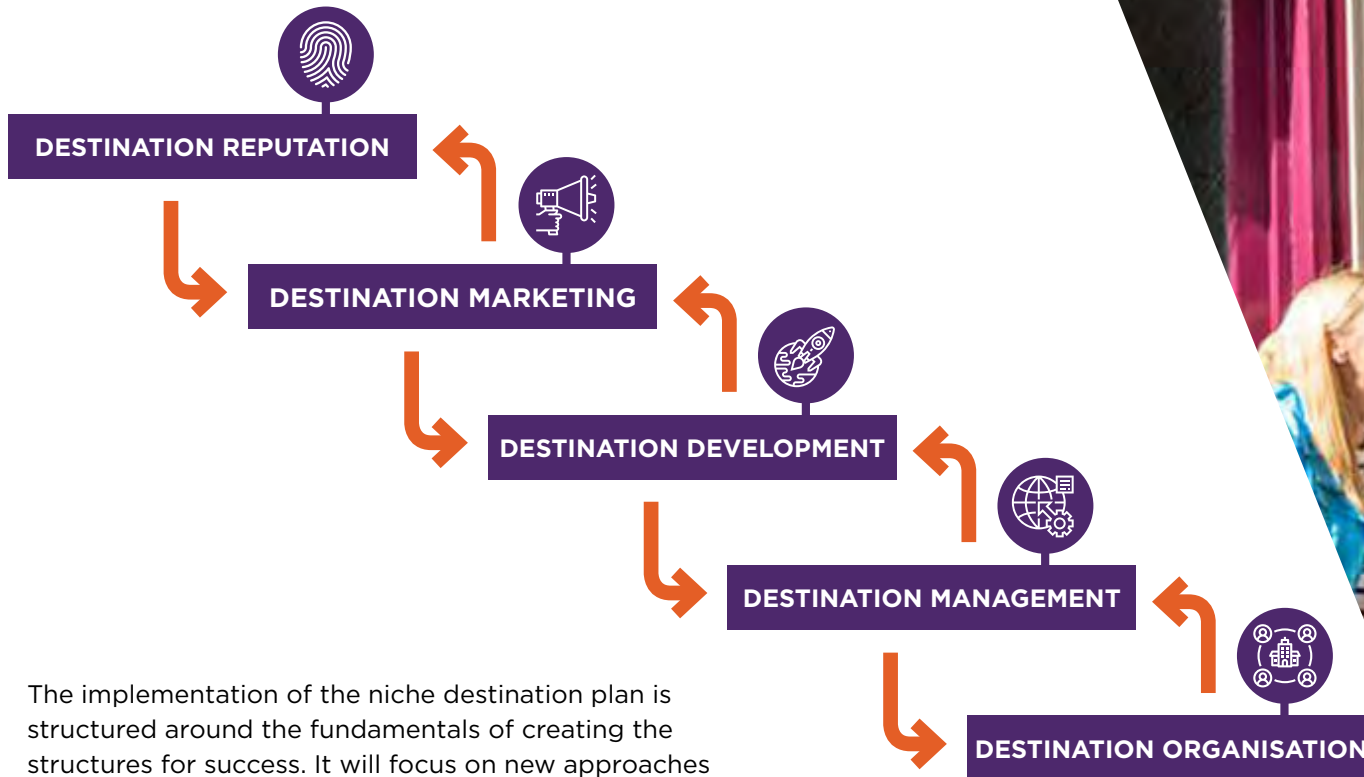
IMPLEMENTING THE FRAMEWORK - CREATE A NICHE DESTINATION

The NDP framework provides the structure for the creation of a stronger and more resilient tourism destination. The projects that have been identified to achieve this new vision for tourism in Ennis are aligned with the framework providing the destination 'workplan' over the course of the next three years.

DEVELOPING A NICHE TOURISM DESTINATION



The ten projects identified to re-engineer the niche destination begin with ensuring sustainable tourism structures are in place. This provides the platform for tourism creativity and innovation building towards a long term commitment to adopting cultural and creative sustainability as a key destination focus. Each of the associated destination projects will contribute to this approach incorporating cultural engagement into all future community, place, event and experience development. It represents a new roadmap for the destination and a new ambition for tourism in Ennis.



The implementation of the niche destination plan is structured around the fundamentals of creating the structures for success. It will focus on new approaches to destination management and tourism development supported by innovation marketing. Each of the subsequent phases of this plan map out the destination development journey towards building a new national and international destination reputation as a compelling place to visit.



Section Three

NICHE DESTINATION ORGANISATION



STRUCTURED FOR TOURISM DEVELOPMENT

A new organisational approach for tourism will establish Ennis as a key tourism destination. It will be delivered through dedicated resources and sustained engagement with all public and private sector stakeholders to embrace future development opportunities.

The success of tourism in Ennis will be contingent on how tourism is organised and capacity to engage with the wider stakeholder network. It will incorporate a new partnership approach with state agencies to create new ways of supporting tourism development in Ennis.

Objectives

- Enhance the capacity of Promote Ennis to become a dedicated Destination Management Organisation.
- Attract and retain the people required to deliver the NDP and grow the socio economic dividend that tourism will generate for the community.
- Commit to a new Tourism Charter for Ennis as the starting point of the new destination development plan.
- Re-engineer the destination development model to use culture and creativity as the focus for destination development.
- Engage with tourism industry and non-tourism industry functional experts (e.g. marketing) to contribute to a new collective approach to tourism development.
- Establish industry working groups committed to long term success under the new tourism charter for Ennis.
- Create a sustainable and well resourced destination management structure focused on maximising the return on investment for Ennis and its stakeholders.
- Develop a Partners in Tourism approach to new industry collaboration within the town and linked to our colleagues cross the county.
- Develop a funding mix that supports the ambition for Ennis to become the National Centre for Cultural and Creative Sustainability.

Key Tactical Projects

- Implement new governance structures for tourism in Ennis.
- Appoint an NDP Delivery Group to oversee the implementation of the plan for Ennis as a niche destination.
- Examine new funding options to include a review of an Ennis BID to support tourism.
- Appointment of a dedicated tourism resource as Head of Tourism Creativity supported by a resource working on commercial, marketing, administrative and events activity.
- Identify national and international funding opportunities focused on Cultural and Creative Sustainability.
- Develop an annual membership model as the basis for Partners in Tourism that realises an annual investment by the private sector into tourism marketing and development.

Key Target Outputs

1. Establishment of the Niche Development Plan Delivery Group
2. Creation of Working Groups
3. Development of the funding model and securing finance to underwrite destination management
4. Appointment of dedicated tourism resources
5. Completion of BID assessment as funding mechanism for tourism promotion and development in Ennis
6. Implementation of new membership model between the public and private sector- Partners in Tourism

DEVELOPING TOURISM STRUCTURES

The approach will require a dedicated destination management organisation (DMO) to assume responsibility for destination management, marketing and experience development through a partnership approach. It incorporates the current Promote Ennis governance but will be reconfigured to create a purpose-built structure assuming greater tourism development responsibility. It will become Visit Ennis as a new identity for the operational structures responsible for tourism development in the town i.e. DMO. The board will be



constituted without any change from the current Promote Ennis structure and will operate under the same terms of reference.

The Visit Ennis DMO will facilitate new levels of dialogue between the public and private sectors. It will be managed by full time dedicated executive resources (Visit Ennis Head of Tourism Creativity supported by a Festivals and Destination administrator) to co-ordinate daily operations and lead the implementation of strategic tourism projects.

The new structures will support each aspect of the NDP framework. It reflects the required approach for tourism development, reflecting the scale of the industry and the opportunity that exists for the town and community. It is designed to inspire a new level of leadership, responsibility and encourage new levels of engagement. It will motivate increased levels of participation and advocacy for the role of tourism in future economic development in Ennis.

The full time Visit Ennis resources will assume responsibility for the implementation of the destination development, management and marketing elements of the NDP.

Strategic guidance and plan implementation will be overseen by a dedicated NDP Delivery Group. The NDP delivery group will remain in plan for the duration of the plan.

This group will operate separately to the board of Promote Ennis, assuming responsibility only for the delivery of the NDP. It will be comprised of the key stakeholders with a direct involvement in tourism and will not limited to nominations from the board of Visit Ennis. The NDP Delivery Group will be chaired by an independent senior appointee with a successful background in enterprise and commercial management. The NDP Delivery Group will be private sector led. The recommended composition of the NDP delivery group is as follows;

- Independent Chairperson
- Chair of Promote Ennis
- Clare County Council - Ennis Municipal District (Director of Services and Senior Executive with responsibility for Ennis)
- Private sector nomination from each of the agreed subgroups

- Visit Ennis, Head of Tourism Creativity
- Non tourism marketing professional / creative expert
- Community Tourism representative

FINANCING TOURISM GROWTH

The investment in new tourism structures will create the full time resources required to develop and promote the destination. It will require guaranteed funding streams and a capacity to self generate funds and attract funds. The financing of the implementation phase of the NDP will also require new levels of Public and Private Partnership.

The challenges that have arisen from the COVID-19 pandemic include increased pressure on funding streams across public agencies and the private sector. A dedicated recovery programme of investment is required to regenerate tourism and realise the economic potential of the sector for Ennis. The strategic focus on culture and creativity will open new partnership opportunities to generate new social and economic dividends for Ennis.

Developing a niche destination will be financed through a mix of the following targeted funding streams. The financial model is based on a whole of destination and cultural sustainability model that will open new funding options. The immediate financial sustainability will focus on the following areas;

- Public Sector contributions
- Private sector membership model - Partners in Tourism

- Sponsorship and commercial programme
- Development of an experience hub operated by the DMO
- Targeting EU project funds focused on a new approach to Cultural and Creative Sustainability.
- Enterprise agency support for specific projects e.g. LEADER
- The feasibility of a dedicated tourism BID programme will be examined to support a new tourism approach for Ennis.
- Festivals and Events resources and support

CONSIDERING A BID

The creation of a BID company will be explored as a sustainable model for destination development. It will be assessed under a feasibility approach. It would become an arrangement enabling local businesses work together to improve the tourism and local commercial trading environment to increase year round footfall in Ennis. It would operate as a wholly-owned, independent, not-for-profit company that is private sector led.

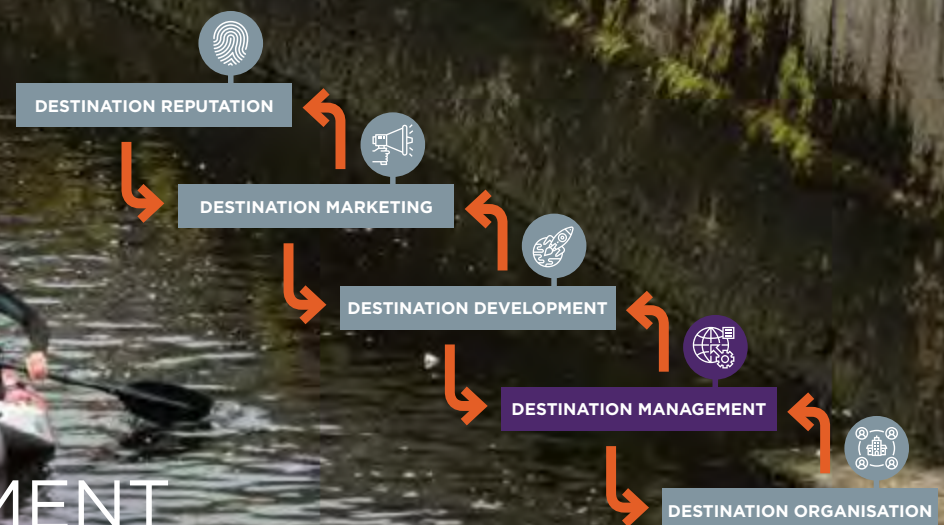
The proposal for a BID company would not replace statutory activities or services carried out by the local authority or other public agencies. The mechanics of the BID would see it operating under agreed baseline service agreements with the Local Authority providing reassurance to business owners that the levy payment is only used for additional projects voted for by the businesses themselves.





Section Four

NICHE DESTINATION MANAGEMENT



The destination management approach for Ennis is focused on achieving new levels of tourism competitiveness. It will maximise the efficiency of the destination in attracting new tourism business using all available resources. The new focus will ensure new levels of tourism capacity and capabilities focused on each stage of the visitor journey. It will adopt this visitor Path to Purchase as the structure for industry development and managing the destination approach to pre-visit visibility of Ennis, in destination systems, development of new experiences and increasing new levels of tourism advocacy among our visitors.

Objectives

- Create new structures for sustained industry collaboration among the key tourism and hospitality industry.
- Develop a new project partnership model with all agencies to include Clare Co. Council, Fáilte Ireland, OPW and Shannon Airport (Partners in Tourism).
- Implement an innovative approach to marketing collaboration inspired by new experience and destination campaigns.
- Develop a new brand approach for Ennis reflecting a tourism destination differentiated by its focus on Cultural and Creative Sustainability.
- Develop our tourism industry capacity through new service standards and skills training working with Fáilte Ireland.
- Achieve destination management recognition through international and national destination awards.
- Implement new destination management approaches to festivals and events working with existing events through a dedicated resource base.
- Manage the implementation of the four core destination projects designed to maximise destination competitiveness through our people, place, culture and geographic advantage.
- Create new levels of awareness for tourism in Ennis through sustained community engagement.
- Develop and manage an integrated destination standard of marketing and brand communications assets applied across all destination marketing activity.

- Launch the Tourism Charter for Ennis as the basis for new levels of tourism collaboration and strategic intent.
- Achieve average net promoters scores in excess of 70% across the tourism industry.

Key Tactical Projects

- Create and launch the Tourism Charter for Ennis signed by all committed stakeholder and supported by our Partners in Tourism model.
- Development of partnership agreements with all agencies who can impact tourism in Ennis through agreed collective actions.
- Develop innovative industry collaboration projects that generate year round visitor engagement e.g. INSPIRE Gastro, Ennis Experience trail, Ennis Unplugged, Ennis Micro Gallery
- Create a new accommodation industry group to develop new approaches to destination packaging and working together.
- Implementation of the Square Mile project reflecting the motivations of the customer journey and the Ennis Path to Purchase.
- Implementation of the 3E project with a new strategic event focus and adherence to the Purple Flag guidelines.
- Build the profile of Ennis through the targeting of international destination awards.
- Work with Fáilte Ireland to deliver bespoke industry training programmes for new experience development and visitor service quality contributing to the visitor promise of transformative hospitality.
- Undertake annual visitor research and destination performance analysis.

Key Target Outputs

- Launch of the Ennis Tourism Charter.
- Create two collaboration programmes in Year 1 and one additional programme in each subsequent year
- Design and launch of a new tourism brand supported by the marketing

assets reflecting and international destination.

- Partners in Tourism agreements in place with Clare Co. Council, Fáilte Ireland, OPW and Shannon Airport in year one.
- Delivery of annual training programmes with Fáilte Ireland for skills development and development of the Ennis Experience Artisans as differentiator for the town.
- Achieve Fáilte Ireland Destination Excellence status by Year Two
- Success in international and national destination awards.
- Annual audit of Ennis visitor journey with immediate focus on online and digital assets
- Implementation of community engagement with tourism through sustained annual communication on tourism impact and development of community tourism advocacy through 'Explore Our Island, Our Ennis' activity.
- Achieve average net promoters scores in excess of 70% across the tourism industry in years one and two rising to 80% by year 3.
- Annual visitor satisfaction tracking and tourism performance assessment.
- Maintain Purple Flag status for Ennis.





Section Five

NICHE DESTINATION DEVELOPMENT



Sustained tourism development in Ennis will be achieved through the integration of the four elements of destination organisation, management, marketing and development. Within the context of the NDP, the destination development activity will concentrate on the supply side i.e. telling the Ennis story through new and enhanced visitor experiences.

Addressing the supply side will be central to attracting new visitors to the town. It will provide the town with a portfolio of experiences that prove motivational for visitors and become core to future destination packaging i.e. weekend or overnight packages linked to local experiences and town activity. Destination development will expose visitors to the energy of the town, meet the artisans and delve deeper into the stories of Ennis. All delivered creatively and aligned with the visitor promise as the destination protecting and sustaining our culture.

The Ennis Experience Artisans will become the key development focus. They will activate the place and its culture. Ennis will develop new visitors experiences while also developing its profile as an exploration base i.e. a gateway to Clare and a hub to explore world class destinations e.g. Wild Atlantic Way.

Objectives

- Increase saleable experience supply levels through the creation of Ennis experience artisans.
- Capitalise on Ennis' Purple Flag status to develop current evening economy capacity for new visitor experiences.
- Develop the profile of Ennis as a tourism exploration base for Clare tourism through new approaches to packaging and innovative itineraries with experiences across the county.
- Develop Ennis as a hub for the Wild Atlantic Way.
- Develop the festivals and events base to position Ennis as a unique year round destination through event innovation
- Create one annual festival of scale for Ennis that offers a platform to attract a wide range of audiences.

- Align future public realm and placemaking activity in Ennis with the Ennis NDP narrative and long term socio economic ambition for Ennis as a cultural and creative base.
- Establish Ennis as an international innovator in new approaches to cultural and creative sustainability blended with visitor experiences.

Key Tactical Focus

- Develop the Ennis Signature Experiences that are seasonally focused to provide visitors with reasons to visit all year round.
- Build the volume and quality of Ennis Artisans across all experience categories through training and development programmes.
- Undertake destination service quality training to contribute to the friendliest town and transformative hospitality visitor promise
- Develop new saleable experiences under the four experience themes for destination experience development.
- Implementation of Destination Momentum projects designed to profile key product areas in Ennis such as food, culture and music.

Key Target Outputs

- Development of 10 Signature Ennis Experiences in Year One
- Develop a minimum of two additional uniquely seasonal experiences per annum e.g. spring, winter Ennis experiences.
- Develop two differentiated experience trails in year one with an additional trail added in year two and three. (e.g. Year one focus on a Ennis Unplugged Trail (Ennis Island Sessions) and Taste Trail, Year Two - Culture Trail linked to new Cultural hub)
- Annual growth of Ennis Experience Artisans participating in Fáilte Ireland training
- Develop two new evening economy experiences per annum.
- Implement the Square Mile project through the creation of innovative itineraries with Clare tourism partners and hosted across all accommodation providers websites.

Experience Development Platform



- Develop five new Ennis and Clare experience collaborations and itinerary's developed by private sector members through Partners in Tourism and the Square Mile project.
- Launch of a major cultural festival by Year Three

A NEW EXPERIENCE DEVELOPMENT FOCUS

The Ennis NDP identifies four strategic development pillars. The implementation of a new experience development focus will be based on four key development projects. These represent the activation phase of the pillars, based on leveraging the inherent strengths of the town through people, place and culture.

Locals Story - Experience Artisans

Development Focus- new experience development and availability of year round experiences delivered by experience artisans.

A platform where locals become the attraction and deliver the Ennis experience and tell the Ennis story, a new approach to localhood tourism. This will initially focus on the experience artisan categories of Music Artisans, Taste Artisans, Cultural Artisans, Ennis Experience Artisans and the Merchants of Ennis.

Culture Town - Cultural Sustainability

Development Focus - creation of the National Centre for Cultural and Creative Sustainability.

An elevated focus on culture through the adoption of culture and creative sustainability as the central development focus for the destination and experience creation. It will be supported by a new destination narrative for Ennis based on sustaining and protecting our cultural heritage and nurturing the creative sector. The Ennis Island project will become the focal point for development ensuring a blending of traditional with contemporary.

Exploration Base - Project Square Mile

Development Focus - Collaboration and marketing development focus to motivate visitors to explore the unique medieval urban island and position Ennis as a major gateway to Clare tourism experiences delivered through the Partners in Tourism.

The Square Mile will highlight the range and diversity of experiences within the ten minute catchment of Ennis accessible by foot and bike. The project will introduce the opportunity to create distinctive 'quarters' within Ennis for visitor orientation and development of creative placemaking for the town.

It will build on the accessibility theme to position itself as a key visitor hub for Clare tourism experiences. Within 30 minutes from Ennis, visitors can access the most diverse range of experiences in Ireland.

Project 3E

Development Focus – the expansion of evening economy options and the enhancement of an event calendar aligned with the NDP vision.

Ennis will share the rhythm and energy of the town through a development approach to events, evening economy and entertainment options. It will build a year round menu of festivals and events working towards the creation of a hallmark cultural event. The evening economy and entertainment project will position Ennis as a vibrant exploration hub.

DESTINATION MOMENTUM PROJECTS

A number of Destination Momentum Projects have been identified to add to the impact of the four experience categories for Ennis. They are designed to create year round activity and develop recurring reasons to 'talk to the visitor marketplace'. They contribute to the development of the destination narrative told through the Ennis Experience Artisans and ensure sustained momentum behind the collective goal of a national centre for cultural and creative sustainability. Each of the momentum projects provide ongoing opportunities for experience development, marketing content creation and marketing collaboration.

Developing Ennis Signature Experiences

Visitor demand will be generated through the creation of new Ennis experiences. A new experience platform will be created reflecting unique and quality experiences. It will stimulate an internal competition to become featured annually and seasonally among the Ten Ennis Signature Experiences.

The Signature Experiences platform will be adjusted for seasonal experiences providing visitors with a different range of options to consider based on



the time of year they visit. The development of the Signature Experiences aligned with the Ennis Artisans will provide unique marketing content and an experience product base for inclusion in accommodation packages and itinerary development.

Indicative signature experiences

- Tap & Tapas – Meet the Brewer
- Explore the Blue Lung of Ennis Island – River and Lake kayak
- Rhythm and Roots – explore your Irish roots in the Genealogy Centre
- Ennis Taste Trails on the food trails
- Ennis Unplugged – Ennis Island Sessions – meet our world removed musicians on our traditional music Camino
- The Ghostly Characters Trail – Lanes and Bow ways night tour
- Learn to Play – Irish music experience
- Artisans Tour – Ennis Whiskey Trail
- Island to Island – explore the Ennis Friary on Ennis Island and visit Scatterry Island and the Island stories of the Estuary
- Irish Cultural bucket list inspired by Ennis Island.- trace your roots, pull your pint, play an Irish musical instrument.
- Third Generation Artisan Design – Bespoke Ennis jewellery maker and designer
- Pint & Stew – Pull your first pint and taste Irish Stew
- Independent Boutiques – meet the independent fashion artisans

Niche Event Development

The events and festivals calendar will be developed to deliver year round reasons to visit Ennis. It will build on the existing event and festivals base while also communicating the extended menu of events that have the capacity to attract niche audiences.

The core events calendar will focus on a number of key festivals and events that contribute to the NDP vision focused on place, people and culture. Over the duration of the NDP a new cultural festival will be examined integrating a range of destination themes to deliver an international event. The niche event development objectives include;

- Undertake a major cultural concept development plan to develop the ‘Ennis Island Cultural and Creative Festival’ incorporating the streets, water and culture of Ennis to become a major international festival.
- Food Fleadh – elevate the annual Food Fleadh to become a fusion of traditional and contemporary blend of food, music and cultural events.
- Fleadh Series – market the connectivity of the ‘Ennis Fleadh Series’ of events that includes the Ennis Fleadh Cheoil, Food Fleadh and Bike Fleadh
- Development of an annual Creatives Summit based on hosting round table independent thinking events focused on key sectors such as tourism, fashion, culinary and next generation young people’s view on future creative trends. (the events will be anchored through the National Centre for Cultural and Creative Sustainability)
- The development of the Sport Tourism potential of Ennis examining the development of the unique team events in off peak season blended with cultural activity.
- The development of niche cultural and creative events focused on special interest segments e.g. hosting of an annual photography weekend, expansion of events contributing to the bio-cultural diversity theme e.g. Book club festival, musical theatre, drama.

Taste Development

Food and drink have become significant visitor attractions in their own right. Ennis will develop this opportunity through the Experience Artisans and the development of projects that project a sense of place through food and drink. A dedicated experience development programme around food will supported by niche food event activity. It will provide regular marketing content and develop a new food positioning for Ennis.

The development of a Gastro Town positioning will focus on strength of the gastro pub food experience in Ennis supported by quality food experiences in local restaurants. This will be supported by the development of ENNIS INSPIRES Food and Drink experiences. The target deliverables will include;

- The launch and positioning of Ennis as Irelands Gastro Town supported by a range of monthly and seasonal food experience initiatives under a marketing theme ENNIS INSPIRE's.
- The development of a monthly chef's table to create the collaborative Ennis dining room and the development of ENNIS INSPIRE's dish of the month by participating Partner in Tourism.
- The development of a collaborative taste trails e.g. cocktail trail - INSPIRE Cocktail Ennis with each participating venue creating their own unique Ennis signature cocktail.
- The development of the INSPIRE Seasonal Weekends with a collaborative marketing focus on once a quarter seasonal dining in Ennis weekend and unique Ennis menus.
- The continued development of the Food Fleadh concept as a major regional food event through the Fáilte Ireland led Taste the Island.

New Approach to Visitor Orientation & Placemaking

The uniqueness of the town and preserved streetscape is a key asset that will be maximised in telling the Ennis story. Innovative approaches to orientation and placemaking are already in progress. The ability to orientate the visitor throughout the town will improve visitor flow supported by new ways of wayfinding. The town possesses a wealth of public art and can build on this to introduce placemaking as a visitor attraction in its own right. Areas for examination will include;

- The development of Visitor Orientation Trails around Ennis offering visitors the opportunity to explore Ennis using marked exploration trails of varying distances e.g. 1km to 5km e.g. Ennis Wellbeing Trail guided by the town's sculptures and natural assets, Riverwalk.



- Address the sense of arrival into Ennis as a major visitor attraction through the enhancement of signage and placemaking at key access junctions and arrival points throughout the town.
- The development of distinctive districts of Ennis to support visitor orientation focusing on NDP themes of such as Cultural and Medieval Quarters.
- The development of a series of experience trails that support the experience artisan approach e.g. music trail, culture trail, taste trail, sculpture trail and heritage trail.
- The development of Culture Inspiration Zones through the provision of Ennis Talent Auditoriums that will provide regular on-street entertainment at defined points throughout the town, supporting increased street culture visibility.
- The development of an International Cultural Walk of Fame linking the town to the cultural hub, marked annually by an International Culture Awards.
- The development of an annual placemaking temporary urban art exhibition competition using sites such as Parnell Street and laneways and bow-ways to animate the Cultural and Medieval districts.
- Examine the enhancement of the existing Sculpture Trail through the integration of mobile technology such as QR codes.
- Examine the potential to develop an innovative AR project to bring alive the mediaeval streets of Ennis through mobile digital platforms to enhance the Mediaeval District experience.

Ennis Music Trail – Ennis Unplugged

- Ennis will continue to develop its association as a traditional Irish music centre with future consideration given to expand to other music genres. It will examine the following in developing music as a central element of the cultural options for visitors.
- Develop a regular Ennis Music Trail that combines entertainment, cultural immersion and learning opportunities meeting international acclaimed musicians.

- Develop a new 'Ennis Island Sessions' theme to link public house music sessions available throughout the year and as a key marketing brand highlighting the scale of evening entertainment.
- Develop Ennis as an international centre for music for young people as a niche tourism opportunity as a learning base and cultural immersion experience.
- Examine the extension of the Fleadh concept as a theme to develop new specialist music weekends in Ennis e.g. Musical Theatre Fleadh.

Cultural Venue Innovation – Ennis Micro Gallery

The creation of an Ennis micro gallery integrates a number of smaller cultural venues with larger sites to create scale in Ennis's ability to host performing and visual arts. It will act as a platform for destination cultural and creative innovation linking a range of smaller venues to create cultural scale. It will introduce culture to non cultural venues to present culture in new and varied ways to our community and visitors e.g. temporary exhibitions in Cafes. The Ennis Museum should become the Ennis Micro Gallery orientation hub to introduce visitors to the extended range of options linked to the new Cultural Hub at Glor. The micro gallery concept will be expanded to cater for small scale events to novel arts and cultural programming. It will focus on the following;

- Develop art in the town as a connected island art gallery using smaller venues to develop an overall gallery town concept of scale and promoting visitor flow among different sites.
- Develop a calendar of performance and visual arts events hosted during peak tourism periods across heritage and cultural venues e.g. regular hosting of music in the Abbey (Island Sounds) for a Summer series e.g. every Friday evening.
- Examine opportunities to extend the open hours of local attractions or pilot test extended hours on certain days with visitor attractions in town to enhance the evening time options for visitors.



Long Term Visitor Development Focus

The following projects represent projects that can contribute to the transformation of tourism in Ennis while enhancing the town as a place to live and work. They represent future community and economic development projects that will be central to long term tourism development. A number of projects are considered 'pipeline' or in development while others have been identified as future opportunities for Ennis. It is recommended that the following are considered within the wider economic development plans for Ennis.

1. Development of the West Clare Greenway with Ennis as trailhead
2. Expanded use of natural assets such as the River Fergus for on water visitor experiences linked to surrounding communities.
3. Development of a dedicated cultural and creativity sustainability hub as a focal point for activity also delivering visitor experiences.
4. Increase the accommodation capacity of Ennis through increasing hotel bed stock volumes in the town.
5. Develop the alternative accommodation base across Ennis considering urban glamping and a new base for recreational vehicles (Camping and Recreational Vehicle Park).

Section Six

THE AMBITION PROJECT - ENNIS ISLAND PROJECT

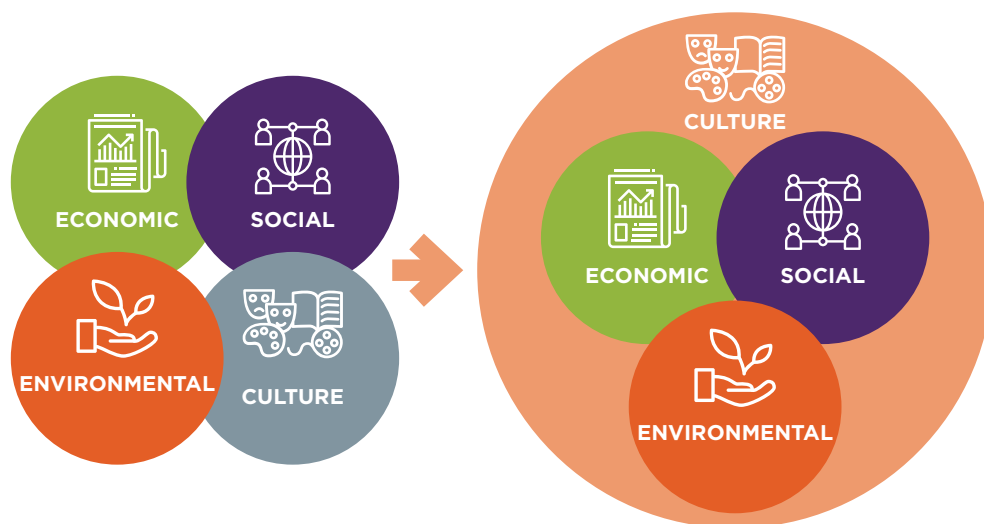
Creating Bio Cultural Diversity - A National Centre for Cultural and Creative Sustainability



ENNIS ISLAND PROJECT - CREATING BIO CULTURAL DIVERSITY

A National Centre for Cultural and Creative Sustainability

Ennis is nationally recognised as a town rich in culture. The NDP is designed to build on the opportunity to make culture more relevant to a diverse range of audiences and how culture is interpreted through new ways of telling our cultural story. As a legacy from the hosting of the national Fleadh Cheoil, it has an opportunity to embrace culture as a key focus for sustainable development. The current cultural asset base and ongoing investment in a new cultural hub provides the town with the enabling projects that immediately increase the levels of cultural and creative capital for the town.



Ennis will become known as the destination where visitors come to “consume” culture developed in new and innovative ways. The town will adopt cultural stewardship as a key component of an overarching county wide approach to sustainability, mirroring the world class status of iconic destinations such as UNESCO Burren GeoPark, Loop Head Peninsula and Lough Derg. In realising this ambition, Ennis will embrace the 2014 UNESCO Florence Declaration of Culture, Creativity and Sustainable Development. It will become the first Irish destination with a dedicated focus on cultural and creative sustainability.

Ennis will establish a national centre for Cultural and Creative Sustainability under a dedicated project called the Ennis Island Project. It will reflect the independent cultural value of Ennis and become a catalyst for cultural engagement for visitors and community alike. The establishment of such a centre will adopt culture as a theme for future tourism and community resilience applied to every facet of Ennis and Clare life.

The ambition is to build on the uniqueness of the Ennis Island heritage and develop a new socio economic and environmental approach with culture and creativity engrained in all activity. It will represent a new paradigm for tourism in Ennis and facilitate a unique presentation of culture. It will embed culture into all future experience development and provide thematic approach across future place making and public realm activity. The integration of culture and creativity will also provide an economic development focal point. Every economic sector has a creative focus and Ennis can strive to develop a niche creatives base positioning aligned with its spatial development planning through Ennis 2040.

This approach highlights the relevance of place integrated through the cultural experience provided through place making, visitor orientation, streets, lanes and bow ways. It offers a multitude of community engagement platforms through education and community groups. Future Ennis town messaging will be aligned to a new cultural sustainability narrative, ensuring culture is relevant to and understood by all our target audiences. It will blend the “artisan” approach to highlight the uniqueness of the merchants’ culture, artisan food and town experiences. It represents a platform for all stakeholders to transform the cultural narrative and the manner in which Ennis presents culture to its visitors. Innovative uses of venues and public facilities can create a series of micro galleries and theatres to deliver accessible culture all year round for our visitors. It will represent a national and international positioning for Ennis and instil a new experience focus and value proposition around the integration of culture to all aspects of town life.

The Ennis Island Project will embrace culture and creativity as central to the tourism development of the town and a new sustainability approach. It can represent an accelerator of significant socio economic activity and guide future economic, social and environmental activity in Ennis.

Developing Ennis Island Project – Creating Bio Cultural Diversity

The following represent a number of target milestones to develop Ennis Island as a long term project to develop Ennis as the national centre for cultural and creative sustainability.

- Formal adoption of the UNESCO Florence Declaration by all stakeholders.
- Development of a National Centre for Cultural and Creative Sustainability.
- Increased programming of cultural activity across all destination communications.
- Development of a major Ennis Island cultural and creative festival as a major annual festival event.
- Maximise community engagement activity through education and community channels.
- Develop a niche business tourism focus promoting Ennis as the national business tourism base for meetings and events around culture and creativity. Develop focused marketing campaigns to position Ennis as a key hub for cultural and creative niche business tourism hosting meetings and specialist events around the cultural theme.
- Integrate the cultural theme into future public realm and place making activity while considering niche place making activity to build cultural place making infrastructure in the town.
- The development of an international positioning for Ennis developing activity such as the annual International Culture and Creative Awards.
- The development of on street informal Ennis Cultural Auditoriums facilitating cultural talent at nominated Talent Corners across Ennis.
- Develop Ennis as an international centre for young musicians and creatives to lead and inspire the next generation of cultural artisans.
- Examine the feasibility of housing a permanent International Cultural and Creative Institute in a town centre location that will become a catalyst for urban regeneration e.g. complimenting future Parnell Street activity.
- Examine the feasibility of the McPharland Building as an International Cultural Experience delivering immersive cultural experiences and potentially housing the National Centre for Cultural and Creative Sustainability.
- Develop Ennis as a cultural learning base through music and cultural learning activities e.g. special interest tourism using music as a key theme.
- Examine the opportunities for cultural CSR engagement with business partners to support the creation of a National Centre for Cultural and Creative Sustainability.





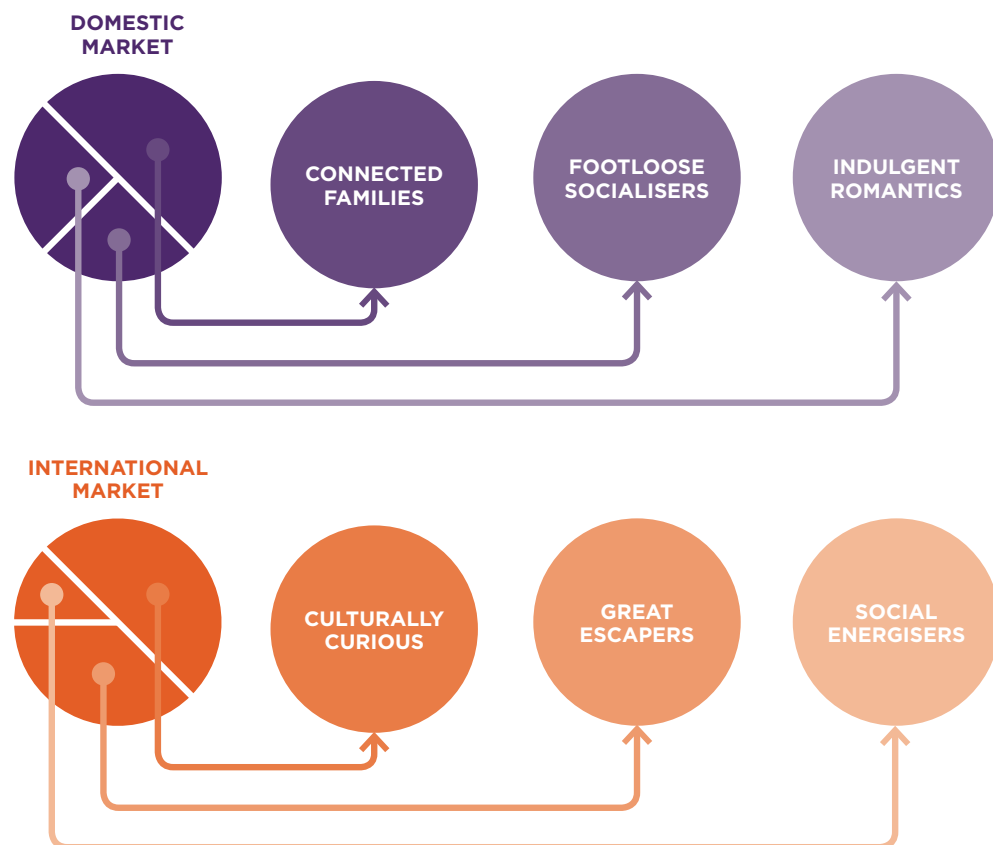
Section Seven

NICHE DESTINATION MARKETING



A MARKETING FRAMEWORK FOR ENNIS

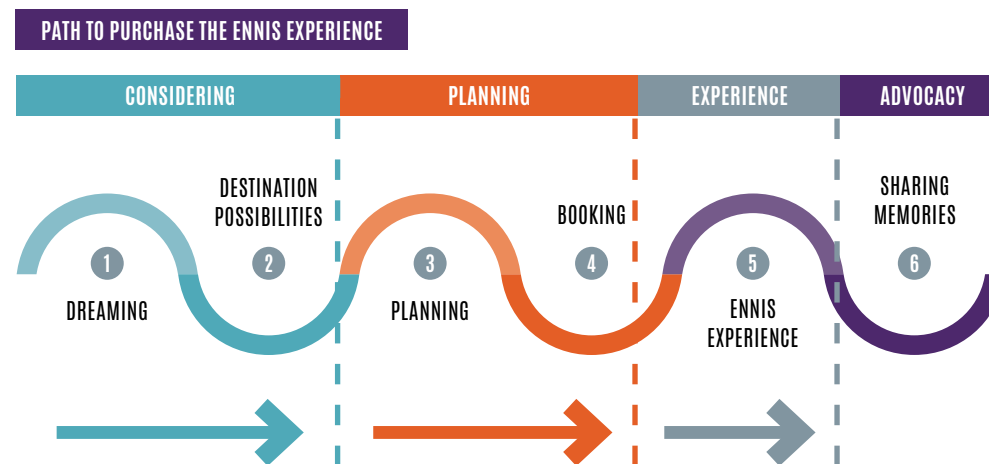
The destination marketing strategy is designed to motivate and inspire domestic and international visitors to choose Ennis. It will be based around the core plan themes of place, people and culture communicating the uniqueness of the town and access to distinctive cultural experiences. The marketing approach will support the destination development projects in bringing each of them to the visitor i.e. Square Mile, Project 3E, Experience Artisans and Culture Town. Our visitor market and segments priorities are aligned with Fáilte Ireland segmentation with greatest emphasis on Great Escapers, Culturally Curious and Families.



It will work with all internal stakeholders (public and private sector) to provide compelling reasons for domestic and international tourists to visit Ennis. It will require innovation and creativity to match the visitor promise of transformative hospitality and a rich cultural hub inspired by local artisans. Future marketing and brand activity will reflect the cultural vibrancy of Ennis with the energy of the town reflected through accessible day and night time activities.

The Ennis Path to Purchase model forms the marketing framework to align all marketing efforts towards tourism regeneration, growth and recovery. The visitor journey reflects the importance of this collective approach. It will raise industry standards, increase brand reach and synchronise marketing and communications activity, creating strong year round destination messaging.

Priority Actions - Developing the Ennis Path to Purchase



Phase 1: Considering Phase

- Development of an effective Ennis destination website and digital assets.
- Development of online activity to reflect Ennis signature experiences and seasonal variations of the signature experiences.
- Collective industry approach to experience packaging and itinerary development.

- Application of artisan experiences as central to marketing messaging and destination differentiation.
- Visitor access to a rich portfolio of cultural and creative events.
- Shared destination brand resources adopted by all stakeholders.
- Destination digital and visual assets aligned to a destination brand.

Phase 2: Planning Phase

- Achieve 100% of all Ennis experiences bookable online or through a destination portal.
- Creation of motivational itineraries adopted by the accommodation providers that reflect the artisan experiences through the Square Mile project (Ennis town and Clare).
- Industry collaboration through the Partners in Tourism project delivering experience innovation to extend visitor dwell time in the town.
- Packaging of experiences made accessible through online communications.
- Implementation of the 3E project to reflect the scale of day, evening and event activity.

Phase 3: Experience Phase

- Quality experiences delivered through the Ennis signature experiences approach.
- Industry training on experience development.
- Consistency in the approach adopted in online marketing of experiences.
- The development of an Ennis experience hub that will support the commercialisation of the Square Mile experiences.
- Customer service training leading to future Fáilte Ireland destination accreditation.

Phase 4: Advocacy

- Experience service quality reflected in TripAdvisor ratings.

- Positive visitor commentary through social media.
- Development of innovative shared experiences developed by experience providers.
- Increase social media engagement adopting the brand narrative to create a density of online profiling activity all year round.

DESTINATION MARKETING IMPACT

Sustained tourism marketing activity requires continuous engagement across our internal, external and collaborative networks. Maximising tourism return on investment is the priority. New levels of marketing effectiveness will be achieved through an extended marketing model. This Six Markets





Framework establishes a new level of communications programming for Ennis utilising the full stakeholder base to influence marketing impact. It will focus on new collaborative approaches, maximising marketing alliances and aligning all destination path to purchase marketing activity.

External Marketing - Attracting domestic and international visitors to Ennis all year round through innovative and efficient Marketing, Communications and PR.

Internal marketing - Ensure stakeholder alignment to create in destination awareness of the evolving tourism product and new ways of working together.

Alliance Marketing - Develop marketing scale through strategic alliances with our Partners in Tourism e.g. Local and county wide industry, Shannon Airport, Clare Co. Council, OPW.

Referral Marketing - Increase the levels of engagement with national tourism agencies e.g. Fáilte Ireland, Tourism Ireland, Shannon Region Conference Bureau.

Influencer Marketing - Ensure sustained communications with tourism influencers e.g. ITOA, Travel Media, online influencers, business tourism specialists.

Interactive Marketing - Deliver transformative hospitality through the quality of our visitor service and welcoming interaction with our visitors.

MARKETING DELIVERY FOCUS

INTERNAL MARKETING **Priority Actions**



Marketing Objectives

1. Develop a new Ennis destination brand adopted by all stakeholders through Partners in Tourism.
2. Undertake sustained external PR and Marketing activity.
3. Deliver sustained marketing programming aligned with the Ennis Experience development themes
4. Develop our approach to Industry Education and Training to enhance our Ennis Experience Artisans.
5. Undertake internal communications to increase the level of awareness among the tourism industry on what tourism experiences are available to visitors.
6. Increase levels of cross promotion, joint packaging and cross selling that generates new visitor experiences.
7. Leverage the Square Mile project as a key focus for Ennis as an accessible destination and exploration base for the Clare tourism experience.
8. Work with the extended Clare tourism base to cross promote and retain visitors in the county.



Stakeholder Promise

A collective approach to marketing creating the reasons for Everybody to Love Ennis communicated by all stakeholders



Key Internal Markets

1. Promote Ennis
2. Ennis Chamber
3. Public Sector and Semi State Partners
4. Tourism and hospitality industry
5. Cultural stakeholders



Core Marketing Focus

1. Brand development and collective industry delivery
2. Ongoing Industry training
3. Sustained communications structures
4. Year round content generation for marketing activity

EXTERNAL MARKETING

Priority Actions



Marketing Objectives

- Implement a sustained destination brand programme for Ennis focused initially on domestic visitors and international visitors during the recovery phase.
- Launch experience led marketing campaigns through the our four Ennis experience categories
- Increase destination return on investment marketing focused on generate increased levels of bednights, extended seasonality and increase visitor spend
- Ensure a coherent marketing approach among Ennis tourism industry communicating Ennis as the destination and exploration base.
- Achieve marketing impact through sustained collaboration.
- Create destination excitement through the marketing of Ennis Signature Experiences and year round calendar of events.



Stakeholder Promise

Everybody Loves Ennis because of our transformative hospitality delivered by our experience artisans, our approach to Cultural experiences and the uniqueness of our medieval town.



DOMESTIC VISITORS

Key Segments – Connected Families, Culturally Curious, Great Escapers, Footloose Socialisers, Indulgent Romantics

Key Source Markets – Dublin, Rest of Ireland, Northern Ireland

INTERNATIONAL VISITORS

Key Segments – Culturally Curious, Great Escapers

Key Source Markets – Great Britain, North America, Germany, France



Key Markets & Segments

EXTERNAL MARKETING

Priority Actions



Core Marketing Focus

- Brand development and collective industry delivery
- Ongoing Industry training
- Sustained communications structures
- Year round content generation for marketing activity
- Industry collaboration for experience development and packaging.

INFLUENCER MARKETING

Priority Actions



Marketing Objectives

- Recognition for Promote Ennis Tourism as an innovative destination management organisation working with key industry influencers.
- Communicate the uniqueness of our merchant town delivering cultural experiences delivered by our experience artisans
- Create awareness of cultural and creative sustainability as a new focus for Ennis experience development.



Stakeholder Promise

Uniqueness of place and Ennis artisans delivering vibrant cultural experiences



Key Influencer Markets

1. Incoming Tour Operator Association
2. Overseas Operators
3. Transport & Tour Companies
4. Special Interest Organisations
5. Event & Conference Organisers
6. Journalists
7. Bloggers



Core Marketing Focus

1. Communication of new experiences delivered by our experience artisans.
2. Regular communications of destination development success across each development project e.g. 3E, Square Mile, Culture Town and Experience Artisans.
3. Creation of innovative Product / Sales propositions for incoming operators
4. Creation of regular content for media and online media platforms

REFERRAL MARKETING

Priority Actions



Marketing Objectives

Develop Ennis as an access hub to the Wild Atlantic Way and Ireland's Hidden Heartlands



Stakeholder Promise

A visitor hub only thirty minutes to the greatest diversity of Clare tourism experiences



Key Markets & Segments

1. Fáilte Ireland
2. Tourism Ireland - National and Overseas Offices



Core Marketing Focus

- Provision / Access to Ennis digital assets and brand collateral for use in international and domestic marketing.
- Provision of regular content and PR related content that will be used to target media sources in partnership with national agencies.
- Explore annual opportunities to work with the national tourism agencies to host familiarisation trips for trade and media.
- Convey the uniqueness of Ennis as the 10-minute accessible town and 30-minute exploration base through innovative marketing of place and base.

INTERACTIVE MARKETING

Priority Actions



Marketing Objectives

Ireland's Friendliest Town delivering visitor experiences through our well trained experience artisans



Stakeholder Promise

The quality of visitor experiences consistently exceeds visitor expectations of Ireland's Friendliest Town.



Key Markets

1. Direct service providers - Tourism industry
2. Indirect service suppliers e.g. retail
3. Representative groups - Vintners, Irish Hotel Federation, Retail group, Ennis Chamber



Core Marketing Focus

- Development of a new focus on visitor service standards and application of Fáilte Ireland service quality training.
- Community wide programme generating awareness of the role of all direct and indirect tourism service providers of their role in developing the welcome message across the Ennis.
- Maximise the role of the Purple Flag in providing a welcoming visitor destination.
- Measure visitor attitudes aligned with the destination narrative around destination friendliness and hospitality.

ALLIANCE MARKETING

Priority Actions



Marketing Objectives

Sustained communications with the extended stakeholder group ensuring a collective approach to destination development.



Stakeholder Promise

A coherent approach among partners through a new tourism charter for Ennis supporting agreed long term development objectives



Key Alliance Markets

- | | |
|-------------------------------|-----------------------------------|
| 1. Tourism Industry | 6. Government Departments |
| 2. Local Authorities | 7. Arts & Culture Bodies |
| 3. Semi State Agencies | 8. Heritage Bodies |
| 4. Enterprise Agencies | 9. Industry Representative Bodies |
| 5. Local Development Agencies | 10. Rural development agencies |

- Communicate a new ambition for tourism in Ennis in becoming a key economic sector for the town through regular industry public relations.
- Align all stakeholders to the international opportunity through the development of Ennis as a national centre for Cultural and Creative Sustainability.
- Creation of a regular communications system to regularly engage with the wider stakeholder base around tourism performance.
- Host of bi-annual destination development meetings to examine collective approaches to tourism development with the NDP Delivery Group.
- Examine areas of joint programming that will deliver key elements of the strategic plan e.g. experience development training, tourism enterprise supports, cultural programming.
- Ensure alignment of agency funding programmes that will create investment opportunities for niche destination development
- Contribute to the economic development narrative of Ennis as a great place to live, work, visit and invest. (adoption of the Barcelona Declaration 2018 , "Better places to live, better places to visit"



Marketing Programme Focus



Appendix One

NICHE DESTINATION ACTION PLAN

TIMING

Short-term Year 0-1
 Medium-term Years 2
 Long-term Years 3

Acronym	Stakeholder
CCC	Clare County Council
DCHG	Department of Culture, Heritage and the Gaeltacht
ECC	Ennis Chamber
FI	Fáilte Ireland
IHF	Irish Hotels Federation
OPW	Office of Public Works
SA	Shannon Airport
PS	Private Sector
VE	Visit Ennis DMO
EA	Enterprise Agencies
VF	Vintners Federation

Strategic Pillar 1 - Tourism Organisation		Timeframe	Lead	Partners
Destination Organisation				
1.1	Implement new governance structures for tourism in Ennis through enhancing the capacity of Promote Ennis to become a dedicated Destination Management Organisation.	ST	CCC, ECC	VE, ECC, PS
1.2	Appoint an NDP Delivery Group to oversee the implementation of the plan for Ennis as a niche destination led by an independent Chairperson.	ST	ECC	CCC, VE, PS
1.3	Establish the key working groups required to support the NDP Delivery Group.	ST	ECC	CCC, VE, PS
1.4	Develop a funding mix that supports the ambition for Ennis to develop itself as a national tourism destination and Centre for Cultural and Creative Sustainability through a new tourism focus.	ST	VE	CCC
1.5	Examine new tourism funding options to include a review of an Ennis BID to support tourism.	ST	CCC	ECC, VE, PS
1.6	Appoint a dedicated tourism resource as Head of Tourism Creativity supported by a resource working on commercial, marketing, administrative and events activity.	ST	CCC	VE
1.7	Identify national and international funding opportunities focused on Cultural and Creative Sustainability.	ST	VE	CCC
1.8	Develop a new Partners in Tourism approach for funding and new industry collaboration and engagement with Public and Private sector within the town and linked to our tourism colleagues cross the county.	ST	CCC	VE, ECC, PS
1.9	Undertake consultation process for the introduction of an annual membership model as the basis for Partners in Tourism that realises an annual investment by the private sector into tourism marketing and development.	ST	CCC	VE, ECC, PS

Strategic Pillar 2 - Destination Management		Timeframe	Lead	Partners
2.1	Create and launch the Tourism Charter for Ennis signed by all committed stakeholder and supported by the Partners in Tourism model.	ST	VE	CCC, ECC, PS
2.2	Create a new brand approach for tourism in Ennis reflecting a tourism destination differentiated by its focus on Cultural and Creative Sustainability. Create new brand supporting by a full suite of marketing and communications assets.	ST	VE	CCC, ECC, PS
2.3	Develop partnership agreements with all agencies who can impact tourism in Ennis through agreed collective actions. Develop a new project partnership model with all agencies to include Clare Co. Council, Fáilte Ireland, LEADER, OPW and Shannon Airport (Partners in Tourism).	ST	VE	CCC, FI, OPW, SA

Strategic Pillar 2 - Destination Management		Timeframe	Lead	Partners
2.4	Develop innovative industry collaboration projects that generate year round visitor engagement e.g. INSPIRE Gastro, Ennis Experience trail, Ennis Unplugged, Ennis Micro Gallery.	ST	VE	PS, ECC, FI
2.5	Create two collaborative programs in year 1 and one in each subsequent year e.g. hotels collaborating with Clare visitor experiences for packaging, e.g. 'Island's collaboration between Ennis Abbey, Scattery Island and Islands of the Estuary.	ST	VE	PS, ECC, OPW, FI
2.6	Create a new accommodation industry group to develop new approaches to destination packaging and working together and with the extended Clare tourism base.	ST	VE	PS
2.7	Implement the Square Mile project reflecting the motivations of the customer journey and the Ennis Path to Purchase and positioning of Ennis as a gateway to the Clare tourism experience.	MT	VE / CCC	ECC, PS
2.8	Implement the 3E project with a new strategic event focus and adherence to the Purple Flag guidelines. Implement a new destination management approach to festivals and events working with existing events through a dedicated resource base.	MT	VE	VE, ECC, CCC
2.9	Build the profile of Ennis through the targeting of international destination awards. Target a minimum of two awards per annum with emphasis on Cultural and Creative Sustainability.	ST-MT	VE	CCC
2.10	Work with Fáilte Ireland to deliver bespoke industry training programmes for new experience development and developing the Ennis Experience Artisans.	ST-MT	VE	ECC, FI, PS
2.11	Work with Fáilte Ireland to achieve the Destination Excellence award for Ennis.	ST-MT	VE	ECC, FI, PS
2.12	Undertake annual visitor research and destination performance analysis.	ST-LT	VE	ECC, CCC
2.13	Work with all Enterprise Agencies to identify training and investment programmes for the development of tourism in Ennis	ST-LT	VE	LEO, LEADER, CCC
2.14	Adopt the Barcelona Declaration to develop Ennis as a great place to Live, Work and Visit incorporating tourism as a central theme in achieving the socio-economic and cultural goals of the declaration.	ST	VE	CCC

Strategic Pillar 3 - Niche Destination Development		Timeframe	Lead	Partners
Ennis Signature Experiences				
3.1	Develop the Ennis Signature Experiences that are seasonally focused to provide visitors with reasons to visit all year round, developing 10 Signature Ennis Experiences in Year 1.	ST	VE	ECC, PS

Strategic Pillar 3 – Niche Destination Development		Timeframe	Lead	Partners
3.2	Build the volume and quality of Ennis Artisans across all experience categories through training and development programmes.	ST-LT	VE	ECC, PS
3.3	Undertake destination service quality training with Fáilte Ireland to contribute to the friendliest town and transformative hospitality visitor promise.	ST-MT	VE	FI, VF, IHF
3.4	Develop new saleable experiences under the four experience themes for destination experience development	ST-MT	VE	ECC, PS
3.5	Implement the Destination Momentum projects designed to profile key product areas in Ennis such as food, culture and music.	ST-MT	VE	CCC, ECC, PS
Niche Events Development				
4.1	Undertake a major cultural Festival development plan to develop the 'Ennis Island Festival' focused on a blend of Culture and Creativity incorporating the streets, water and culture of Ennis to become a major international festival.	ST-LT	VE	CCC, FI, PS, ECC
4.2	Develop the annual Food Fleadh to become a fusion of traditional and contemporary blend of food, music and cultural events to become a regional event.	ST	VE	CCC, ECC
4.3	Market the connectivity of the 'Ennis Fleadh Series' of events that includes the Ennis Fleadh Cheoil, Food Fleadh and Bike Fleadh.	ST	VE	CCC, ECC, PS
4.4	Develop an annual Creatives Summit hosted off season focused on hosting round table independent thinking events.	MT	VE	CCC, FI
4.5	Develop the Sport Tourism potential of Ennis examining the development of unique team events in off peak season blended with cultural activity. e.g hosting of Ladies football tournament weekend.	MT	VE	
4.6	Develop niche cultural and creative events focused on special interest building on the success of events such as the Ennis Book Club Festivals. E.g. extended to niche events such as Photography, Politics etc.	ST	VE	PS, ECC
Taste Development				
5.1	Develop proposals for the launch and positioning of Ennis as Irelands Gastro Town supported by a range of monthly and seasonal food experience initiatives under a marketing and collaboration theme of ENNIS INSPIRE's.	ST-MT	VE	PS
5.2	Development of the the monthly Chef's Table to create the collaborative Ennis dining room and the development of ENNIS INSPIRE's dish of the month by participating Partners in Tourism	ST-MT	VE	PS
5.3	Develop a collaborative taste trails e.g. cocktail trail - INSPIRE Cocktail Ennis with each participating venue creating their own unique Ennis signature cocktail.	ST-MT	VE	PS, VF

Strategic Pillar 3 – Niche Destination Development		Timeframe	Lead	Partners
5.4	The development of the INSPIRE Seasonal Weekends with a collaborative marketing focus on once a quarter seasonal dining in Ennis weekend and unique Ennis menus.	ST-MT	VE	PS, IHF
5.5	The continued development of the Food Fleadh concept as a major regional food event through the Fáilte Ireland led Taste the Island	ST-MT	VE	FI, CCC
Orientation and Placemaking				
6.1	Develop Visitor Orientation Trails around Ennis offering visitors the opportunity to explore Ennis using marked exploration trails of varying themes and distances.	MT-LT	CCC	VE
6.2	Address the sense of arrival into Ennis as a major visitor attraction through the enhancement of signage and placemaking at key access junction and arrival points throughout the town.	MT	CCC	
6.3	Develop a series of experience trails that support the experience artisan approach e.g. music trail, culture trail, taste trail, sculpture trail and heritage trail.	MT	CCC	VE
6.4	Examine the development of distinctive districts of Ennis to support visitor orientation focusing on NDP themes such as Cultural and Medieval Quarters.	MT	VE	CCC, ECC
6.5	Review the creation of Cultural Inspiration Zones for our visitors through the provision of agreed Ennis Talent Auditoriums areas across the town to provide regular on-street entertainment e.g. traditional Irish music.	MT	CCC	VE, ECC
6.6	Examine the potential to develop annual placemaking temporary urban art exhibition competition using sites such as Parnell Street and laneways and bow-ways to animate the Cultural and Mediaeval districts of Ennis.	MT	VE	CCC
6.7	Examine the development of an international cultural 'walk of fame' linking the town to the new Cultural Hub celebrated annually with an annual awards and inductee event.	MT	VE	CCC
6.8	Examine the enhancement of the existing Sculpture Trail through the integration of mobile technology such as QR codes	MT	VE	CCC
6.9	Examine the potential to develop an innovative AR project to bring alive the mediaeval streets of Ennis through mobile digital platforms to enhance the Mediaeval District experience.	MT	VE	CCC
Ennis Music Trail – Ennis Unplugged				
7.1	Develop a regular Ennis Music Trail that combines entertainment, cultural immersion and learning opportunities meeting international acclaimed musicians.	ST	VE	PS
7.2	Develop a new 'Ennis Island Sessions' theme to link public house music sessions available throughout the year and as a key marketing brand highlighting the scale of evening entertainment.	ST	VE	PS

Strategic Pillar 3 – Niche Destination Development		Timeframe	Lead	Partners
7.3	Examine the extension of the Fleadh concept as a theme to develop new specialist music weekends in Ennis e.g. Musical Theatre Fleadh.	ST	VE	PS
7.4	Expand the association as a traditional Irish music to introduce activity incorporating other music varieties in developing music as a central element of the cultural options for visitors.	ST	VE	PS
7.5	Develop Ennis as an international centre for young musicians and creatives to lead and inspire the next generation of cultural artisans working with existing specialist interest tour operators.	ST	VE	PS
Ennis Micro Gallery				
8.1	Develop art in the town as a connected Ennis Island art and cultural gallery using smaller venues to develop an overall gallery town concept of scale and promoting visitor flow among different sites.	ST	VE	
8.2	Develop and update a calendar of performance and visual arts events hosted during peak tourism across heritage and cultural venues e.g. regular hosting of music In the Abbey (Island Sounds) for a Summer series e.g. every Friday evening	MT	VE	CCC, OPW
8.3	Examine opportunities to extend the open hours of local attractions or pilot test extended hours on certain days with visitor attractions in town to enhance the evening time options for visitors. E.g. Abbey and Museum	ST	VE	CCC, OPW
National Centre for Cultural and Creative Sustainability - Ennis Island Project				
9.1	Formal adoption of the UNESCO Florence Declaration by all stakeholders.	ST	VE	CCC
9.2	Undertake a review of the elements and partnerships required to develop a National Centre for Cultural and Creative Sustainability.	ST	VE	CCC
9.3	Develop a major annual Ennis Island cultural and creative festival integrating a range of experiences built on international best practice.	MT	VE	CCC
9.4	Develop a niche business tourism focus promoting Ennis as the national business tourism base for meetings and events around culture and creativity. Create focused marketing campaigns to position Ennis as a key hub for cultural and creative niche business tourism hosting meetings and specialist events around the cultural theme.	ST-LT	VE	PS
9.5	Increase the level of content and programming of cultural activity across all destination communications	ST-LT	VE	
9.6	Maximise community engagement activity through education and community channels	ST-LT	VE	CCC

Strategic Pillar 3 – Niche Destination Development		Timeframe	Lead	Partners
9.7	Integrate the cultural theme into future public realm and place making activity while considering niche place making activity to build cultural place making infrastructure in the town.	MT-LT	CCC	
9.8	Develop the international positioning of Ennis as culture and creative sustainability centre developing activity such as the annual International Culture and Creative Awards.	MT	CCC	VE
9.9	Develop Ennis as an international centre for young musicians and creatives through learning, events and sustained programming that attracts young people to Ennis.	ST-LT	VE	PS, CCC
9.10	Examine the feasibility of housing a permanent Cultural and Creative Sustainable Institute in a town centre location to become a catalyst for urban regeneration e.g. complimenting future Parnell Street activity.	MT	CCC	EA
9.11	Examine the feasibility of the McPharland Building as an International Cultural Experience delivering immersive cultural experiences and potentially housing the National Centre for Cultural and Creative Sustainability.	MT	CCC	EA
9.12	Examine the opportunities for cultural CSR engagement with business partners to support the creation of a National Centre for Cultural and Creative Sustainability.	ST	VE	PS
9.13	Develop on street informal Ennis Cultural Auditoriums facilitating cultural talent at nominated Talent Corners across Ennis.	MT-LT	CCC	VE
Ennis Green and Blue Lung Activation				
10.1	Develop and support the creation of new visitor experiences that enable visitors to access public amenities and water based resources such as the River Fergus and Ballyalla Lakes.	MT	VE	FI
10.2	Explore the extension of the Ennis visitor orientation approach to incorporate proposals such as the River Fergus walk linking the town to Clarecastle and amenities such as Ballyalla Lake.	LT	CCC	
Ennis Experience Concierge / Hub				
11.1	Develop a new visitor experience hub in a central location to commercialise and sell Ennis and Clare visitor experiences.	MT	VE	ECC
Local Hood Stories – Meet the Local Story Tellers				
12.1	Examine the feasibility of developing a Men’s Shed Experience telling the local story to visitors through a new pilot around Meet the Locals.	MT	VE	FI


Strategic Pillar 3 – Niche Destination Development		Timeframe	Lead	Partners
Ennis as a National Genealogy Centre				
13.1	Develop the profile of Ennis as a National Genealogy Centre to attract special interest visitors and to use Ennis as a gateway to exploring their Clare and national routes.	MT	CCC	VE
Urban Wellbeing				
14.1	Devise new urban culture and wellbeing packages that distinguish the Ennis wellness approach e.g specialist urban wellbeing weekends in association with accommodation providers.	MT	PS IHF	VE
Long Term Visitor Focus				
15.1	Develop the West Clare Greenway using Ennis as a trailhead supported by a vibrant visitor economy.	LT	CCC	
15.2	Examine options for the expanded use of natural assets such as the River Fergus for on water visitor experiences linked to surrounding communities.	LT	PS/CCC	IFI
15.3	Development of a dedicated cultural and creativity sustainability hub as a focal point for activity also delivering visitor experiences.	LT	CCC/PS	VE
15.4	Increase the accommodation capacity of Ennis through increasing hotel bed stock volumes in the town.	LT	PS	CCC, VE
15.5	Develop the alternative accommodation base across Ennis considering urban glamping and a new base for recreational vehicles (Camping and Recreational Vehicle Park).	LT	PS	CCC
15.6	Examine opportunities to integrate the cultural theme into future public realm design and place making activity, including informal on-street Ennis Cultural Auditoriums.	ST	CCC	VE
15.7	Undertake a feasibility study on erecting temporary street canopies for Ennis to accommodate new on street cultural activity incorporated into all festivals and events in Ennis e.g. extension of Food Fleadh activity, Christmas activity etc.	ST	CCC	ECC/PS

Strategic Pillar 4 - Destination Marketing	
Internal Marketing	Priority Actions
Marketing Objectives	<ol style="list-style-type: none"> 1. Development and adoption of a new Ennis destination brand by all stakeholders through Partners in Tourism. 2. Industry activity development to contribute to sustained external PR and Marketing activity. 3. Sustained marketing programming aligned with the Ennis Experience development themes 4. Industry Education and Training Platforms to enhance our Ennis Experience Artisans. 5. Increase increased levels of awareness among the tourism industry on what tourism experiences are available to visitors. 6. Increase levels of cross promotion, joint packaging and cross selling that generates new visitor experiences. 7. Leverage the Square Mile project as a key focus for Ennis as an accessible destination and exploration base for the Clare tourism experience. 8. Work with the extended Clare tourism base to cross promote and retain visitors in the county.
Stakeholder Promise	A collective approach to marketing to create the reasons for Everybody to Love Ennis communicated by all stakeholders.
Key Internal Markets	<ol style="list-style-type: none"> 1. Promote Ennis 2. Ennis Chamber 3. Public Sector and Semi State Partners 4. Tourism and hospitality industry 5. Cultural stakeholders
Core Marketing Focus	<ol style="list-style-type: none"> 1. Brand development and collective industry delivery 2. Ongoing Industry training 3. Sustained communications structures 4. Year round content generation for marketing activity
Marketing Programme Development	<p>Destination Brand Development</p> <ul style="list-style-type: none"> • Creation of new Destination Visual Identity • Development of brand visual asset bank and digital assets for industry use • Online brand development and marketing in alignment with new destination brand identity and marketing strategy. • Communicate the core elements of the Visit Ennis tourism narrative for brand consistency in marketing across all members of Promote Ennis / Partners in Tourism.

Strategic Pillar 4 - Destination Marketing	
Internal Marketing	Priority Actions
	<p>Online / Digital Marketing / Social Media</p> <ul style="list-style-type: none"> • Refresh of the visitennis.ie website to new strategic marketing focus and new approach to website management • Development of monthly social media activity plan based on key calendar and event milestones. • Social Media content management and pooling of Ennis tourism industry online activity to create scale. • Marketing investment in website and social media platforms focused on experience themed marketing programmes focused on bednight generation for Ennis. • Incorporation of Visit Ennis branding across all member's media platforms. <p>Industry Education</p> <ul style="list-style-type: none"> • Host an annual tourism industry and community 'Your Island Our Ennis' annual open day integrating all tourism, cultural and hospitality assets. • Develop a monthly campaign with recommendations of Ennis experiences generated by the network of Artisans - The Artisans Choice based on seasonal recommendations. • Annual launch of Ennis signature experiences and competition to become part of the annual Ennis Signature Experiences. <p>Product Development Marketing</p> <ul style="list-style-type: none"> • Programme specific development - e.g. Targeting the Business Tourism sector through a niche focus on culture and creativity segments. • Development of marketing 'bias' campaigns e.g. targeting special interest culture groups, female groups, music group, sport and leisure tourism groups. • Development of product focus around emerging cultural opportunities such as the international centre for young musicians. • Marketing campaign development supporting each of the four experience development themes. • Development of the Square Mile marketing focus on 10 minute Town and 30 minute exploration base. <p>Tourism Impact and Advocacy</p> <ul style="list-style-type: none"> • Development of destination tourism sentiment and industry barometer to measure annual performance. • Regular communications of impact of tourism in Ennis across community to heighten profile of socio economic significance of tourism in the town.

Strategic Pillar 4 – Destination Marketing		2021				2022				2023			
Internal Marketing		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Destination Brand Development***													
14.1	Create a new Destination Brand Visual Identity and destination assets.		✓	✓	✓								
14.2	Development of brand visual asset bank and digital assets for industry use.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14.3	Online brand development and marketing in alignment with new destination brand identity and marketing strategy, developing a consistent online brand and content strategy across all social media and online channels.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14.4	Communicate the core elements of the Visit Ennis tourism narrative for brand consistency in marketing across all members of Visit Ennis Tourism.	✓	✓			✓	✓			✓	✓	✓	✓
Online / Digital Marketing / Social Media***													
14.5	Refresh the visitennis.com website to new strategic marketing focus and new approach to website management.	✓	✓	✓	✓								
14.6	Development of monthly organically generated social media activity plan based on key calendar and event milestones.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14.7	Social Media content management and pooling of Ennis tourism industry online activity to create scale.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14.8	Investment in website and social media platforms focused on experience themed marketing programmes focused on bednight generation for Ennis.	✓	✓			✓				✓			
14.9	Incorporation of new Visit Ennis branding across all member's online platforms.		✓				✓				✓		
Industry Education (Experience development) ***													
14.10	Host and annual tourism industry and community 'Your Island - Our Ennis' industry annual open day integrating all tourism, cultural and hospitality assets.	✓	✓			✓	✓			✓	✓		
14.11	Develop a monthly on-line campaign with recommendations of Ennis experiences generated by the network of Artisans - The Artisans Choice based on seasonal recommendations.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14.12	Annual launch of Ennis signature experiences and competition to become part of the annual Ennis Signature Experiences.	✓				✓				✓			

Strategic Pillar 4 – Destination Marketing		2021				2022				2023			
Internal Marketing		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Product Development Marketing													
14.13	Programme specific development – e.g. Targeting the Business Tourism sector through a niche focus on culture and creativity segments		✓				✓				✓		
14.14	Development of marketing ‘bias’ campaigns every quarter to focus social media and online content around one theme e.g. targeting special interest culture groups, female groups, music groups and sport and leisure groups.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14.15	Development of product and marketing focus around emerging cultural opportunities such as the international centre for young musicians.	✓	✓			✓	✓			✓	✓		
14.16	Marketing campaign development supporting each of the four experience themes.	✓	✓										
14.17	Develop the Square Mile marketing plan on 10 minute Town and 30 minute exploration base.	✓	✓										
Tourism Impact Advocacy													
14.18	Development of destination tourism sentiment and industry barometer to measure annual performance.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
14.19	Regular communications of impact of tourism across community to heighten profile of socio-economic significance of tourism in the town.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Strategic Pillar 4 - Destination Marketing	
External Marketing	Priority Actions
Marketing Objectives	<ul style="list-style-type: none"> • Implementation of a sustained destination brand programme for Ennis • Adopt Experience led marketing through the four Ennis experience categories a • Increased destination return on investment marketing focus to generate increased levels of bednights, extend seasonality and visitor spend • Coherent marketing approach among Ennis tourism industry communicating Ennis as the destination and exploration base. • Achieve marketing impact through sustained collaboration. • Create destination excitement through the marketing of Ennis Signature Experiences and year round calendar of events.
Stakeholder Promise	Everybody Loves Ennis because of our transformative hospitality, approach to Cultural experiences and uniqueness of our medieval town located on an urban island.
Key Markets & Segments	 <p>Domestic Visitors</p> <p>Key Segments - Connected Families, Culturally Curious, Great Escapers, Footloose Socialisers, Indulgent Romantics</p> <p>Key Source Markets - Dublin, Rest of Ireland, Northern Ireland</p>

Strategic Pillar 4 - Destination Marketing	
External Marketing	Priority Actions
	<p>International Visitors Key Segments - Culturally Curious, Great Escapers</p> <p>Key Source Markets - Great Britain, North America, Germany, France</p>
Core Marketing Focus	<ul style="list-style-type: none"> • Brand Development • Experience led marketing • Digital Marketing Assets • Consumer PR • Industry collaboration for experience development and packaging.
Marketing Programme Development	<p>Destination Marketing</p> <ul style="list-style-type: none"> • Rebrand and alignment of all materials to new brand reflecting new experience led focus. • Implementation of online and consumer PR campaigns <p>ROI Based Promotional Activity</p> <ul style="list-style-type: none"> • Sales & Marketing focus to ensure conversion of activity to sales through increased joint promotion with industry • Familiarisation Trips development based on experience categories and commitment to the experience led approach • Trade & Consumer Show participation based on agreed sales / destination outputs. <p>Re-Launch and Resilience Phase campaigns</p> <p>Develop networked marketing campaigns for the destination under a number of themes to be adopted by all stakeholders encouraging visits to Ennis, leveraging off the uniqueness of the place and the people. Campaign themes will include:</p> <ul style="list-style-type: none"> • Be Our Guest - Visit Ennis Island Our Invite to You. • Ennis Signature Experiences • Meet and Be the Artisan • The Energy of the Town • Everyone Loves Ennis • Explore our Merchants

Strategic Pillar 4 - Destination Marketing	
External Marketing	Priority Actions
	<ul style="list-style-type: none"> • Introducing the Cultural Guardians • The Scattering Reawakened - Marketing to Diaspora • Urban Wellbeing - a new escape • The Sound of Culture <p>Digital Marketing & Social Media</p> <ul style="list-style-type: none"> • Develop a suite of digital marketing assets for use by Promote Ennis and all Partners in Tourism to support the development of the destination brand. • Creation of a digital marketing calendar based on events, experience focus, destination events. • Implement a coherent digital marketing and social media focus based on the strategic pillars and experience marketing focus. <p>Consumer PR</p> <ul style="list-style-type: none"> • Create a scheduled annual calendar of consumer public relations based around key marketing and event milestones for the destination. • Develop a PR database of key consumer PR contacts. • Devise a public relations structure that will be reactive to ongoing opportunities across each of the strategic pillars. • Invest in a structured approach to PR around major events.

Strategic Pillar 4 – Destination Marketing		2021				2022				2023			
External Marketing		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Destination Marketing***													
15.1	Rebrand and alignment of all materials to new brand reflecting new experience focus and destination approach.	✓	✓	✓	✓								
15.2	Implementation of online and consumer PR campaigns	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ROI Based Promotional Activity***													
15.3	Sales & Marketing focus to ensure conversion of activity to sales through increased joint promotion with industry, developing a sales targeting programme with trade to capture business generated from trade shows.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
15.4	Host Familiarisation Trips development based on Ennis Signature Experiences and commitment to the cultural and creative differentiation	✓	✓			✓				✓			
15.5	Trade & Consumer Show participation based on agreed sales / destination outputs. Examine ways of having a more innovation presence at trade shows to develop more sales for trade members	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Re-launch and Resilience Phase Campaigns													
15.6	Develop networked marketing campaigns for the destination under a number of themes to be adopted by all stakeholders encouraging visits to Ennis, leveraging off the uniqueness of the place and people.	✓	✓			✓	✓						
Consumer PR***													
15.7	Create a scheduled of consumer public relations based around key marketing and experiences.	✓				✓				✓			
15.8	Develop a PR database of key consumer PR contacts including local, regional, National and International bloggers, travel guides and press.	✓				✓				✓			
15.9	Devise a public relations structure that will be reactive to ongoing opportunities across each of the strategic pillars.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
15.10	Invest in a structured approach to PR around major events.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Strategic Pillar 4 - Destination Marketing	
Influencer Marketing	Priority Actions
Marketing Objectives	<ul style="list-style-type: none"> • Recognition for Promote Ennis Tourism as an innovative destination marketing working with key industry influencers. • A merchant town delivering cultural experiences delivered by our experience artisans • Development of cultural and creative sustainability as a new focus for experience development.
Stakeholder Promise	Uniqueness of place and Ennis artisans delivering vibrant cultural experiences
Key Markets & Segments	<ol style="list-style-type: none"> 1. Incoming Tour Operator Association 2. Overseas Operators 3. Transport & Tour Companies 4. Special Interest Organisations 5. Event & Conference Organisers 6. Journalists 7. Bloggers
Core Marketing Focus	<ol style="list-style-type: none"> 1. Communication of new experiences delivered by our experience artisans. 2. Regular communications of destination development success across each development project e.g. 3E, Square Mile, Culture Town and Experience Artisans. 3. Creation of innovative Product / Sales propositions for incoming operators 4. Creation of regular content for media and online media platforms
Marketing Programme Development	<p>Brand</p> <ul style="list-style-type: none"> • Develop annual content programme to deliver the Ennis Destination brand message based on the four key development projects and signature experiences targeting the referral market • Develop a dedicated communications approach incorporating product activity news, events, joint trade activity. <p>Digital Marketing Assets</p> <ul style="list-style-type: none"> • Provision / Access to Visit Ennis digital assets and brand collateral. <p>Experience Led Marketing</p> <ul style="list-style-type: none"> • Bi-monthly update on new experience development focus on marketing and industry news.

Strategic Pillar 4 - Destination Marketing	
Influencer Marketing	Priority Actions
	<p>Digital Marketing & Social Media</p> <ul style="list-style-type: none"> • Provision of content and PR related content to target media sources. <p>Business Tourism / Destination Approach</p> <ul style="list-style-type: none"> • Develop a niche business tourism focus to target regional, national and international cultural and creative sectors. <p>Public Relations</p> <ul style="list-style-type: none"> • Develop a dedicated influencer PR seasonal campaign in collaboration with the Ennis tourism industry. • Explore growing opportunities through bloggers and professional industry bloggers focused on the new Ennis experiences and destination projects. <p>Influencer Education</p> <ul style="list-style-type: none"> • Undertake regular familiarisation trips with industry support dedicated to hosting members of the influencer market. • Host an annual programme to target special interest members of the ITOA to attend an annual Ennis destination education programme delivered through experience innovation. • Target specific product / sector influencers as part of annual familiarisation trip strategy.

Strategic Pillar 4 – Destination Marketing		2021				2022				2023			
Influencer Marketing Actions		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Brand													
16.1	Develop annual content programme to deliver the Ennis Destination brand message on the four experience development themes and Ennis signature experiences targeting the referral market.	✓	✓			✓				✓			
16.2	Develop a dedicated communications approach incorporating product activity news, events, joint trade activity.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Digital Marketing Assets													
16.3	Provision / Access to Visit Ennis digital assets and brand collateral.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Experience Led Marketing													
16.4	Bi-monthly update on new experience development focus on marketing and industry news.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Public Relations													
16.5	Develop a dedicated influencer PR seasonal campaign in collaboration with the Ennis tourism industry	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
16.6	Explore growing opportunities through bloggers and professional industry bloggers focussed on the new Ennis Signature experiences and destination projects.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Influencer Education***													
16.7	Undertake regular familiarisation trips with industry support dedicated to hosting members of the influencer market.			✓	✓			✓	✓			✓	✓
16.8	Host an annual programme to target special interest members of the ITOA to attend an annual Ennis destination education programme delivered through experience innovation.			✓	✓			✓	✓			✓	✓
16.9	Target specific product / sector influencers as part of annual familiarisation trip strategy.			✓	✓			✓	✓			✓	✓

Strategic Pillar 4 – Destination Marketing	
Referral Marketing	Priority Actions
Marketing Objectives	Develop Ennis as an access hub to the Wild Atlantic Way and Ireland’s Hidden Heartlands
Stakeholder Promise	An exploration base for the Wild Atlantic Way and Ireland’s Hidden Heartlands
Key Markets & Segments	<ol style="list-style-type: none"> 1. Fáilte Ireland 2. Tourism Ireland – National and Overseas Offices
Marketing Programme Development	<p>Digital Marketing Assets</p> <ul style="list-style-type: none"> • Provision / Access to Ennis digital assets and brand collateral. <p>Digital Marketing & Social Media</p> <ul style="list-style-type: none"> • Provision of regular content and PR related content that will be used to target media sources in partnership with national agencies. <p>Public Relations</p> <ul style="list-style-type: none"> • Explore annual opportunities to work with the national tourism agencies to host familiarisation trips for trade and media. <p>Square Mile Project</p> <ul style="list-style-type: none"> • Convey the uniqueness of Ennis as the 10 minute accessible town and 30 minute exploration base through innovative marketing of place and base.

Strategic Pillar 4 – Destination Marketing		2021				2022				2023			
Referral Marketing Actions		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Digital Marketing Assets													
17.1	Provision / Access to Ennis Digital Assets and brand collateral.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Digital Marketing and Social Media													
17.2	Provision of regular content and PR related content that will be used to target media sources in partnership with national agencies.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Public Relations***													
17.3	Explore annual opportunities to work with the national tourism agencies to host familiarisation trips for trade and media.			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Square Mile Project***													
17.4	Convey the uniqueness of Ennis as the 10 minute accessible town and 30 minute exploration base through innovative marketing of place and base.					✓	✓	✓	✓	✓	✓	✓	✓

Strategic Pillar 4 – Destination Marketing	
Interactive Marketing	Priority Actions
Marketing Objectives	Ireland’s Friendliest Town delivering visitor experiences through our well trained experience artisans
Stakeholder Promise	The quality of our visitor experiences consistently exceeds visitor expectations of Ireland’s Friendliest Town.
Key Markets & Segments	<ol style="list-style-type: none"> 1. Direct service providers - Tourism industry 2. Indirect service suppliers e.g. retail 3. Representative groups - Vintners, Irish Hotel Federation, Retail group, Ennis Chamber
Marketing Programme Development	<p>Destination Marketing</p> <ul style="list-style-type: none"> • Development of a new focus on visitor service standards and application of Fáilte Ireland service quality training. • Community wide programme generating awareness of the role of all direct and indirect tourism service providers of their role in developing the welcome message across the Ennis. • Maximise the role of the Purple Flag in providing a welcoming visitor destination. <p>Visitor Feedback</p> <ul style="list-style-type: none"> • Measure visitor attitudes aligned with the destination narrative around destination friendliness and hospitality.

Strategic Pillar 4 - Destination Marketing		2021				2022				2023			
Interactive Marketing		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Destination Marketing***													
18.1	Development of focus on visitor service standards and application of Fáilte Ireland service quality training.		✓	✓			✓	✓			✓	✓	
18.2	Implement a community wide programme generating awareness of the role of all direct and indirect tourism service providers in their role in developing the welcome message across Ennis.	✓	✓			✓	✓			✓	✓		
18.3	Maximise the role of the Purple Flag in providing a welcoming visitor destination.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Visitor Feedback***													
18.4	Measure visitor attitudes aligned with the destination narrative around destination friendliness and hospitality.		✓	✓			✓	✓			✓	✓	

Strategic Pillar 4 – Destination Marketing	
Alliance Marketing	Priority Actions
Marketing Objectives	Sustained communications with the extended stakeholder group ensuring a collective approach to destination development.
Stakeholder Promise	A coherent approach among partners through a new tourism charter for Ennis supporting agreed long term development objectives
Key Markets & Segments	<ol style="list-style-type: none"> 1. Tourism Industry 2. Local Authorities 3. Semi State Agencies 4. Enterprise Agencies 5. Local Development Agencies 6. Government Departments 7. Arts & Culture Bodies 8. Heritage Bodies 9. Sports Bodies 10. Industry Representative Bodies
Marketing Programme Development	<ul style="list-style-type: none"> • Communicate a new ambition for tourism in Ennis to become a key economic sectors through regular industry public relations. • Align all stakeholders to the international opportunity through the development of Ennis as a national centre for Cultural and Creative Sustainability. • Creation of a regular communications system to regularly engage with the wider stakeholder base around tourism performance. • Examine the hosting of bi-annual alliance destination development meetings to examine collective approaches to tourism development. • Examine areas of joint programming that will deliver key elements of the strategic plan e.g. experience development training, tourism enterprise supports, cultural programming. • Ensure alignment of agency funding programmes that will create investment opportunities for niche destination development • Contribute to the economic development narrative of Ennis as a great place to live, work, visit and invest. (adoption of the Barcelona Declaration 2018 , <i>“Better places to live, better places to visit”</i>)

Strategic Pillar 4 – Destination Marketing		2021				2022				2023			
Alliance Marketing Actions		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Destination Marketing***													
19.1	Communicate the ambition of tourism to become one of the region's key economic sectors through regular industry public relations. Undertake regular local PR based on industry performance, national and regional growth.		✓	✓			✓	✓			✓	✓	
19.2	Align all stakeholders to the international opportunity through the development of Ennis as a national centre for Cultural and Creative Sustainability.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
19.3	Creation of regular communications system to regularly engage with the wider stakeholder base around tourism performance.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
19.4	Examine the hosting of bi-annual alliance destination development meetings to examine collective approaches to tourism development.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
19.5	Examine areas of joint programming that will deliver key elements of the strategic plan e.g. experience development training, tourism enterprise supports, cultural programming.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
19.6	Ensure alignment of agency funding programmes that will create investment opportunities for niche destination development.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
19.7	Contribute to the economic development narrative of Ennis as a great place to live, work, visit and invest. (adoption of the Barcelona Declaration 2018. Better places to live, better places to visit.)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

*** denotes priority focus



Appendix Two

NICHE DESTINATION BRAND DEVELOPMENT



ENNIS





