

**Belfast Integrated Tourism Strategy  
Year 1 Draft Integrated Delivery Plan**

**The Vision**

Build prosperity for our community by becoming a world leader in innovative, dynamic tourism development and marketing supported by an unrivalled desire to give all our guests unique Belfast experiences.

**The Mission**

Belfast - a city that wants to welcome the world and to share its story by creating a destination that the world wants to experience first-hand.

**The Strategic goal**

To double the value of tourism by 2020.

**Focus**

Generating discretionary tourist overnight stays, especially higher value leisure and business tourism that will use commercial accommodation.

**What has to be achieved over the next five years?**

- Clear positioning: understanding and expressing our unique selling points and communicating that message to key markets
- Establishing a reputation as a global leader for delivering innovative, highly satisfying, tourism experiences that will strengthen the emotional connections between the tourist and the city
- Making Belfast a destination of choice for increasing numbers of leisure and business tourists
- Increasing the city's year-round appeal as a value added, high quality, leisure and business tourism destination, thus increasing visitor satisfaction, length of stay and expenditure
- Creating prosperity and new opportunities to improve the quality of life for all residents and securing widespread community support and recognition of the importance of tourism to the city's economy.

**Delivery Plan**

Delivering the vision requires a focus upon specific actions. These have been grouped under three priority axis of development. These are:

1. Reputation Management
2. Capacity Building
3. Innovative Product Development

1. **Reputation management:** this relates to having strong leadership, a committed partnership approach built on trust and openness and having clear roles and responsibilities. It is also about having a bold positioning strategy based upon robust market research, being more international in our approach and developing a USP through a unique CSR programme in which revenues are re-invested to support future tourism growth.

There are 5 key themes to be developed in support of this axis.

- Marketing activity
- Visitor management
- Business tourism
- Competitive City positioning
- Tourism events and festivals

2. **Capacity building:** there is a need to focus on improving accessibility to the city and marketing existing opportunities from primary originating markets overseas, especially in GB and Europe as well as creating a customised human resource development programme and focusing on quality assurance and hospitality excellence.

3. **Innovative product development:** this involves investing in appropriate, market focused and innovative product development in order to improve the offer to the visitor and to drive further spend within the sector.

There are 8 key action plans under this theme:

- Accommodation
- Contemporary art and design
- Experiential/Soft Product Development
- Urban sports
- Maritime museum
- Screen Tourism
- Belfast Story Exhibition
- The Peace agenda.

**Belfast Tourism Delivery plan 2015/16:** Key delivery partners BCC, Visit Belfast, Tourism NI, Tourism Ireland

| Theme                                | Priority Project  | Lead Partners                            | Support Partners  | Delivery Outputs  |
|--------------------------------------|---|--|---|---|
| <b>Axis 1: Reputation management</b> |   |  |   |   |
| Marketing Activity                   | <p>Major joint marketing campaigns focused on cities with direct air access, focus on GB and Europe</p> <p>Major tactical joint marketing scheme in ROI focussed on overnight stays and promotional calendars aligned. Needs tactical response given current Euro exchange.</p> | <p>TIL &amp; VB</p> <p>TNI &amp; VB</p>  | Tourism Industry Providers  | Coherent joined up approach to marketing the city. Significant return on investment opportunity, changing market profile in the city.   |
| City Positioning                     | City narrative and place positioning strategy agreed with an implementation plan. Process completed September 2015. Covers tourism, investment and 3 <sup>rd</sup> level education as key priority areas.   | BCC                                      | TNI, VB, TIL, Investment agencies and 3 <sup>rd</sup> level education | Delivery mechanism in place to support delivery of city positioning. New narrative developed and utilised by all partners, resulting in consistent city messaging.                                |
| Visitor Management                   | <p>Coach Parking resolved for overnight and day visitors</p> <p>Develop models and options for a City Visitor Pass for delivery in 2016/17</p>  | <p>VB</p> <p>VB</p> <p>BCC &amp; TNI</p> | <p>BCC, DRD, TNI, FPT</p> <p>TNI</p> <p>VB</p>                        | City Coach Park in place and promoted by Visit Belfast.   |
| Business Tourism                     | <p>Business Tourism Subvention Fund Secured 2015/16.</p> <p>Review required into city subvention policy for 2016/17 onwards</p>   | BCC                                      | TNI, VB, INI  | <p>Costed business model in place.</p> <p>Fund to support opening of Waterfront Hall and incoming City conferences.</p> <p>New city subvention fund in place to support incoming conferences.</p> |
| Tourism Events & Festivals           | Review of city events completed to include tourism events   | BCC                                      | VB & TNI  | Events strategy in place with clear outputs and delivery plan, supporting decisions around future funding for key events.   |

| <b>Axis 2: Capacity building</b>   |   |                |                               |   |
|------------------------------------|---|----------------|-------------------------------|---|
| Hospitality Excellence             | Development of DEL Tourism Skills Strategy, particularly focussed on entry level and customer care courses<br><br>Tailored tourism leadership programme developed in the city, delivered in partnership with a number of European cities. | DEL<br><br>BCC | TNI, BCC<br><br>Universities  | Coherent training overview for the City and NI.<br><br>1 year leadership programme delivered to city tourism sector, with a throughput of 15-20 participants. |
| Monitoring and Research            | Development of a collaborative approach to Tourism Research including campaign evaluations with an agreed research plan, allowing for a more efficient, consistent approach to capturing data.  | TNI            | BCC, VB, NISRA                | Agreed city monitor funded in partnership.  |
| <b>Axis 3: Product development</b> |   |                |                               |   |
| Accommodation                      | Undertake further work to develop a proactive approach to the identified 1500 hotel bedroom deficit in the city by 2020.  | BCC            | VB, TNI, INI                  | Report detailing current position, and deliverable actions to be developed and discussed with partners to stimulate market activity                           |
| Contemporary Belfast               | Progress Economic appraisal for a Contemporary Arts Gallery in the City   | BCC            | ACNI, TNI                     | Appraisal complete. Awaiting feedback from sector on next steps and potential funding opportunities.  |
| Experiential Development           | Deliver a suite of targeted 'soft product development initiatives' in collaboration with the private sector. For example the development of trails and tours in line with priority themes. Supported through potential 'TNI Growth Fund'. | BCC & TNI      | VB                            | Deliver 1-2 projects in line with the City Centre Regeneration Strategy and Tourism Strategy  |
|                                    | Develop an economic appraisal around the potential for a permanent 'screen' attraction in the city.   | TNI            | NI Screen, BCC, Invest NI, VB | A developed proposal for future consideration and delivery  |
| Peace Agenda                       | Development of a programme of activity to enhance the offering and connection with visitors   | BCC            | TNI, VB, TIL                  | Enhanced product packaging and quality assurance.   |

## How will we deliver this?

