

## Appendix 2

### Belfast Integrated Tourism Strategy Year 2 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.

#### **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: double the value of tourism by 2020**

There is only one overarching strategic goal, everything that follows is geared to this end, namely: 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 three years?**

- Delivering upon a clear brand proposition under the defined City brand architecture
- 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 axes of development. These are:

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, aspirational brand and marketing strategy based upon robust market research, being more international in our approach and developing a unique CSR programme in which revenues are re-invested to support future tourism growth.

There are 6 key action plan areas to be developed in support of this axis.

- Marketing activity
- Visitor management
- Business tourism
- Branding/city positioning
- Tourism events and festivals
- Corporate social responsibility.

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.

There is one key action plan area under this theme; 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.

### Proposed 2016/17 activity

Axis	Theme	Proposed Activity	Key Organisations	Budget Allocation (BCC)	
Reputation Management	Branding & City Positioning	<ul style="list-style-type: none"> <li>Development of a Tourism sub-brand proposition within the wider city positioning framework</li> </ul>	BCC, TNI, VB, TIL	£20,000	
	Research Framework	<ul style="list-style-type: none"> <li>Tourism Monitor framework in place; development phase to include baseline and methodology and alignment with NISRA (NI Statistics &amp; Research Agency)</li> </ul>	BCC, TNI, VB	£70,000	
	Marketing Activity	<ul style="list-style-type: none"> <li>Annual joint marketing scheme focused on cities with direct air access</li> <li>Annual joint marketing scheme in ROI focussed on overnights</li> </ul>	VB & TIL VB & TNI	VB Budget allocation VB Budget allocation	
	Visitor Management	<ul style="list-style-type: none"> <li>Development of overnight Coach Parking provision in the City. Work to include development and implementation of a communications plan to promote the provision</li> <li>Oversee Tourism Signage maintenance &amp; City Dressing contract. To procure the tourism signage and city dressing cleaning and maintenance contract through SP&amp;R in 2016 and to develop a sustainable solution to the delivery of city dressing.</li> </ul>	BCC, VB, FPT	£40,000 £70,000	
	Business Tourism	<ul style="list-style-type: none"> <li>Subvention Fund Review completed by June 2016 – Future funding allocations to align to recommendations.</li> <li>Subvention Fund in Place for September 2016</li> <li>Joint Sales and Marketing Plan agreed between BWH and VB</li> </ul>	BCC VB, BCC, TNI, BWH BCC & TNI BWH, VB, BCC	- £200,000 contribution -	
	Tourism Events & Festivals	<ul style="list-style-type: none"> <li>Belfast Year of Food plan to be delivered. This includes two Twilight Market events at St George's and Belfast Restaurant Fortnight.</li> </ul>	BCC, TNI, VB, industry group	£30,000	
	CSR	<ul style="list-style-type: none"> <li>Develop and define the Tourism CSR agenda and include in city narrative/messaging</li> </ul>	BCC	-	

Axis	Theme	Proposed Activity	Key Organisations	Budget Allocation (BCC)
<b>Capacity Building</b>	Hospitality Excellence	<ul style="list-style-type: none"> <li>Tailored leadership programme developed, focused on promoting excellence within the sector</li> </ul>	BCC, TNI, Department for Economy, People 1 <sup>st</sup>	£40,000
		<ul style="list-style-type: none"> <li>A bespoke sales programme aimed at tourism and hospitality professionals engaged in selling Belfast internationally. This will take place across a number of modules aligned behind a clear Belfast brand proposition, giving participants information form a wider Belfast prospective.</li> </ul>	BCC, TNI	£20,000
<b>Product Development</b>	Peace Tourism Agenda	<ul style="list-style-type: none"> <li>Installation of Public Art piece of the Berlin Wall and associated engagement and animation</li> <li>A strategic partnership will be formalised with Northern Ireland oldest peace and reconciliation organisation, Corrymeela, through the initiation of a service level agreement. Corrymeela will carry out research and development work within the Belfast area to establish the potential next steps that are required in order to mobilise the city's peace-building narrative as a potentially unique, authentic and ethical tourism proposition</li> <li>Steering Group member for The International Museums for Peace (INMP) conference to be hosted in Belfast in 2017. The INMP is a worldwide network of peace museums based in The Hague. Their international conference takes place every three years, the last one being in Hiroshima, Japan (2014). Visit Belfast recently made a successful bid to host the next conference in Belfast. The Steering Group will meet regularly to advise on the content and other aspects of the conference.</li> <li>To provide additional support to Visit Belfast for future conference bids under their Politics, Peace, Anthropology and Conflict Resolutions theme</li> </ul>	BCC  BCC & VB	£40,000

	Accommodation	<ul style="list-style-type: none"> <li>Proactive approach to addressing the defined hotel deficit</li> </ul>	BCC	£10,000
	Experiential	<ul style="list-style-type: none"> <li>Deliver a suite of targeted soft product development initiatives with the existing visitor attractions sector in the City. This will be designed to enhance the existing visitor offering within the facilities allowing them to maximise the opportunities from tourism.</li> </ul>	BCC	£50,000
	Tourism	<ul style="list-style-type: none"> <li>Ideas Factory established and governance model resolved through commission of consultants</li> </ul>	BCC & TNI	£30,000
	Rural Tourism Product Development	<ul style="list-style-type: none"> <li>2 Applications for Rural Development funding submitted for Belfast Hills</li> </ul>	BCC/ Belfast Hills Partnership/ Colin Glen Trust	-