

Titanic Quarter Destination Action Plan

An iconic heritage
waterfront



#DestinationTQ

First draft, January 2018

Introduction

This action plan has been developed from the Titanic Quarter Destination Plan. It highlights the core ideas, supporting projects and indicative actions, and is broken down under our 3 core themes, 'A Connected Place', 'A Vital Place for Visitors' and 'A Place Where Heritage Counts'. The tables include project length - short, medium or long term, the influencers and enabling organisations. These actions will be delivered in a staged approach with key priorities for implementation. The full Destination Plan is available to download from titanic-foundation.org

Core Ideas, Supporting Projects & Indicative Actions

A Connected Place

Providing entitlements to explore and easy, obvious and pleasurable ways to get around the continuous and complex iconic waterfront of the river city.

ON ARRIVAL

Develop a TQ Gateway Strategy for the entrance points into Titanic Quarter, signalling that you have arrived at Belfast's industrial maritime destination, via road, footpath, river, etc. Consider signage and environmental improvements (link with Public Art Initiative).

Re-orientate buildings to welcome visitors from key destination gateways, e.g. access and visibility of PRONI on Queens Road, visibility of what is inside Odyssey from Abercorn Basin.

Promote the need and lobby for a **new foot/cycle bridge across the Lagan** - location to tie in with potential for most impact on pedestrian/cycle infrastructure on both sides of the river. While design standards need to be high, the bridge should be elegant and should make a particular statement whilst also fulfilling the requirements of navigation.

Divert heavy traffic from the Queens Road by utilising or constructing roads outside of key destination area which are specifically designed for accommodating port/industrial traffic.

PROJECT LENGTH: Short: 1-2 yr | Medium: 2-4 yrs | Long: 3+ yrs

PROJECT LENGTH **INFLUENCERS** **ENABLERS**

PROJECT LENGTH	INFLUENCERS	ENABLERS
Short	TQL/BHC	TFL, TBL, Odyssey, Destination Partners
Medium	Destination Partners	TFL
Short to Medium	All partners	
Medium to Long	TQL BHC	

KEY

BBC	Belfast City Council
BHC	Belfast Harbour Commissioners
DFD	Department for Regional Development
DFC	Department for Communities
H&W	Harland & Wolff
HBO	Home Box Office
INI	Invest Northern Ireland
NMNI	National Museums Northern Ireland
NMRN	National Museum of the Royal Navy
NIEA	Northern Ireland Environment Agency
PRONI	Public Record Office of Northern Ireland
TBL	Titanic Belfast Limited
TFL	Titanic Foundation Limited
TQL	Titanic Quarter Limited
TNI	Tourism NI

GREENWAYS AND BLUEWAYS

PROJECT LENGTH INFLUENCERS ENABLERS

	PROJECT LENGTH	INFLUENCERS	ENABLERS
<p>Develop the Maritime Mile - animate and carry out interim design improvements along the continuous waterfront from and to the City Centre. Initiatives could include temporary surfaces, mobile food/coffee offer at strategic points, innovative seating, super graphics and art/sound installations echoing past sounds, pop up parks, street entertainment, boats on the water - projects that make the route feel continuous, welcoming and registering as important to the city pedestrian and cycle network - places that make you feel like you're on the right track.</p>	Short to Long	TFL	TQL Destination Partners
<p>Building on the success of the Connswater Greenway deliver a continuous greenway that links communities to the Titanic waterfront, through an emerging and animated cityscape, featuring iconic visitor attractions in an industrial maritime landscape. Identify short term meanwhile opportunities as well as longer term requirements to link the route and ensure that it is user safe.</p> <p><i>Prioritise greening and animating the link from Titanic Halt to Abercorn Basin for pedestrians and cyclists, with the potential to change Sydenham Road to Sydenham Way.</i></p>	Short to Long	TFL BHC TQL	BHC, BCC, DRD Roads Service DFCommunities SUSTRANS Eastside Partnership
<p>Incorporate details of walking/cycling loops into existing visitor brochures and digital platforms.</p>	Short	TFL	Destination Partners
<p>Establish new Belfast Bikes docking stations; e.g. Thompson Dock (co-located with new Rapid Transit bus stop), Sydenham Rd (at Train station) and Victoria Park.</p>	Short	BCC	TFL Destination Partners
<p>Explore the feasibility of a regular Water Taxi / Ferry and new pontoons at Abercorn Basin and Cushnahan Quay (piloted temporary pontoon) linking to Alexandra Dock / Thompson Dock. The pontoons could also be used for the annual Maritime Festival Tall Ships.</p>	Medium	BHC BCC	TQL, TFL, Lagan Boat Tours, DRD, Belfast Met.
<p>Engage with East Bank Developments to ensure complementarity with TQ maximising opportunities for both areas.</p>	Short	BCC	TQL, BHC, TFL, Odyssey, DfC

A Connected Place continued...

PROJECT LENGTH: Short: 1-2 yr | Medium: 2-4 yrs | Long: 3+ yrs

EXTEND THE INVITATION

	PROJECT LENGTH	INFLUENCERS	ENABLERS
Continue to promote innovative, quirky ways which make it easy to get around TQ e.g. Wee Tram. Ensure compatibility with Belfast Rapid Transit Route	Short to Medium	TFL	TQL Destination Partners
Develop a Heritage Wayfinding and Dressing Scheme for the destination, using heritage memories, and marking seasonal events, e.g. Christmas	Medium	TFL	TQL Destination Partners
Initiate a volunteer Meeters & Greeters programme for peak season and key events. Assess possibility of info bikes initially stationed at Abercorn Basin and Queen's Rd (close to bus stop) - e.g. Southbank, London - each Info Bike manned by two trained members of staff, providing information as needed to visitors	Short	TFL Visit Belfast	Destination Partners
Establish dedicated information & event notice boards at key points across the quarter, including all car parks, bus stops, entrance points etc. Where appropriate and affordable noticeboards could be digitised (see Digital Quarter section)	Short to Medium	TFL TQL	Destination Partners
Reconsider the 4 lane road between Titanic Belfast and Hamilton Dock - potential for over engineered road infrastructure to affect destination character. Design innovative pedestrian super crossing outside TB / SS Nomadic/ Titanic sign	Medium	TQL	TFL TBL
Develop and implement a comprehensive lighting strategy to include: utility lighting (meeting relevant lux level requirements for public routes); promote the up-lighting of key buildings, and create performance lighting events - (e.g. Titanic in Thompson Dock projection shows on building).	Short	TFL	TQL, BHC, BCC
Carry out a safety study of the area , car parking, lighting, security cameras.	Short	TQL	BHC
Promote a destination wide public display of - 'bring the inside out' - communicative windows, super graphics on buildings, goods & other items displayed outside shops & businesses (props, machines, inventions), considering areas adjacent to walking routes that invite visitors to slow down.	Medium	TFL	Destination Partners TQL BHC

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TQL Titanic Quarter Limited
TNI Tourism NI

Identify and deliver opportunities for Public Art across TQ linking to heritage themes (possibility of utilising large scale artefacts). Look at possibility of recruiting a public art consultant, allocating a dedicated space and potential seed funding for city wide festivals and exhibitions to use.

Medium

TQL

TFL, Belfast Met
East Belfast
(opportunity
to work in
partnership)
Arts & Business NI
Arts Council of
Northern Ireland

ANIMATED AND CREATIVE PAUSE POINTS

PROJECT LENGTH INFLUENCERS ENABLERS

Provide plenty of seating: primary (seats, benches, moveable chairs) and secondary (steps, bases of statues, monuments). Consider a pleasant microclimate, at the edge of spaces with good views.

Medium

TQL

TFL, BHC,
Odyssey,
Catalyst, NMRN

Design pause points or clearings where visitors can view live industrial spectacle and/or access the stories of that particular location. Viewing points for major port activities or temporary structures, with interpretative structures and artworks matched to what is or was in view e.g. the busy ferries which carried people across the river, or the sights and sounds of a brass foundry.

Medium

TFL

TQL
BHC
H&W
PRONI

Screen car parks more effectively to distinguish walking / pedestrian areas.

Medium

TQL
Odyssey

BHC

All about the view - ensure there are viewing points (high and low) and where possible new structures should consider high level public access, e.g. Restaurants, rooftop bars.

Long

TQL

TFL

Develop space for play and playfulness - a gap-filling programme of innovative play opportunities echoing maritime and industrial heritage along with seating and shelter - front-loading use and animation of the future Lagan promenade, Queen's Road Boulevard and planned parks within the TQ masterplan.

Short

TFL

TQL
BCC
BHC

Consider access to the water - through the establishment of a temporary beach at the water's edge for model boat racing or nature spotting (with interpretation of original Dargan's Island/Queen's Island construction).

Medium

TFL

TQL
BHC
BCC

Continue to encourage the use of empty units / unused space as 'third spaces', promoting and building on the success of the Dock Honesty Box Café in order to generate new opportunities and ideas e.g. Living Labs.

Short to Medium

TQL

TFL
Destination
Partners

A VITAL PLACE FOR VISITORS

Knowing who our audiences are now and in the future, we want to deliver on the experiences they will enjoy - the products, services, facilities & programming - thereby facilitating and supporting the growth and development of the visitor economy of the city and the region.

PROJECT LENGTH: Short: 1-2 yr | Medium: 2-4 yrs | Long: 3+ yrs

DIGITAL QUARTER

PROJECT LENGTH **INFLUENCERS** **ENABLERS**

Develop a visitor Digital Strategy for the Quarter, e.g. Augmented or virtual reality experiences, and wi-fi hotspots and connectivity. Look at using oral histories and digitised records and artefacts to link the community and visitors through a digital interface. W5 and Titanic Belfast to lead the way in the digital visitor experience.

TQ, Destination Forum, TNI, BCC, CATALYST, INI

Develop a TQ App or mobile responsive website - real time interaction for push notifications and splash screens to promote an event, a place, special offer, deals and discounts etc. It could also locate and identify venues, and plot routes through geo location. Visitors can curate their own experience through the Quarter's digital maps.

TQL/Destination Partners

Introduce talking points rather than waiting points by establishing high tech, animated and branded bus shelters. Links to Extend the Invitation whereby information & event notice boards are established across the quarter at key areas and entrance points.

TQL, BHC, BCC, Translink, Belfast Rapid Transit

Continue to keep the local community informed about events and opportunities in the quarter via established networks, and social media.

Short, Medium, Long TFL

BRAND THE EXPERIENCE

Develop brand guidelines for the promotion of Titanic Quarter by all partners, addressing current brand confusion.

Short TFL Destination Partners TQL

Identify opportunities for existing businesses to work collaboratively on enhanced or new visitor experiences.

Short TFL TQ Destination Forum, TNI

Ensure that the destination meets world class standards set by Titanic Belfast as World's Leading Tourist attraction' and continue to celebrate its success with the local community through Citizen's Day.

Short to Medium TFL TBL partners

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<p>Identify ways to celebrate local produce and people, building on the Made & Built in Belfast theme by sourcing local products and food, and working with local employers and education to develop apprentices and opportunities for the unemployed.</p>	<p>Short to Medium</p> <p>Destination Partners</p> <p>TFL, TNI, BCC, GOOD FOOD NI, Belfast Met</p> <p>Partners</p>
<p>Build on Titanic Taster Tours, continue to deliver community focused tours, but also using the concept of urban adventures to access places normally off-limits, including: urban hikes, field studies, urban & water sports, creative writing, craft beer, boot camps/fitness, and an Eastside Industrial walking tour. Expand the concept to include Harland & Wolff, big industry or working port tours, e.g. Futureland, Rotterdam.</p>	<p>Short</p> <p>TFL</p> <p>Partners</p>

LET'S CELEBRATE

	PROJECT LENGTH	INFLUENCERS	ENABLERS
<p>Continue to position the slipways as a key event space for Belfast, and large capacity crowds. Develop relationships through the TQ Events group to remove barriers, such as policing charges, to large scale events that are complementary to the destination.</p>	Short	TQ Events Group	TQL TBL
<p>Review the infrastructure for public events to make it suitable all year round, e.g. awnings, marquees.</p>	Short	TQ Events Group	TQL
<p>Develop TQ as an outdoor marketplace - reusing the slipways, ARC public space and heritage spaces around the docks for regular markets - focus on genuine local wares/vintage/flea/crafts/foods/drinks and entertainment.</p>	Short to Medium	TFL	TQL, TBL, BCC
<p>Animate the water, initially through events but longer term consider more permanent animation, floating restaurants, flotillas, water displays. Training initiatives, e.g. Atlantic Youth Trust, and a programme of visiting ships, e.g. Royal Navy, Irish Lights Granuaile.</p>	Medium	TFL	BHC BCC Atlantic Youth Trust SPORT NI River Forum
<p>Grow the Belfast Titanic Maritime Festival as a signature event for the city.</p>	Short	TFL	TFL, TQL, Destination Partners

A VITAL PLACE FOR VISITORS continued...

PROJECT LENGTH: Short: 1-2 yr | Medium: 2-4 yrs | Long: 3+ yrs

LONGER ENCOUNTERS

PROJECT LENGTH **INFLUENCERS** **ENABLERS**

<p>Review accommodation gaps in the city and identify opportunities for TQ, scoping out innovative and contemporary budget accommodation eg, hostels, campsites.</p>	Short	TQL	BCC TNI
<p>Prioritise the realisation of planned hotels within the Destination - Eg Hamilton Dock Hotel, South Yard Hotel.</p>	Short to Long	TQL	BCC, TNI, INI, BHC
<p>Look at clusters of visitor attractions - develop a public facing aspect to Titanic Studios - a new visitor experience to take advantage of the success of Game of Thrones.</p>	Short	TQL	TNI HBO NI Screen
<p>Develop night time economy. Look at opportunities, and the event programme within the Odyssey, pilot initiatives for pre- and post-event packages, pilot extending closing times to allow for local workforce and residents to use the area. e.g. Late night art, moving taster tours to evening, explore free parking in the evenings. Evening courses in Belfast Met - special offers in Linen Lounge.</p>	Medium to Long	TQL	Destination partners
<p>Review current coach parking in TQ and how it interacts with city centre provision and consider if TQ can facilitate city coach parking requirements - encouraging visitors to stay longer in the city as a whole.</p>	Short	TQL	BHC TBL

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Northern Ireland

Environment Agency

PROMI

Public Record Office of

Northern Ireland

TBL

Titanic Belfast Limited

TFL

Titanic Foundation

Limited

TQI

Titanic Quarter Limited

TNI

Tourism NI

A PLACE WHERE HERITAGE COUNTS

A strong narrative proudly related, a new story still in the making. Finding ways to make the most of the heritage assets, attributes & associations through raising awareness of what is here, ensuring that they are looked after so that they are not at risk, using them to tell the story of the place, and re-using them to provide opportunities for enterprising development, enjoyable learning and intriguing spectacle.

PROJECT LENGTH: Short: 1-2 yr | Medium: 2-4 yrs | Long: 3+ yrs

REIMAGINING THE THOMPSON DOCK

	PROJECT LENGTH	INFLUENCERS	ENABLERS
Establish a working group to review future opportunities for the Thompson Dock.	Short	TFL / Catalyst Inc	TNI, DFE, NMRN, NMNI
Initiate a discussion to move all / part of the NMNI Transport Museum (Maritime and Air) to TQ.	Long	TQL NMNI	TFL
Commission a study to relocate the Schooner Result to TQ.	Short	NMNI	NMRN TFL

CREATING AN OUTDOOR MUSEUM

Incorporate artefacts into the innovative Public Realm Strategy being developed - e.g. Helensberg Outdoor Museum.	Medium	TQL	TFL
Ensure future place naming is informed by the heritage of the area - linking to areas such as the iron foundry, the coppersmiths shop, the engineworks, and the innovators and former employees of the shipyard.	Medium	TQL	TFL TBL PRONI
Develop a DIY heritage training programme for front of house and key stakeholders, that keeps them informed of the history of the area building on the success of the TQ World Host Hotspot status.	Short	TFL	TQ Destination Forum Dept of Economies

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A PLACE WHERE HERITAGE COUNTS continued...

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LOOKING AFTER, RESTORING, REPURPOSING

PROJECT LENGTH **INFLUENCERS** **ENABLERS**

<p>Develop a Conservation Management Plan for the industrial maritime heritage assets in the Destination, including a user friendly guide to promoting good practice in looking after the industrial maritime heritage of Titanic Quarter.</p>	Short	TQL	TQL, TBL, CATALYST NMRN, PRONI NIEA
<p>Recruit a TQ Heritage Officer to deliver on the CMP.</p>	Short	TQL	TFL, BCC, NIEA
<p>Develop a Five Year Exhibitions Programme that links the TQ heritage assets together. Consider key anniversaries in the area, e.g. launches.</p>	Short to Long	TFL	Destination Stakeholders NMNI, Belfast Titanic Society PRONI
<p>Implement the restoration of the shipyard 'Wee' Steam Cranes, once an indispensable part of shipbuilding and purpose built for the railway, including developing a fundraising strategy.</p>	Medium	TQL	TQL
<p>Implement the restoration of the Caisson Gate, established in 1867 at the Hamilton Dock and in a poor state of disrepair, including developing a fundraising strategy.</p>	Medium	TFL	BHC
<p>Complete and launch 2017 Heritage Restoration Projects e.g. Titanic Hotel Belfast and the Great Light and maximise these platforms to promote TQ Heritage.</p>	Short	TQL	TQL BHC Funders
<p>Scope and implement an oral history of the Shipyard, capturing voices and memories of the local community, former shipyard workers, sailors and dockers, from both East and North Belfast.</p>	Medium	TFL	Belfast Met, PRONI, NMNI BCC, Titanic Society, Local communities, Harland & Wolff, BHC
<p>Lobby and promote TQ Heritage - develop a Maritime Heritage conference, a series of talks & workshops hosted in TQ annually or bi-annually. Have a presence at other key heritage conferences, national and international.</p>	Short	TQL	Titanic Belfast

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Ensure TQ is represented within any key heritage networks and recognised heritage designations,
e.g. ERIH and UNESCO.

Short

TFL

TQL, TBL, NMRN,
BHC, BCC, NIEA

NOW, NEW AND NEXT

PROJECT LENGTH INFLUENCERS ENABLERS

Map out TQ Masterplan phases on the ground in places to enable real world imagining of 'what's to come'. TQ is on a continuum so tracing these routes in the landscape for specific events and occasions showcases both original and future uses, and brings the ongoing evolution of the city to life for visitors and local people.

Medium

TQL

University
Planning
students

Develop a Past, Present & Future Room - a place to offer visitors and the local community an opportunity to explore in detail the possible futures for the whole site, offer their opinion, engage in interactive or learning activities in relation to urban planning and design while construction is underway (e.g. Hangar 32 in Nantes, tours at Hafencity, Hamburg).

Medium

TQL

TFL

Where construction activities are close to visitor routes, **use construction hoarding to interpret the history of the area**, and display artefacts.

Short

TQL

TFL

Promote awareness of, access to and public appreciation for TQ Innovation. Building on the success of W5 and the ongoing innovation achievements in TQ (from shipbuilding to IT) by developing windows and platforms: e.g. the Science Gallery, Dublin.

Medium

TQL

TFL
W5
Catalyst Inc



You can track delivery of the plan on:
titanic-foundation.org

