

Titanic Quarter Destination Plan

An iconic heritage waterfront

January 2018



'The moment of Belfast's ascendancy was entirely an act of will - the very ground on which the shipyard stands is man-made. Like the city as a whole, the industry was created by human hands and provides the richest metaphor of the founders' idea of the world and of themselves.'

Robert Johnstone

1	Introduction	05
2	The Place	09
3	Our Collective Ambition	10
4	The Plan - Three Themes	11
	A Connected Place	
	A Vital Place for Visitors	
	A Place Where Heritage Counts	
5	Next Steps	31

Project Steering Group:

Kerrie Sweeney
Chief Executive Officer
Titanic Foundation

Maeve Moreland
Destination Manager
Titanic Foundation

Nuala Crossin
Department for the Economy

Mark Doherty
Belfast Harbour

James Eyre
Titanic Quarter Limited

Nuala Gallagher
Belfast City Council

Eimer Henry
Belfast City Council

Brian Hughes
Odyssey Trust

Tim Husbands
Titanic Belfast

John McGrillen
Tourism Northern Ireland

Louise Browne*
Louise Browne Associates

Deirdre Black*
Deirdre Black Associates

*Project Consultants Louise Browne Associates

How the Plan Works

The plan is based on three core themes, 'A Connected Place', 'A Vital Place for Visitors' and 'A Place Where Heritage Counts'. Each of which is supported by a range of projects which have been mapped and visualised. They are not set in stone. The order and shape of the projects can shift with changing priorities and, importantly, with the appetite and enthusiasm of those who are keen to support their delivery. We hope that this menu of possibilities (summarised in a pull out section for easy reference) will stimulate, provoke, enthuse and prompt, as collectively, we endeavour to shape a common and achievable ambition for the future. You can track delivery of the plan on titanic-foundation.org

1. Introduction



Nicky Dunn, Chair
Titanic Foundation

This plan sets out a menu of possibilities and options for the long-term development of Titanic Quarter as a destination. It recommends a series of interventions which in combination will help to position Belfast's waterfront as a truly international and iconic experience for local people and for visitors.

The plan has been developed in an integrated way within the context of the key planning and development strategies for the city and neighbouring area. It captures the spirit of the original TQ Masterplan and current revisions of the TQ Development Framework led by Titanic Quarter Limited and Belfast Harbour Commission.

We have taken the opportunity to sense check, in light of changed circumstances and the views of a wide range of contributors to our work, the direction of travel to ensure that collectively, we position Belfast's waterfront as a truly international and iconic experience for local people and for visitors" and provide a range of appealing, worthwhile and memorable experiences for all those visiting the area. Once the largest shipyard in the world and home to RMS Titanic a particular emphasis has been on maximising the heritage assets.

A key aspect of our approach was to engage a wide range of stakeholders through workshops and one to one conversations, including a one day mind mapping exercise 'Titanic Quarter, What Comes to Mind' with over 80 participants. An overview of consultation responses can be downloaded from our website titanic-foundation.org. Additionally, we reviewed what's currently happening across other cities internationally, identifying best practice examples to stimulate local discussion.

We would like to thank the wide range of organisations and individuals listed in Appendix A, who took the time to input into this plan, especially Belfast City Council, Belfast Harbour Commission, Odyssey Trust, Titanic Belfast and Titanic Quarter Limited for providing leadership and direction as members on our Project Steering Group.

Nicky Dunn, Chair
Titanic Foundation

Our Partnership Approach:

30 
Strategic 1-2-1 meetings

15 
Consultation Workshops

80 
Contributors



The Industrial Maritime Heritage Story

This map illustrates the areas of historical interest as classified and mapped by the Historic Environment Division, Department for Communities

- Sites and monuments
- Historic buildings
- Industrial heritage
- Scheduled areas
- And the people who worked here....

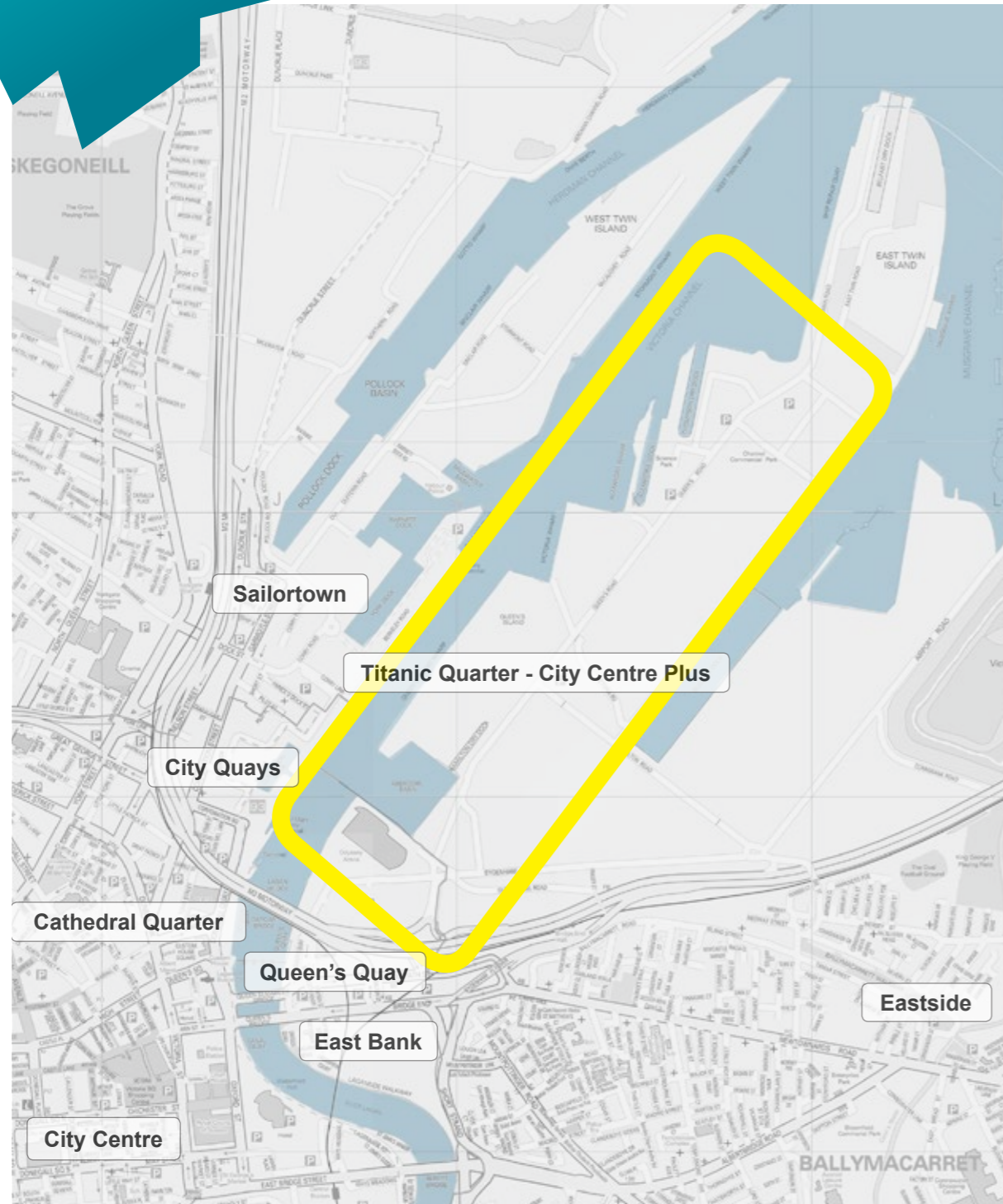


Strategic Reports

We have consulted and reviewed a range of plans and strategies to inform this report



Belfast



2. The Place

River City

The Lagan Riverfront has played and will continue to play a pivotal role in the development of Belfast. It has fuelled the industrial, social and cultural development of the city providing opportunities for trade and commerce, land for port development and more recently opportunities for enterprise development, learning, recreation and tourism.

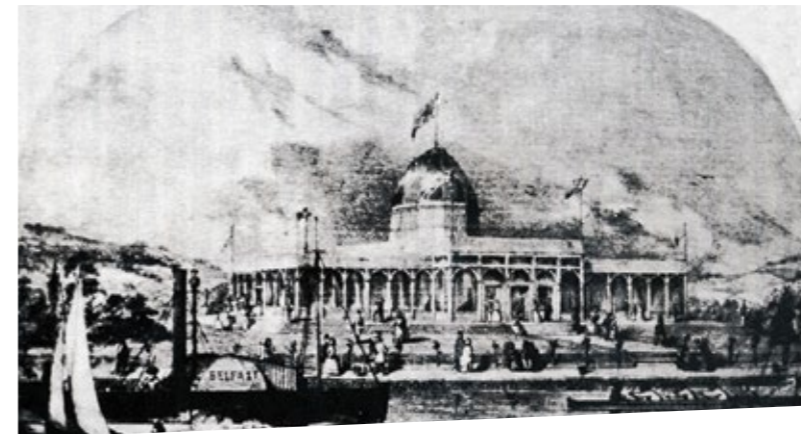
Titanic Quarter is uniquely placed within the city centre to provide continual access to the river as it emerges from the city, is configured as docks, quays and slipways before becoming harbour then lough then sea.

The TQ Destination Plan enriches the riverfront experience - there is no hard boundary in terms of what is in or out. We include the '185 acre regeneration area' under the remit of Titanic Quarter Limited; the innovation and science park, Catalyst Inc; and the Odyssey Complex, comprising SSE Arena, Odyssey Pavilion and W5. The destination contains several buildings and sites of national and international significance which are testament to its rich

ship building heritage, including the Thompson Graving Dock, the Titanic and Olympic Slipways, and buildings such as the magnificent Harland & Wolff Drawing Offices, where numerous ships were designed including Titanic. The plan has also considered and responded to adjacent developments - Queens Quay, East Bank as well as advances in Eastside and the successfully completed Connswater Greenway.

Titanic Quarter is a natural extension and part of the city centre as the city grows and embraces its riverfront. Past and present, the Destination has demonstrated that it has a global offer, recently enhanced by the performance of Titanic Belfast, voted the World's Leading Tourist Attraction 2016.

Through harnessing both our historical and contemporary industrial maritime assets, attributes and associations, Titanic Quarter has much more to contribute in supporting the city centre to reach its full potential. Our journey has just begun.



Belfast Crystal Palace, constructed in 1851 on an area of Queen's Island known as the People's Park.

3. Our Collective Ambition

Titanic Quarter

Belfast's globally recognised, regionally vital and locally embraced historic waterfront



Globally Significant:

This aspect of our ambition speaks to the brand of Titanic, its continuing and compelling global appeal, its particular association with this part of Belfast and the importance of safeguarding and using to best effect the area's industrial maritime heritage assets, attributes and associations.



Regionally Vital:

This aspect of our ambition speaks to the importance of the maritime city region and this area's role in powering the visitor economy, demonstrating an enduring spirit of innovation and enterprise and delivering that it delivers for a range of audiences - visitors from abroad, closer to home and nearby - it must also work for those who live here, learn here and do business.



Locally Embraced:

This aspect of our ambition speaks to the importance of restoring the area's place within the heart of the city by focusing on the transformative power of the waterfront - from riverside to dockside to harbour mouth - to reconnect, reposition and renew its relationship with the city - making it easy for everyone to get to and easy to get around.

4. The Plan

The plan is based on three core themes that will be delivered in a staged approach. Each section will highlight what's working, key issues, what else could we do and finishes with priorities for implementation



A Connected Place:

This theme is focused on enabling Titanic Quarter to reach out, draw people in and provide enticements for them to explore. It is concerned with improving connections and permeability with faster, lighter, cheaper solutions which are rooted in a sense of place, make use of visitor orientation opportunities, and explore the scope for meanwhile activities, while better connecting what's already here. This theme is premised on positioning Titanic Quarter as a significant extension of the city centre.



A Vital Place for Visitors:

This theme is focused on enhancing Titanic Quarter's capacity to be an even more vital place for entertainment, learning, enterprise & innovation. It is premised on knowing who our audiences are now and in the future, delivering on the experiences they will enjoy - the products, services, facilities and programming - thereby facilitating and supporting the growth and development of the visitor economy of the city and the region.



A Place Where Heritage Counts:

This theme is concerned with finding ways to make the most of the heritage assets, attributes and 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. This theme is also concerned with improving the visibility and connectedness of these heritage assets so that they become part of a coherent journey of discovery - an interpretive itinerary - through and around the destination.

A CONNECTED PLACE

EXTEND THE INVITATION

↔ Creative interpretation at key decision points

ON ARRIVAL

- Welcoming gateways and arrival points
- Key orientating views
- Parking
- Proposed rapid transit bus stop

GREENWAYS AND BLUEWAYS

- A continuous greenway linking the rivers of Belfast – a family-friendly cycling & walking route to and through TQ
- The Maritime Mile - Connecting 10,000 heritage steps.
- Existing / suggested water ferry stops
- Existing / suggested Belfast bike stations
- Bridges help reshape economic geography

PAUSE POINTS

- Creative pause points



A Connected Place

Connectivity is concerned with the degree to which streets, walking and cycling paths, connect people to the destinations they want to reach. Good connectivity should provide easy access to key destinations within the city for pedestrians. **Excellent connectivity** should actively seek to make trips not only easier, but more pleasant, inviting and interesting. There is strong evidence that Titanic Quarter is being networked into the new arrangements for moving people - residents, workers and visitors - around the city. Future actions need to ensure that on arrival and once within the Quarter, measures are taken to ensure that the continuity of the network is accommodated, enhanced, optimised and is, above all, responsive to the needs of visitors as well as commuters.

Queens Quay



Lagan Boat Tours - connecting the waterways



Connecting Titanic Quarter



The Wee Tram



"Urbanism works when it creates a journey as desirable as the destination." - Paul Goldberger

"Not to find one's way in a city may well be uninteresting and banal. It requires ignorance - nothing more. But to lose oneself in a city - as one loses oneself in a forest - that calls for a quite different schooling. Then, signboard and street names, passers-by, roofs, kiosks, or bars must speak to the wanderer like a cracking twig under his feet in the forest." - Walter Benjamin

A Connected Place

1. What's working?

- The new Titanic Walkway provides 500m of riverfront path, linking the Titanic Slipways to the Alexandra Dock.



The Wee Tram



- The Wee Tram provides a hop on hop off transport service in carriages inspired by the tram cars which ran through the shipyard.

The Belfast Bike Scheme extends into Titanic Quarter with docking stations at Odyssey and Belfast Met, two of the most utilised stations in the city.



- More generally, plans for the Belfast Rapid Transit (BRT) are being progressed as a series of schemes across the city. The CITI route to Titanic Quarter will result in the development of high quality halts with easy access to vehicles, real time information systems for easier journey planning, off-vehicle ticketing and a frequency of service which will broaden the range of options for visitors wanting to include Titanic Quarter as part of their visit.

Belfast Rapid Transit



2. Key Issues

- The visitor journey between Titanic Quarter and the City Centre, Titanic Rail Halt and Eastside is inconsistent with poor quality of environment.

Titanic Rail Halt



- Heavy, fast industrial traffic on Sydenham Road and Queen's Road.

- Lack of 'first impressions' on arrival at Titanic Quarter - not only in terms of the look and feel of the gateway areas but also as a distinctive part of the city.



- Large swathes of yet to be developed land are unappealing and present a significant challenge for visitors getting confidently from one area of interest to the next on foot.
- Connectivity across the quarter between the key attractions, public realm, view points, and heritage spaces.
- Extensive community engagement has been carried out with organisations and community groups from East Belfast. Barriers for people coming to Titanic Quarter are: cost of activities, low income, and general lack of information on what's happening. Locals want educational opportunities for young people, and the activity offer to be fun and exciting.

Crossing on Queen's Road



Entrance to Thompson Dock



A Connected Place

3. What else could we do?

Trails, pathways, greenways and blueways are like **arteries of nature** in the city, especially if they include opportunities to be beside or to travel along water. Titanic Quarter is uniquely placed to provide such an experience with its development of a continuous linear access to the city's waterfront; we propose **The Maritime Mile**, linking Donegall Quay to the mouth of Belfast Lough, strengthening the city centre connectivity.

The Green Mile Nantes - Les Machines De L'ÎLE



Sounds of the Sea, Auckland



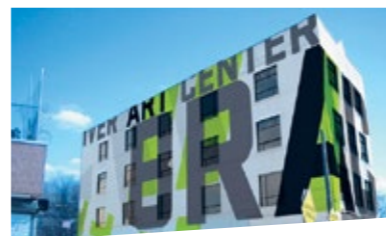
Family friendly cycling and walking routes to and around Titanic Quarter, will build on the Lagan and Connswater developments, linking the destination to the East and South of the City. These trails and routes will take in an emerging and animated cityscape and link iconic visitor attractions to an industrial maritime landscape - a fundamental component of making the destination a connected place.

Once here, more is needed in terms of providing visitors with orientation at key decision points on their journey; reassurance in terms of the route ahead; enticements to explore further as well as greater coherence and consistency in the quality and appeal of the walking / cycling experience. There is scope to introduce public art / installations of scale that provide cues to the stories of this place as well as animation and interim design improvements along and off this green / blue spine - projects that make the route feel continuous, welcoming and makes you feel like you're on the right track.

The High Line Park New York City



Supergraphics - Renovation of Bronx River Arts Centre, New York



4. Priorities for Implementation

To match up the icons refer to A Connected Place map on page 12

On Arrival



Welcoming gateways that signal you have arrived and create the right first impressions.

Greenways and Blueways



A system of green and blue infrastructure that is safe, comfortable, inviting and good for you.

Extend the Invitation



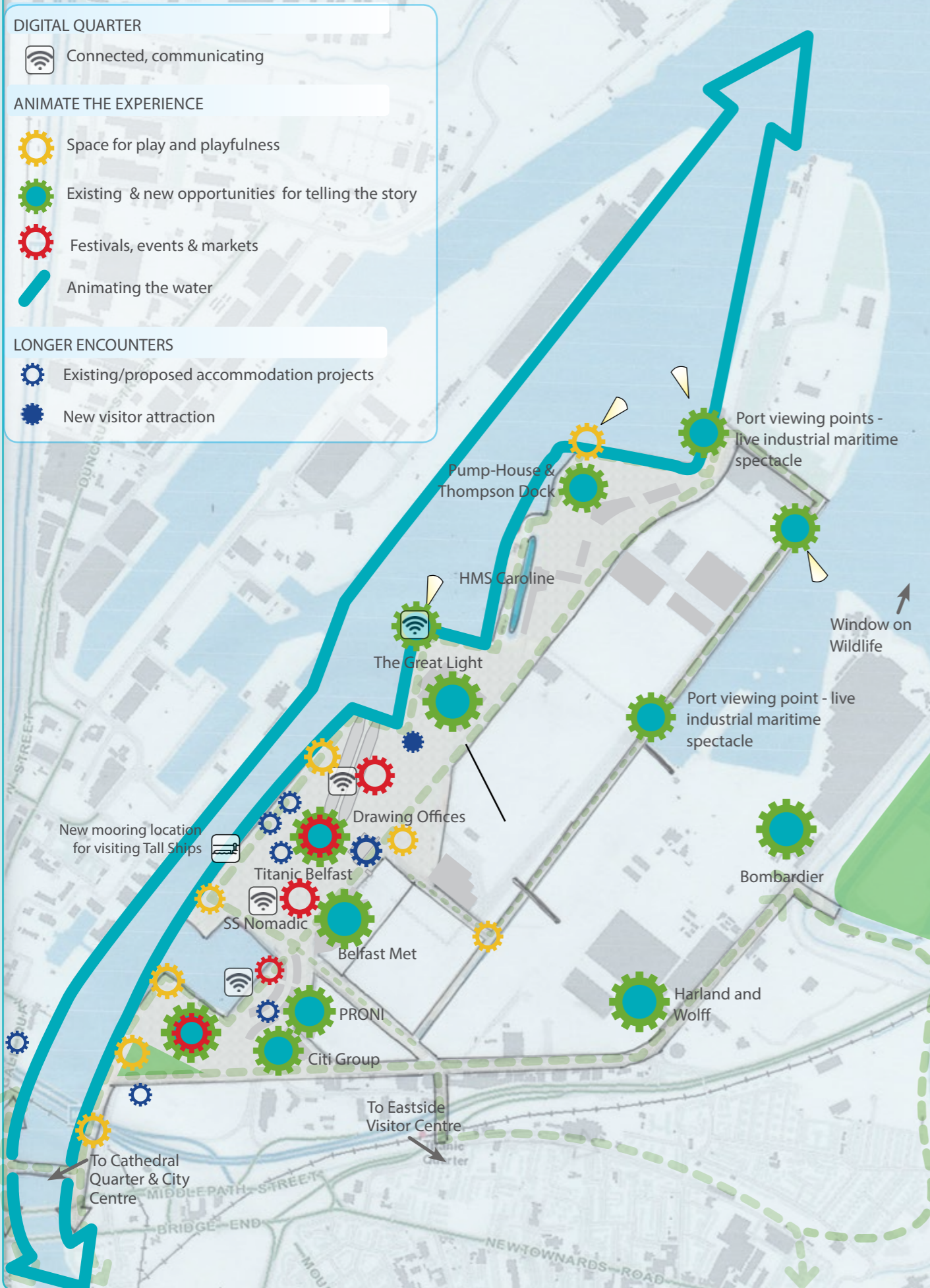
Advance signalling through creative interpretation and giant graphics at key decision points that let you know you are heading in the right direction.

Animated and Creative Pause Points



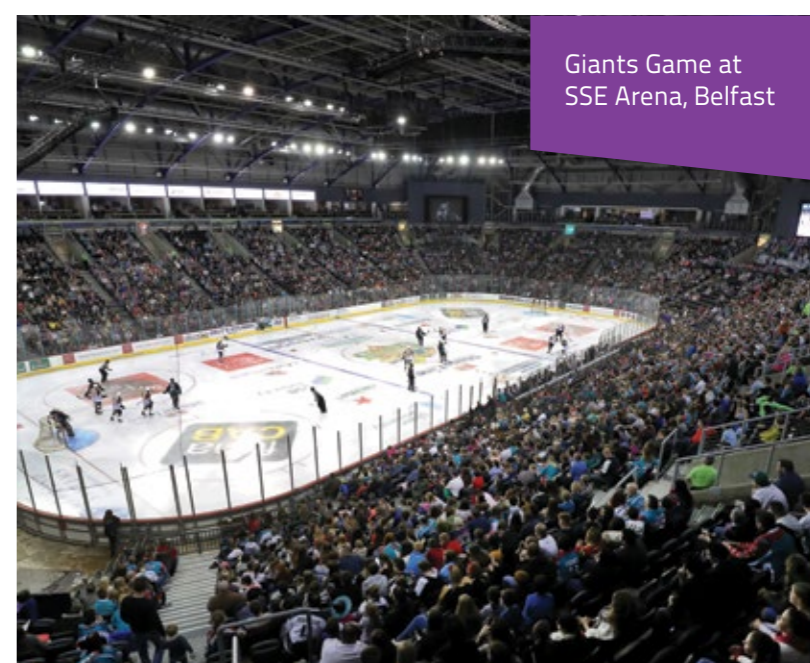
A focus on those places of orientation on the visitor journey which can provide cues to the visible and hidden heritage of the area as well as clearings in which to rest, take in the view, encounter public art of scale and enjoy nature in an urban setting.

A VITAL PLACE FOR VISITORS



A Vital Place for Visitors

Titanic Quarter offers a rich maritime, heritage and entertainment experience for both locals and tourists. Titanic Belfast attracts in the region of 700,000 visitors annually, mainly from non UK markets. Other attractions such as the Odyssey Complex - comprising Odyssey Pavilion, SSE Arena Belfast and W5 - play a critically important role in the local market - W5, for example, attracts in the region of some 375,000 visitors annually. In conjunction with Titanic Belfast, other attractions in Titanic Quarter - SS Nomadic, HMS Caroline, Lagan Boat Tours and Thompson Dock - play a vital role in telling the industrial maritime heritage story whilst Belfast's Window on Wildlife, Victoria Park and the Lagan River provide ample opportunity to explore nature in an urban setting. Smaller scale activity such as Titanic Taster Tours which focus on photography and art serve to link the various sites together along with meanwhile pop up opportunities such as the Dock Café and Dock Market. The emerging food offer - Spar Titanic, Titanic Belfast, Cast and Crew, Café 1404 - all work to enhance the appeal of the area, adding to its vitality and interest. Accommodation in the area includes the Premier Inn and the newly opened Titanic Hotel Belfast - collectively offering 240 rooms in the destination with more hotels planned for development soon.



A Vital Place for Visitors

1. What's working?

- Range of visitor attractions including Titanic Belfast - World's Leading Tourist Attraction 2016 acts as a magnet for international visitors.
- Event infrastructure such as SSE Arena, Belfast & outdoor space including the Titanic slipways and padock area, which can accommodate 30,000 people. Key events have included the Giro l'Italia, BBC Proms and Belsonic.
- The Belfast Titanic Maritime Festival, which incorporates the Tall Ships, is increasingly popular, attracting over 100,000 per annum.
- The TQ Destination Forum established in 2014 has over 30 members and works collaboratively with its partners across the destination. The Forum develops and promotes an ever increasing range of activities, initiatives and programmes to promote the destination's industrial maritime heritage credentials as well as its contemporary visitor offer.

2. Key Issues

- Lack of an evening economy despite being home of Northern Ireland's largest entertainment venue - SSE Arena, Belfast and home to the Belfast Giants.
- The Titanic brand is a significant strength but challenging. The physical area of Titanic Quarter is linked to the physical boundary of Titanic Quarter Limited's remit as the regeneration area however the destination encompasses a wider area. The multiple use of 'Titanic' can at times be confusing (Titanic Belfast, Titanic House, Titanic Hotel Belfast, Titanic Studios, Titanic Exhibition Centre). There is a rich source of place names associated with the footprint of the shipyard that could be used to provide great depth to the Titanic brand.
- TQ attracts over 1 million visitors per year but they tend not to circulate around the site - more needs to be done to animate the public realm and incentivise visits to less known sites and attractions through signage, marketing and cross selling.
- There is a risk that the destination is regarded as an 'expensive' tourist spot and not for locals. Local people are key to creating an all year round sense of vitality and generating footfall to support long term sustainability.
- There are limited opportunities to promote what is happening behind closed doors, especially the Titanic Film studios and the global phenomenon that is HBO's Game of Thrones. We need to bring the inside outside and celebrate what is happening across the Destination.

Visitor Profile

A further consideration for the development of the destination is being clear about the audiences Titanic Quarter wants to attract. The segment profiles identified for the destination include;



Family Fun

Families who travel with their children and are looking for family friendly activities and events.



Culturally Curious

Are typically older, very independently minded and interested in places of historic and cultural interest.



Social Energisers

Tend to be young, looking for new experiences and excitement.



Living Local

A local audience of all ages - both those who are nearby neighbours as well as others from across the city, all of whom are seeking a variety of activities from walking tours to learning experiences to outdoor events.

3. What else could we do?

Whether for marketing, communication or data harvesting purposes, digital is no longer an option but a necessity for a destination keen to promote its 'cutting edge' credentials. Titanic Quarter must be a data-driven, experience-driven and **digitally connected** world providing visitors with informative, visually appealing, up to date and relevant content about the destination in an easy to use format e.g. mobile responsive website, Wi-Fi zones, event apps.

Titanic Quarter must be an area that stimulates and supports effective collaboration between all the players and through the initiation of a Brand Charter, supported by a communication



Maritime themed outdoor play, Rotterdam Museum



and engagement plan, achieves a shared ownership of the destination message. This in turn is a recognised subset of the Belfast and Northern Ireland brands.

There is also huge scope to **animate** different parts of the destination - including the water itself - through the creative development of play, markets, spontaneous happenings and the surprising use of spaces. The Maritime Mile concept identified under A Connected Place, will become an animated spine that bursts with vitality. As demonstrated by the accommodation projects underway and planned it will be important to enable visitors to have **longer encounters** with the destination - spend more time here and armed with

insights and **information** go deeper. There may well be scope to broaden the appeal of the accommodation offer to cater for younger audiences and more limited budgets. The importance of enabling and facilitating **events** and a creative programming of happenings, and activities which showcase and profile not only the heritage but also the contemporary significance of Titanic Quarter is a key requirement i.e. bringing the inside, out.

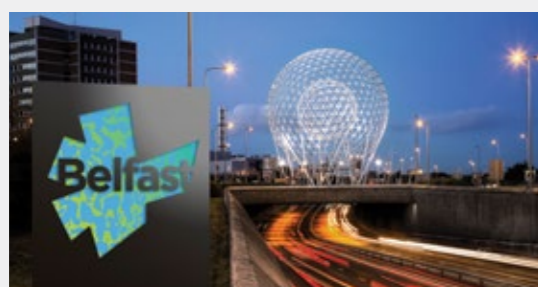
Yellow Duck Sculpture By Florentijn Hofman outside Harbour City Mall, Hong Kong



A Vital Place for Visitors



Energy Unleashed



Within the wider context, new brands are being developed not only for Northern Ireland tourism but also for Belfast. The former is deriving its essence from the concept of the destination being small in scale but having a giant like ambition with experiences to match. This theme of the ambition of the place, a place that is no longer held back but is keen

to channel its energies in new directions is also picked up in the new city branding, Energy Unleashed. Both propositions align well with the essence of what Titanic Quarter stands for - an ever changing yet enduring place; a place which provides a unique juxtaposition of scales - the tiny rivet as well as the enormous ship;

a place which knows no bounds in terms of the scale of its ambition; a place where new ideas are being forged, energy is purposefully channelled, where experimentation is encouraged, innovation rewarded and where perspectives are outward facing rather than inward looking; a place where global meets local to great effect.

4. Priorities for Implementation

To match up the icons refer to A Vital Place For Visitors map on page 18

Digital Quarter



Focusing on content that matters through facilitating shareable destination moments and experiences through easily accessible digital platforms.

Brand the Experience



Develop, communicate and promote the unique values and attributes of Titanic Quarter as a visitor destination.

Let's Celebrate



Enabling and facilitating a creative programme of events and activities to showcase our distinctive offer, building on existing events such as the Belfast Titanic Maritime Festival and looking at bringing elements of what is happening inside Titanic Quarter buildings outside, e.g. Catalyst Inc, Titanic Film Studios, Belfast Metropolitan College, Bombardier.

Longer Encounters



Maximise the potential of available land, brand awareness and track records to date. Titanic Quarter has the space and infrastructure to offer a cluster of attractions and accommodation that would contribute to the city's growth targets for tourism and this should be exploited further in terms of clustering visitor attractions and accommodation.

A PLACE WHERE HERITAGE COUNTS ...

REIMAGINING THOMPSON DOCK

Maximise existing & new opportunities around Thompson Dock

CREATING AN OUTDOOR MUSEUM

Introducing artefacts into the public realm

Maritime Mile / longer encounters & greenways

LOOKING AFTER, RESTORING, REPURPOSING

Portals into the Industrial Maritime past

Significant restoration projects

NOW, NEW, NEXT

Meanwhile uses



A Place Where Heritage Counts

It is well understood that when it comes to competition, destinations have recognised that their cultural distinctiveness - that which gives a place its identity - is perhaps the unique asset they have to offer the external world. Distinctiveness not only generates pride locally but can act as a draw not only for visitors but also for potential investors thereby creating longer term economic impacts.

A key component of the cultural distinctiveness of a place is its buildings - the traces, marks and remnants of the human intervention that has shaped its form and function. The culture of Titanic Quarter is etched into its maritime landscape. Once the largest shipyard in the world; buildings, cobbled surfaces that still bear the traces of tracks; gates and locks; quay walls and docks, slipways, cranes and gantries - are all evidence of how the place was put together.



The place is also shaped by the contemporary features of the working port - the enormous rigs complete with helipads; the shiny and neatly arranged component parts of the machinery of power generation; the floating mini cities of the cruise industry that loom above the horizon and dwarf the scene below as Belfast grows into its accommodation of new and growing markets.

But the starting point for the destination has to be what we have inherited - the fantastic if somewhat diminished heritage of Queen's Island - the features, artefacts and associations that mark out and remind us of what it stood for, its role and reputation as well as its ambition.

¹ Elevated view of South and North Yards and Hamilton Graving Dock, with 3 masted barque. © National Museums NI - Collection Ulster Folk & Transport Museum

A Place Where Heritage Counts

1. What's working?

- A dedicated heritage trust, Titanic Foundation, was established in 2007 to develop Titanic Belfast. The success of this project has supported the ongoing viability of the charitable trust who is committed to preserving Belfast's maritime and industrial heritage. It is a unique model whereby Titanic Quarter has developed a strong partnership approach between the regeneration company committed to the commercial development of the area and the charitable trust, committed to preserving and promoting the heritage.
- A number of major heritage projects have been completed across Titanic Quarter including SS Nomadic, the last remaining white star line ship, Titanic & Olympic Slipways, Thompson Dock and Pump-House, HMS Caroline and the restoration of the Harland & Wolff Drawing Offices and Headquarter Building into a four-star, luxury, Titanic Hotel Belfast.



- High quality public realm including the Arc Apartments, Titanic and Olympic Slipways, Hamilton Dock, and the new Titanic Walkway, due to be completed by the start of 2018, follows the old rail tracks used by the steam cranes in the shipyard. The focal point on the walk will be The Great Light - a 130 year old lighthouse optic, one of the largest of its kind ever constructed and internationally significant.
- Free heritage led events including active participation in European Heritage Open Days and specific memorial events to mark the sinking of RMS Titanic. Titanic Foundation established a 'Heritage Helper Volunteer Programme', to support further events across the year.



- We have one of the largest sources of original research material as Titanic Quarter is home to the Public Record Office of Northern Ireland. Outside, large scale artefacts such as the Caisson Gate, Steam Cranes and the Great Light are dotted throughout the destination whilst the many attractions, SS Nomadic, Titanic Belfast, HMS Caroline, Titanic Hotel Belfast all display authentic and original artefacts. There is a huge sense of ownership of the story of this place amongst local communities - many offering family heirlooms for public display.

2. Key Issues

- There is no doubt that over time much of the physical heritage has been lost and only a few buildings exist now where the shipyard would have had hundreds. It is important that whatever is left is cared for and maintained appropriately and that the scale of the shipyard is not lost.
- There is no dedicated conservation manager/officer for the area, although each heritage project has utilised conservation professionals to inform all developments.
- A number of significant heritage assets require attention - the Caisson Gate and Steam Cranes need signification restoration works and the future of the Thompson Dock needs resolved.
- It is not only the physical heritage we need to preserve

A Shipyard Coffee Catch-up, SS Nomadic



but also the stories and narrative that belong to this place. It is reported that up to 50,000 people worked for Harland & Wolff at their peak, many of whom lived in local neighbourhoods. Whilst some work has been undertaken to date, specifically linked to the restoration of the Drawing Offices, we must continue to engage with these communities to capture these stories before it is too late.

- Titanic Quarter's heritage should be a beneficiary of the destination's commercial success.

The Former H&W Employees Reunion Event, Drawing Offices



A Place Where Heritage Counts

3. What else could we do?

There are many aspects of the industrial maritime heritage in need of attention and where appropriate, a considered repurposing. The preparation of a **Conservation Management Plan** is a critical first step so that a comprehensive audit and evaluation of the assets can be undertaken. This will ensure that the necessary guidance is available for all to see on the steps to be followed, ensuring that protection is afforded all aspects of the heritage resource and recommendations made on the restoration of significant in situ features, such as the Caisson Gate, before moving on to other initiatives including the **restoration** and relocation of the Schooner Result, which is currently in ownership of National Museums NI.

Priority attention needs to be given to the future of the **Thompson Dock** and the associated assemblage of buildings. An initiative of scale here would not only add

Bilbao, Spain



significantly to the portfolio of heritage attractions, but would also serve to significantly complement an emerging, and very welcome, critical mass of heritage interest at this location, alongside the attraction of the HMS Caroline and, further along, the Great Light. In conjunction with these priority interventions, consideration needs to be given to a very simple naming of the heritage features as a precursor to the development of an **outdoor museum**.

The Outdoor Museum already in action in Titanic Quarter



Large ship's anchor outside Liverpool Maritime Museum



The scope to provide a space or spaces where a conversation about the destination - what's happening **now**, what's **new** and what's **next** - can happen would provide a unique opportunity for visitors and people locally to discuss, engage in and challenge, the shaping of the destination.

Outdoor Industrial maritime museum at Bristol waterfront



The Thompson Dock, is Titanic's physical 'footprint' in history. In today's money the dock cost £50m to build, is almost 900ft long (Titanic just fitted in) and can hold 23 million gallons of water. Nothing else conveys just how enormous Titanic must have appeared to those who saw her completed and ready to sail.



Caisson Gate



Built in 1867, the Caisson Gate is one of the oldest remaining Harland and Wolff constructions, and is actually a vessel, given the hull number 50 in H&W's shipping register. A hollow vessel built from wood and steel, its job was to stop water from going in or out of the Hamilton Dock.

² View aft from OLYMPIC to starboard poop deck while swinging and outfitting basin with Thompson Graving Dock and TITANIC in background © National Museums NI - Collection Ulster Folk & Transport Museum

Twelve Projects

Our Collective Ambition

Titanic Quarter

Belfast's Globally recognised, regionally vital and locally embraced historic waterfront

GLOBALLY SIGNIFICANT

This aspect of our ambition speaks to the brand of Titanic, its continuing and compelling global appeal, its particular association with this part of Belfast and the importance of safeguarding and using to best effect the area's industrial maritime heritage assets, attributes and associations.

REGIONALLY VITAL

This aspect of our ambition speaks to the importance of the maritime city region and this area's role in powering the visitor economy, demonstrating an enduring spirit of innovation and enterprise and delivering that it delivers for a range of audiences - visitors from abroad, closer to home and nearby - it must also work for those who live here, learn here and do business.

LOCALLY EMBRACED

This aspect of our ambition speaks to the importance of restoring the area's place within the heart of the city by focusing on the transformative power of the waterfront - from riverside to dockside to harbour mouth - to reconnect, reposition and renew its relationship with the city - making it easy for everyone to get to and easy to get around.

A Connected Place

On Arrival



Welcoming gateways that signal you have arrived and create the right first impressions.

Greenways and Blueways



A system of green and blue infrastructure that is safe, comfortable, inviting and good for you.

Extend the Invitation



Advance signalling through creative interpretation and giant graphics at key decision points that let you know you are heading in the right direction.

Animated and Creative Pause Points



A focus on those places of orientation on the visitor journey which can provide cues to the visible and hidden heritage of the area as well as clearings in which to rest, take in the view, encounter public art of scale and enjoy nature in an urban setting.

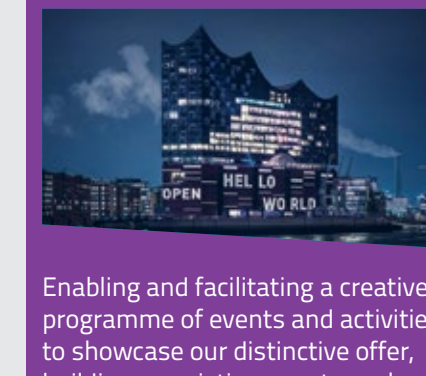
A Vital Place for Visitors

Digital Quarter



Focusing on content that matters through facilitating shareable destination moments and experiences through easily accessible digital platforms.

Let's Celebrate



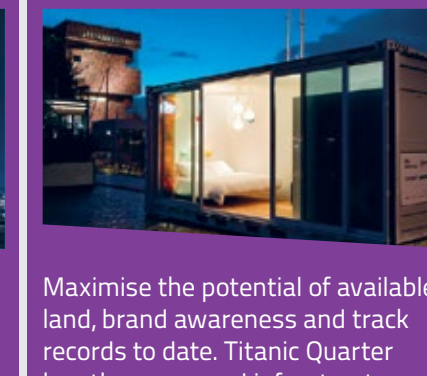
Enabling and facilitating a creative programme of events and activities to showcase our distinctive offer, building on existing events such as the Belfast Titanic Maritime Festival and looking at bringing elements of what is happening inside Titanic Quarter buildings outside, e.g. Catalyst Inc, Titanic Film Studios, Belfast Metropolitan College, Bombardier.

Brand the Experience



Develop, communicate and promote the unique values and attributes of Titanic Quarter as a visitor destination.

Longer Encounters



Maximise the potential of available land, brand awareness and track records to date. Titanic Quarter has the space and infrastructure to offer a cluster of attractions and accommodation that would contribute to the city's growth targets for tourism and this should be exploited further in terms of clustering visitor attractions and accommodation.

A Place Where Heritage Counts

Creating an Outdoor Museum



Finding ways to raise awareness of the heritage asset by introducing artefacts into the public realm

Reimagining Thompson Dock



An initiative of scale to augment the portfolio of heritage attractions

Looking After, Restoring & Repurposing



Starting with a Conservation Management Plan and developing a route map for conservation, restoration and reuse

Now, New, Next



Inviting people into a conversation about the future development of the destination.

← Fold this back to reveal our twelve projects

Three Core Themes

A CONNECTED PLACE

This theme is focused on enabling Titanic Quarter to reach out, draw people in and provide enticements for them to explore. It is concerned with improving connections and permeability now with faster, lighter, cheaper solutions which are rooted in a sense of place, make use of visitor orientation opportunities, and explore the scope for meanwhile activities while better connecting what's already here. This theme is premised on positioning Titanic Quarter as a significant extension of the city centre.

A VITAL PLACE FOR VISITORS

This theme is focused on enhancing Titanic Quarter's capacity to be an even more vital place for entertainment, learning, enterprise & innovation. It is premised on knowing who our audiences are now and in the future, delivering on the experiences they will enjoy - the products, services, facilities and programming - thereby facilitating and supporting the growth and development of the visitor economy of the city and the region.

A PLACE WHERE HERITAGE COUNTS

This theme is concerned with finding ways to make the most of the heritage assets, attributes and 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. This theme is also concerned with improving the visibility and connectedness of these heritage assets so that they become part of a coherent journey of discovery - an interpretive itinerary - through and around the destination.

5. Next Steps

Here's a space for your creative and innovative ideas on how you can help us deliver the TA Destination Plan...

Appendix 1

We would like to thank the very many contributors, listed below, who gave generously of their time, expertise and information.

Alice McGlone
Belfast City Council

Aine Kearney
Tourism NI

Andrew Todd
Tandem

Brenda Turnbull
Lagan Navigation Trust

Brian Hughes
Odyssey Trust

Brian Kelly
Turley

Carol Carson
ARC Residents Association

Carol Ramsey
Department for Infrastructure

Chris Armstrong
EastSide Partnership

Chris Bennett
The Wee Tram/
Dock Café

Chris Birkett
ARUP

Chris Hollies
The Wee Tram

Christopher Kenny
SS Result

Ciarán Fox
RSUA

Clifford Harkness
National Museums NI

Denis Power
Titanic Foundation Board

Dermot O'Kane
Belfast City Council

Dominic Tweddle
National Museum of the Royal Navy

Donal Kelly
MicnBikes

Eimear Lewis
Titanic Belfast Limited

Fred Hammond
Industrial Archaeologist

Glenn Stewart
McCadden

Graeme Callender
Premier Inn

James Eyre
Titanic Quarter Limited

Jamie Wilson
HMS Caroline

Janet Hancock
PRONI

Joanne McKenna
James Street South/
Cast & Crew

Jonathan Crawford
Cable & Wake

John Davison
Turley

John McGrillen
Tourism NI

Joyce Anderson
Lagan Boat Tours

Kathryn Thomson
National Museums NI

Keith Sutherland
Belfast City Council

Kerrie Sweeney
Titanic Foundation

Kristopher Arthur
Premier Inn

Laura McCorry
Tourism NI

Liam Lynch
T13

Lisa Toland
Belfast City Council

Maeve Moreland
Titanic Foundation

Marie-Thérèse McGivern
Belfast Met / Titanic Foundation Board

Mark Beattie
Titanic Foundation Board

Mark Doherty
Belfast Harbour Commissioner

Martin Graham
Tourism NI

Mary Jo McCanny
Visit Belfast

Maurice Kinkead
EastSide Partnership

Maybelline Gormley
Department for Communities

Mervyn Pritchard
Nomadic Preservation Society

Mervyn Watley
Catalyst Inc

Michael McKenna
Belfast City Council

Mike Thompson
Department for the Economy

Moira Crosbie
Tourism NI

Neil Ramsden
McCadden

Nick Livingston
Arts of Council of Northern Ireland

Nicky Dunn
Titanic Foundation Board

Noel Rooney
Titanic Foundation Board

Nuala Crossin
Department for the Economy

Nuala Gallagher
Belfast City Council

Paul Mullan
Heritage Lottery Fund

Paul Sean Maddern
QUB

Peter Kane
Belfast Metropolitan College

Philip Corr
Titanic Quarter Limited

Richard Wakely
Belfast Festival

Robert Fitzpatrick
Odyssey Trust

Robert Heslip
Belfast City Council

Robin Masefield
SS Result

Sally Montgomery
Titanic Foundation Board

Samantha Crawford
Cable & Wake

Sammy Douglas
Titanic Foundation Board

Shelly Ovidia
RSPB Belfast WOW

Sinead McCartan
National Museums NI

Siobhan McLaughlin
Titanic Foundation

Stephen Scarth
PRONI

Stephen Tate
Belfast City Council

Suzanne Wylie
Belfast City Council

Tim Husbands
Titanic Belfast Limited

William Blair
National Museums NI

titanic-foundation.org



Titanic Foundation would like to say a special thanks to all TQ stakeholders & partners who have been involved and contributed to the production of the Titanic Quarter Destination Plan, an iconic heritage waterfront.

