



1) BTL Business and Marketing Plan

Overview and Context of the Mission

The Federation of Canadian Municipalities (FCM) is dedicated to improving the quality of life and sustainability of local communities by promoting strong, effective and accountable municipal government. Since 1987, FCM has delivered international programs to support exchanges between municipal governments in Canada and developing countries that increase their capacity to deliver relevant services to their communities.

The Federation of Canadian Municipalities (FCM), the Caribbean Forum of Local Government Ministers (CFLGM), the Caribbean Association of Local Government Authorities (CALGA) and the Commonwealth Local Government Forum (CLGF) are implementing a joint \$23 million local economic development program named the Caribbean Local Economic Development Program (CARILED). CARILED will occur over six years (2012-2017) with financial support from the Canadian International Development Agency (CIDA) and with in-kind contributions from Canadian, Caribbean, and Commonwealth partners.

The goal of CARILED is to increase sustainable economic growth benefiting men, women and youth in the Caribbean. The purpose of CARILED is to stimulate sustainable local economic development (LED) through the strengthening of effective competencies and governance capacities at the local level.

Given that local government authorities are key actors in ensuring that the local environment for LED is supportive, CARILED will work with Ministries of Local Government and relevant ministries towards supporting the partner countries' priorities for improving local level business environments through the transfer of new knowledge and tools related to LED planning, investment attraction, business retention and expansion, revenue generation, service delivery and policy change.

Mission Objectives:

Effective community economic development requires sustainable planning. CARILED is providing support to the BTL Park Renovation Project of The Belize City Council (BCC) by funding construction of vendor kiosks and providing training of 48 vendors in business management skills, in collaboration with Beltrade Small Business Development Center of Belize (SBDC – Belize); then providing Technical Assistance in under the following areas, regarding BTL Park's Administration, Management and Operations.

The Consultant:

- Identified gaps in existing BTL Park business, operations, and marketings plans.
- Worked collaboratively with the CARILED LEDPAC, LEDO, Belize City Council, BTL Park Vendors Association to develop the Business and Marketing plans.
- Engage relevant stakeholders; MSMEs with kiosks in the BTL Park, business support organizations (BELTRADE), and City staff.
- Prepared a comprehensive Business and Marketing plans for the BTL Park including recommendations for revenue generation and possible future expansions.

Mission Format and Approach:

Through a series of small-group and one-on-one meetings with relevant stakeholders, consultations with private sector, local government corporations, the MSMEs, Belize City Council, the Belize Tourism Board, Belize Trade and Investment Development Services, the consultant developed a Business plan along with messaging and a marketing strategy for the BTL Park.

2) BTL Park Situation Analysis

Restoration of the BTL Park is a part of Belize City's Urban regeneration program investing in waterfront assets to support community economic development, and grow tourism in Belize City¹. CARILED's recent economic profile of downtown Belize and the Fort George tourism area notes the potential to link the cruise ship arrival ports and tourist zones with cultural and leisure assets throughout the city². The BTL Park is an investment aimed at achieving this strategic goal.

Located in the historic Newtown Barracks, the site of BTL park is rich with political, economic, and cultural history. The land has served as military strategic zone, but is most famously known for its role in opening the Caribbean to the world. On December 30th, 1927 Colonel Charles Lindberg successfully landed the first aircraft in the Caribbean. With the lack of roads, rail, and the formidable terrain, air transit quickly took flight in the region supplementing trade supported by traditional ports.

Regeneration of the park is linked to an urban revitalization program aimed at acknowledging and preserving significant heritage sites throughout the city. The broader heritage revitalization program supports building local community engagement and pride while also providing value-add for tourists.³ The BTL Park restoration is \$1.2 million dollar investment in the restoration of an existing site including upgrading the seawall, construction of 23 vendor kiosks, a stage, washroom facilities, installing park benches and tables, creation of a fountain and play area for children, addition of volleyball courts and other sporting facilities. The new park offers a multi-purpose space with including general retail, recreation services, and a robust food court.

The BTL Park is physically linked to the major cruise ship ports of entry. Marina Parade and Princess Margaret Road provide wide roadways and sidewalks leading into the park. Currently tour buses, trams, and cars currently transport tourists out of or around the city on this route, passing the park many times a day. Currently the park does not attract many of the tourists coming through the city.

Nearing completion, the BTL Park received over 40 vendor applications for 23 spots. There is much demand for this revitalized space. Programming has already started in the park with daily exercise classes and weekly concerts. With a website and facebook page recently launched, the BTL Park is ready for a marketing and communications plan that will position the park as a destination and promote its assets.

¹ BL-T018 Belize City Master Plan, Annex 10 Belize City Waterfront Strategy, March 2012, Padaco Consultants

² Economic Profile of Downtown Belize City and Fort George Tourism Area, CARILED, 2013

³ Action Plan for Heritage Trust, Belize City Master Plan, March 2012, Padaco Consultants

3) BTL Park Business Plan Vision, Mission, Goals, SWOT & PEST Analysis

3.1) Vision: Stimulate local community economic development centered on environmental, social, and economic stability while preserving heritage.

3.2) Mission: Revitalize the Newton Barracks/King City neighborhood, enhance waterfront development, preserve cultural heritage and promote engagement in the community.

3.3) Goals:

- 1) Provide a catalyst for local community economic development through the creation of a safe and organized park with vendor kiosks that supports MSME start-up and growth, and provide citizens with services;
- 2) Grow street peddlers into a more formal business operations by providing space, training and development and facilitating mentorship;
- 3) Enhancing the quality of life, to local citizens as well as tourists by providing a multi-use recreation and leisure site;
- 4) Attract tourists by facilitating waterfront development through infrastructure regeneration and better linkages with the Fort George tourism park.

3.4) Business Plan, SWOT & PEST Analysis

The BTL Park is an entirely new approach to park revitalization in Belize City. The park has effectively created a public-private-partnership that could serve as a framework for future community redevelopment projects.

A formal business plan for the BTL Park has not been created by The Belize City Council, nor its funding partners. Reviewing the current vendor lease agreement, and structure of the part operations, a revenue model could evolve from the vendor agreements and rentals, recreation facilities, and incremental income. The Belize City Council has noted that the park is considered a service to the community meant to break even. A model for suggested revenues are indicated below. This table is subject to change based on changes in vendors, lease agreements, council direction, and local market needs. Belize City Council and City Administration will need to decide their appropriate revenue streams and develop an application system to manage the income.

Vendor Income

Vendor	Service	Size (sq ft.)	Annual Rent
El Taquito Mexicano	Food & Beverage	Double	\$4,200 ⁴
Filipino Fast Food	Food & Beverage		\$4,200
Pelican Pastries	Food & Beverage		\$4,200
Ceviche Spot	Food & Beverage		\$4,200
Coral Bubbles	Food & Beverage	Double	\$4,200

⁴ amount in BZD

Azrim Kreashans	Retail		\$4,200
Barber Shop	Service		\$4,200
Guadaloupe	Retail		\$4,200
Candy World	Food & Beverage		\$4,200
Mr. Ham's	Food & Beverage		\$4,200
Tropical Joe's	Food & Beverage		\$4,200
Ferguson Digital Production	Service		\$4,200
Tropical Taste Ice Cream	Food & Beverage		\$4,200
Sea Breeze Delights	Food & Beverage		\$4,200
Arj's Burger	Food & Beverage	Double	\$4,200
Rose's Pupuseria	Food & Beverage		\$4,200
Eva's Jamaican Cuisine	Food & Beverage		\$4,200
Madda Fish	Food & Beverage		\$4,200
Rainbow Fun Rentals	Service		Undefined
TOTAL			\$75,600

Incremental Income: suggestion of service and incremental income that could be generated by the BTL Park.

Service	Charge⁵	Estimate Annual Use	Annual Income⁶
Washrooms	\$1	21,900 ⁷	\$21,900
Stage Rental	\$100	10	\$1,000
Special Event Permits	\$75	10	\$1,000
Park Rental	\$300	5	\$1,500
City Event Gate⁸	\$10	9,000 (tickets sold) ⁹	\$900,000

The numbers listed above should be used to develop an operating budget for the park. The first year of operations will be a benchmark year, but initial goals should be set and reviewed annually. Revenue generating activity should be supported by a process that can be managed by the Park Coordinator and the appropriate City Staff.

Recommendation:

3.4a: Cost for special event and BTL Park facility rentals be agreed upon and stated in City Policy.

3.4b: Formal special event and BTL Park facility rental applications be created. Applications should be managed by the Park Coordinator and appropriate city staff.

⁵ Values suggested by consultant based on comparable charges for other city services observed in Belize City, Trinidad, and Tobago. All amounts in BZD.

⁶ Estimates based on consultant projections, which are based on activity for similar operations. All amounts in BZD.

⁷ Based on 60 people per day.

⁸ Currently City Council does not charge for Friday Concerts. There maybe an opportunity to ticket some events to recoup costs and generate a profit.

⁹ Based on three events at 3,000 in attendance at each event.

3.5) SWOT Analysis

This SWOT is related to the business operations and marketing and branding of the BTL Park. The Strengths, Weaknesses, Opportunities, and Threats are generally something the staff can address through policy and program changes. The comments in the table below are meant to direct the Park’s business and marketing activities. For instance, operations and marketing should be crafted to take advantage of the strengths and opportunities, while trying to address or mitigate the threats and weaknesses.

Basic scan of the region indicates that the BTL Park has significant potential for growth with diverse users. Located a short distance from the main business area of Belize City, the park can attract the business lunch crowd. With proximity to the Fort George tourism village with potential direct transit linkages, the park can easily become a tourist destination while cruise ships are docked in port. In addition to this, local residents access the park for fitness, leisure, and recreation.

<p>Strengths</p> <ul style="list-style-type: none"> - Amenities and cleanliness of park - Diverse vendors and services - Strategic partnerships: Belize Tourism Board, BELTRADE, etc. - Proximity to tourist destinations: Princess Hotel, Hour Bar, Fort George Tourism Zone, etc. 	<p>Weaknesses*</p> <ul style="list-style-type: none"> - Vehicular congestion at peak use - No pedestrian incentive to walk from Fort George to Newtown Barracks/BTL Park - Lack of signage at main points of entry
<p>Opportunities</p> <ul style="list-style-type: none"> - Promote heritage and cultural significance of the Newtown Barracks - Support MSMEs - Enhance Belize City Tourist offerings - Provide additional community gathering space and amenities - Generate revenue for City Council 	<p>Threats</p> <ul style="list-style-type: none"> - Insufficient public transit to and from park - Poaching from non-permitted vendors - Natural disasters (heavy winds and rain)

*Many concerns related to parks operations were voiced by the Vendor’s Association related to garbage pick-up, security, and lighting. I did not list these as a weakness here as the concerns are being addressed in the Operations Manual. However, it’s important to note that operation issues and malfunctions could become a significant weakness of the park if they are not addressed appropriately.

3.6) PEST Analysis

This PEST is related to the business operations and marketing and branding of the BTL Park. It is necessary to consider the greater Political, Economic, Social, and Technological elements that impact the park. These tend to be larger issues the staff and council may not have a direct impact on, but they should consider in business and marketing planning. The comments in the table below are meant to direct the Park’s business and marketing activities. The table below is subject to change bases on the Park Coordinator’s additional insight.

<p>Political</p> <ul style="list-style-type: none"> - National and international funding agency continued investment - National policy frameworks - Partnership or antagonism with Belize Tourism Board and other funding agencies. 	<p>Economic</p> <ul style="list-style-type: none"> - Fluctuation in tourism - Citizen employment rates - Change in operating and sourcing cost for vendors and city council
<p>Social</p> <ul style="list-style-type: none"> - Crime rates in region - Demographic of users and their usage patterns - Perception of Belize City and BTL Park held by tourist and citizens 	<p>Technological</p> <ul style="list-style-type: none"> - Accessibility of information and images of Belize City and BTL Park - User’s expectation: wifi and online information - Lighting and tools to maximize park operations

4) BTL Park Market Marketing Plan BTL Brand, Message Matrix & Campaign Outline

The renovated BTL Park has been operating since Dec. 2013 following its soft launch. As such, the vendor’s association, city council, and stakeholder have noted the high potential for BTL Park use growth and expansion into attracting the tourism markets. Strong brand messaging and marketing plan will support the park’s success and growth. The branding and marketing plan outlined below does not represent a comprehensive strategy. Once city council confirms the business plan for the park, the following should be reviewed. The branding and marketing plan outlined below does, however, outline recommendations for key messaging to support BTL Park and Council’s vision, as well as marketing activities that can be implemented almost immediately to begin the place branding and marketing of the BTL Park. Currently, City Council employs a web-coordinator to manage the BTL Park Website and promote BTL Park activities through facebook, a blog, and other social tools. However, it is unclear who will own and implement this marketing plan. Two main questions need to be answered to support the place branding and marketing plan:

- 1) Confirm who will manage the branding and marketing implementation;
- 2) Branding and marketing implementation budget.

4.1) Place Branding and Marketing Overview

In the world of consumer goods we understand that a brand is the sum of all experiences related to the product and service. Meaning, brand perceptions are shaped by how we experience and engage with a product: functional, good quality, reliability etc. A brand also includes emotional experiences associated with the product. This is no less true in place branding. A place brand is related to the visual, verbal and behavior characteristics of place. Once you define those characteristics and experiences, a place marketing campaign

can be developed to share the place brand story in a way that relates to your key audience/stakeholders. Sharing the brand story supports attracting investment, tourism, and changing citizens' perceptions. Below is a brief overview of the existing place brands that are impacting how the BTL Park is perceived and marketed. As you will see, a clear place brand for both the City of Belize and the BTL Park have not been defined. Defining a clear place brand will help crystalize the direction of the marketing and communications strategy.

4.2) Belize National Tourism Brand

Belize's current national brand is a reflection of its diverse heritage, geography, and social construction. The six colours in the lettering of "Belize" represent the central coast, northern islands, Mayan heritage, reef, southern coast, and western boarder opportunities. The keel-billed Toucan, the national bird of Belize, captures the lively colours of this country and is the central image along with the tagline "Discover how to be" that positions Belize as an exciting and engaging tourism destination.



4.3) Belize City Brand



Belize City does not have an official articulated city brand. The Belize City Council has a logo accompanied by the tag line "Government at your service".

The logo is a combination of red and blue, representing the national colours of the Belize flag. Structural elements reflective of an urban skyline, housing, and overall sanctuary, ground the logo reflecting the council's vision: *"for Belize City is to have all residents live in a modern, clean and secure environment. A city abounding with civic pride, patriotism, unity and opportunities for all!"*

4.4) BTL Park Brand

The website and marketing coordinator of the BTL Park as created an online directory of blog for the BTL Park. Included in the design is BTL Park Logo. The logo is a colourful reflection of the park's offerings and green space. Reflective of the city council logo, the structural elements articulate the colourful kiosks found throughout the park.



4.5) Messaging Matrix: Articulating the place brand.

A key element to a place branding strategy is ensuring your target audiences understand your assets and key messages. Two main audiences have been identified for the BTL Park: residents and tourists. Distinct messaging is often needed for differing audiences, but in many cases the messaging can overlap.

The revitalization of the BTL Park presents the perfect opportunity to develop key messages and campaigns to promote this new community asset to internal (residents) and external (tourist) audiences. These key messages would be used in marketing materials that promote the park, and become the key points city and park staff used to describe it. Based on conversations and research we noted that the BTL Park is located in the historic Newtown Barracks district of the city. This site has been pivotal in the development of not only the region, but in many ways the country. It has been noted that the islands just north east of the region, the Moho Cayes, were formerly linked to ancient Mayan trade routes as early as 1500 BCE. Many years later after

colonization, the famous “Battle of St. George” in 1798 led to the creation of the Baymen, an inter-racial army that stood “shoulder to shoulder” to protect their land and fight off the Spanish Invasion. Following the battle, the park served as an important regimental site. Much later in history, the 1931 Hurricane that passed through the park killed 2,500 Belizeans who stood there on Sept. 10th to commemorate the Battle of St. George”, and finally the famous “Save the Barracks” movement in the late 1950s. Outside of national heritage, the park holds international historical significance being the site where Charles Lindberg landed the first aircraft in the Caribbean. The region has a far more significant heritage than articulated above, and we recommend leverage the diverse historical significance to both position the BTL Park area as an important community site, and an interesting and enriching destination for tourists. The following themes have been identified as strong positioning statements for the BTL Park. These are suggestions and can be edited at the corporation’s discretion.

Themes:

Theme	Key Message by target market		“Proof”
	Internal (residents)	External (tourists)	
Central Coast and centre of growth!	The BTL Park is a significant central site where events shaping our nation, community growth, and international growth place!	The BTL Park is our gateway to the world. From ancient Mayan trading routes, to Lindberg’s landing, Belize as a nation and city took flight on this historic battleground and current park.	<ul style="list-style-type: none"> - Proximity to Mayan trade routes and current port. - Battle of Fort George - Lindberg Landing 1928 - Hurricane of 1931 - “Save the Barracks”
Unified, revitalized Community	BTL Park is at the centre of our urban revitalization. This park belongs to the community and is a place we gather for fellowship and recreation.	The BTL park is evolving to meet the needs of our citizens and surrounding communities. Our vendors and staff provide an authentic Belizean space that is comfortable and clean where you can relax, recreate, and find diverse goods and services.	<ul style="list-style-type: none"> - Facility upgrades - Added amenities - Vendor and activity diversity
Colorful & inclusive	Our diverse cultures, communities, flavours, and landscapes come together in a colourful energetic Park that is for everyone to enjoy. We are one community in this place.	We represent the flavours of our region and country and provide a unique opportunity for visitors to relax and recreate.	<ul style="list-style-type: none"> - Many ethnic and cultural vendors offering diverse products - recreation and leisure activities

4.6) Place Branding Marketing Campaigns

Place brand campaigns are designed to support business goals and objectives. In the case of the BTL Park, the goals are outlined in section 3.3 of this report. The key themes identified in the messaging matrix are designed to help guide the creation of the marketing campaign. You can choose to focus on a theme, or let the key messages define the content in your marketing campaign. Before we outline some suggestions and steps for the BTL Park Marketing Plan, it's important to note that a place brand marketing campaign involves identifying and planning the following

- Target demographics, and geography
 - Internal and or external audiences the campaign aims to reach and where they are located.
- Messaging
 - Key themes (as outlined in section 4.5 “Messaging Matrix”) the campaign aims to communicate and/or reinforce.
- Platforms
 - How the campaign will be delivered: print media, online marketing, social media marketing, radio, television, event-based marketing tactics etc.
- Timeline
 - When the campaign will launch, and for how long.
- Budget
 - How much funding can be investing in the campaign.
- Management
 - Staff capacity to develop and deliver the campaign including monitoring and reporting.

4.7) Place Branding Sample Marketing Campaign

Place branding campaigns can be designed to communicate something general about the BTL Park, or designed to promote a specific aspect. As sample marketing plan is attached to this report and outlined below that focuses on the BTL Park. It is a hypothetical plan designed to promote the Park. The plan can be edited by Belize City Council Staff to fit their capacity, budget and timelines.

Target demographic for campaign:

- a. Belize City Residents and Tourists entering Belize City through the Fort George Tourism Villiage.

Campaign Key Messaging:

- “Central Coast and Centre of Growth”: demonstrating historical significance.
- “Unified, revitalized community”: reshaping the perception of a past unclean and unsafe park/city>
- “Colorful and Diverse”: highlighting strength in broad appeal.

Campaign Marketing Platforms:

Platform	Content	Frequency & Distribution	Timeline
Print media	-Special promos -event marketing	- Based on campaigns and BTL part events	- Promote and publish ads 2-3 weeks before event or special promotion
Radio	-Interviews on live talk shows discussing updates, vendors, - Public Service Announcements	- Establish weekly “What’s up BTL Park” segment on a regular, popular radio show.	- Start ASAP 😊
Flyers, posters, etc.	- posters, flyers, business cards or other print media to communicate the key messages, promote the website, and facebook	- Have available to hand out at Fort George Tourism Villiage; - Place in popular transit destinations like water taxi station, hotels, etc.	- Plan to launch early April 2014
Website	- Up to date and accurate vendor and service directory - Articles/blogs related to relevant events - add a “BTL Park in History” section & publish monthly stories highlighting historical significant events.	- vendor updates continuous - event and promo blogs as appropriate - monthly historical article	- ongoing - launch history stories April 2014
Social Media: Facebook	- Post vendor photos -update of park events & activities	- 3-5 posts a day	-ongoing
Social Media: BTL Texts	- park promo & special event marketing messages	- as needed	TBD based on schedule of events.
Way- finding Signage	- two 5ft x 3ft maps to be installed: one near the security booth, the other at the opposite boundary (adjacent to Princess Hotel). - maps should include vendor layout and directory of products/services.	- one time investment, with updates pending vendor turn-over	- ASAP

Budget:

- TBD by Belize City Council
- Ask sponsors to partner on radio and print ads
- Ask radio stations and other media to sponsor the BTL Park by promoting it
- Cross-promote with other amenities in the region (i.e. water taxi, tour guides,)

5) BTL Park Observations and Recommendations

The BTL Park supports Belize City Council's overall urban revitalization and Master Plan Strategy. A significant focus for the Belize City Council Master Plan is to regenerate heritage infrastructure, revitalize the waterfront, and support MSME growth in Belize City. The BTL Park is a perfect example of a project that clearly articulates the city goals. Belize as a country is known for its eco-friendly and adventure tourism, the city is trying to establish itself as a historic and engaging place for tourists to visit. The BTL Park is a great community economic development asset that not only supports local MSME growth, but also helps to position Belize as an attractive destination. To further support the BTL Park and the success of the Belize City Council Master Plan, a number of recommendations are outlined below.

It is recommended that CARILED provide technical assistance in the form of developing a place branding messaging and campaign for Belize City. The city itself lacks a brand that can compete and position its city as a site for tourism destination. Canadian volunteers and consultants could work with city staff to organize a community-branding forum, analyze the data, construct the place brand narrative, and give suggestions on branding and marketing campaigns.

The City of Belize currently employs a Public Relations Specialist whose job is to capture and share council related events. The City recently hired a Marketing Coordinator for BTL Park to promote this new investment to both citizens and tourists. While onsite it was mentioned that the current staff were not formally trained in marketing and branding. As such,

It is recommended that CARILED provide technical assistance in the form of Training Belize City Council and BTL Park staff in marketing. Canadian technical support can be brought to Belize as volunteers or consultants to teach basic marketing skills, thereby creating jobs at the City and providing valuable skills.

Online Resources:

National

Belize MSME Strategy: <http://cgfbelize.files.wordpress.com/2013/06/belize-msme-final.pdf>

National Sustainable Tourism Master Plan for Belize 2030:

http://www.sustainabletourismbz.org/index.php?option=com_docman&task=cat_view&gid=34&Itemid=55

Horizon 2030 Belize: <http://www.belize.gov.bz/index.php/government-initiatives/horizon-2030>

Municipal

City of Belize Master Plan Documents: http://www.belizecitycouncil.org/Master_Plan_Documents