

**Democratic Services Section
Legal and Civic Services Department
Belfast City Council
City Hall
Belfast
BT1 5GS**



**Belfast
City Council**

9th October, 2019

MEETING OF CITY GROWTH AND REGENERATION COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room, City Hall on Wednesday, 9th October, 2019 at 5.15 p.m., for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

1. Routine Matters

- (a) Apologies
- (b) Minutes
- (c) Declarations of Interest

2. Presentations

- (a) Committee Workshop Update and BCRIS Presentation (Pages 1 - 6)

3. Restricted

- (a) Gasworks Northern Fringe Masterplan (Pages 7 - 24)
- (b) City Centre Public Realm Catalyst Projects (Pages 25 - 40)

4. **Growing Business and the Economy**

- (a) Growing the Economy - Update (Pages 41 - 46)
- (b) Working and Learning - Update (Pages 47 - 54)
- (c) Innovation and Inclusive Growth Commission (Pages 55 - 60)

5. **Regenerating Places and Improving Infrastructure**

- (a) Car Parking Strategy - Update (Pages 61 - 72)

6. **Positioning Belfast to Compete**

- (a) Cultural Strategy Implementation and Investment (Pages 73 - 134)
- (b) Tourism and Events Update 2019-20 (Pages 135 - 144)
- (c) Belfast at MIPIM - The International Market Event for Real Estate Professionals (Pages 145 - 154)
- (d) IABA Re-alignment of funding (Pages 155 - 158)



Subject:	City Growth and Regeneration Committee Workshop Update
Date:	9 th October 2019
Reporting Officer:	Alistair Reid, Strategic Director of Place and Economy
Contact Officer:	Sean Dolan, Acting Director City Regeneration & Development Lisa Toland, Senior Manager: Economic Development

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	In June 2019, the Committee agreed the headline priorities for the 2019/20 programme of work to enable officers to continue to deliver on agreed programmes and projects. The Committee also agreed to hold a workshop to allow more detailed discussion on the priorities. This report provides an overview of the workshop held on 25th September 2019.

1.2	<p>The Committee's priorities will help to deliver the Belfast Agenda, and key corporate priorities including the Belfast City Centre and Investment Strategy (BCCRIS), Belfast Region City Deal, the investment in digital connectivity, infrastructure and innovation; and the Inclusive Growth Framework. The Agenda includes four headline goals to focus on the sustainable, economic and social growth of Belfast so that by 2035:</p> <ul style="list-style-type: none"> - Our economy supports 46,000 additional jobs. - Our city is home to 339,579 people. - There will be 33% reduction in the life expectancy gap between the most and least deprived neighbourhoods. - Every young person leaving school has a destination that fulfils their potential.
1.3	<p>The Belfast City Centre Regeneration and Investment Strategy (BCCRIS) was produced and adopted by the Council in 2015 and subsequently adopted as policy by the Department for Communities (DfC). The Strategy provides the framework for change to drive the growth and regeneration of the city core and its surrounding areas. It is a key mechanism to deliver the shared city ambitions of the Belfast Agenda. It sets out eight policy areas including:</p> <ul style="list-style-type: none"> - Increase the residential population; - Increase the employment population - Manage the retail offer - Maximise the tourism opportunity - Creation of regional learning and innovation centres - Create a green walkable, cyclable centre - Connect to the city around - Shared space and social impact <p>It also highlights a number of key projects and special action areas.</p>
1.4	<p>In line with the Belfast Agenda stretch goals for 2021 a stock take of development across the City Centre as set out in BCCRIS has been undertaken. The stock take is presented in the form of an animated fly through covering the 8 policy areas, projects and places and special action areas. The fly through highlights key achievements in terms what has come forward and highlights gaps, which will help identify opportunities for growth and development support.</p>
1.5	<p>The Economic Development and Employability elements of the Council's work have been set out across a series of frameworks and strategies. These include the new Cultural Strategy, the enterprise framework and the employability framework. The key focus of this</p>

	work is on creating more new businesses, making existing businesses more productive and competitive, helping people into employment – particularly those who are economically inactive, increasing the skills of the resident population and increasing the value of tourism in Belfast. A workshop focusing on the economic development and employability and skills issues has been scheduled for 10 October at 5.15pm.
2.0	Recommendations
2.1	<p>The committee is asked to:</p> <ul style="list-style-type: none"> - Note the key issues and messages from the strategic workshop held on 25th September 2019 and the planned employability and skills workshop on 10th October 2019. - Note the brief presentation on BCCRIS including the fly through animation, development snap shot and key challenges.
3.0	Main report
3.1	<p><u>Key Issues</u></p> <p>The City Growth and Regeneration Committee is responsible for the following:</p> <ul style="list-style-type: none"> - The development and implementation of strategies, policies, programmes and projects directed towards regeneration and growth of the city in the context of outcomes agreed in the community and corporate plans and other corporate strategy decisions. - Oversight of the exercise of Council functions in relation to economic development, city centre development, tourism, culture & arts, European and international relations, car parks, city markets, city events, Belfast Castle, Malone House and Belfast Zoo.
3.2	<p>The Committee workshop on 25th September 2019 was introduced by the Deputy Chair, Cllr Carole Howard and took the following format:</p> <ul style="list-style-type: none"> - An introduction and overview of the committee's areas of responsibility - An overview of the priorities in the Belfast Agenda and Corporate Plan where this Committee has the primary lead role - The priorities and proposed approach to addressing the city's challenges and building on its strengths, in terms of the broad areas of economic development and city regeneration and development - Challenges identified across economic development and city regeneration and development - Discussion on how officers can better support the work of the Committee.

3.3	<p>The main discussion points from the workshop included:</p> <ul style="list-style-type: none"> - Maximise the Council's role as convenor and influence strategic city issues and investments such as housing, transport, regeneration, connectivity, and open and green shared spaces to encourage the establish of sustainable city centre living - Continue to lobby for the transfer regeneration powers to local councils - Build on our strategic partnership working to promote the city's assets and to realise the opportunities presented by the Belfast Region City Deal - The Council's role as a responsible employer and leading by example - Delivering a twin track approach to support people into employment and engage with employers to support upskilling and progression opportunities - The need to build strategic relationships with key employers in order to understand how we can help them and they can help us address some of the key city challenges - Provide tailored and targeted support to enable those who face multiple barriers to employment to benefit from a range of employability and skills support - The need to be ambitious in encouraging new businesses to start up and grow in Belfast and to think more radically about the types of support that might help them - The increasing importance of tourism to the city's development and the need to continue to invest, in order to ensure that the city feels the benefit of the tourism growth - The need for meaningful and ongoing community engagement for city developments and infrastructure; particularly in terms of established communities and neighbourhoods - The benefit of masterplanning to bring forward coherent urban design - The benefit of working with public and private sector partners to provide critical mass in terms of attracting and bringing forward development opportunities that can deliver mixed tenure residential, along with a viable mix of commercial, social enterprise and cultural opportunities - Explore the feasibility of alternative options to help address key issues, for example, co-development of housing, a business start-up offer for the Belfast economy, increasing vitality in the city centre and the future role of retail; generating a city centre environment to build communities and that people choose to live in - Learning from the experience of the Bank Buildings Primark response to inform and manage our approach to intervene and support residents and businesses, for example in the event of recent redundancies.
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3.4	A number of issues were raised in the course of the conversation and these will be followed up by officers. This may include bringing future reports back to the Committee on some of the key issues.
3.5	The workshop reinforced the value and format of these sessions, enabling Members to gain a deeper understanding of the issues and challenges across the city. It also allowed more focused engagement and consideration to be given to the proposed approaches to progress programmes of work. Members suggested that particular consideration should be given to improve the working between the Planning and the City Growth & Regeneration Committees to support the shared understanding of the city's ambitions and enhance decision-making. Further consideration will be given to this in order to identify appropriate mechanisms that will ensure full compliance with statutory responsibilities.
3.6	<p><u>Financial & Resource Implications</u></p> <p>The Committee Plan and annual programme of work will be in line with the budget of £17,118,371, as agreed by the Strategic Policy and Resources Committee in January 2019.</p>
3.7	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>Programmes and activities contained within the Committee Plan will be subject to appropriate equality, rural needs and good relations considerations.</p>
4.0	Appendices – Documents Attached
	None

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Subject:	Growing the Economy Update
Date:	9 October 2019
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Cathy Keenan, Economic Development Manager (Local Economic Development)

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Sometime in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of Main Issues
1.1	The purpose of this report is to provide an update on progress against a series of commitments set out under the Growing the Economy pillar of the Belfast Agenda. The update is in line with the activity that was approved at this Committee on 6 March 2019.

2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> Note the Council's performance and contribution to delivering against Belfast Agenda ambitions to grow the Belfast economy, focusing on the current support for Business Start-up, Growth and Investment.
3.0	Main Report
3.1	At its meeting of 6 March 2019, the City Growth and Regeneration Committee approved the delivery of the Growing the Economy work plan for the 2019/20 financial year. Since April 2019, officers have been working on a range of activities to address the challenges around low levels of start-up, innovation, business competitiveness and productivity and ensure that all of our residents are connected to economic opportunities.
3.2	This programme of work reflects the commitments of the Inclusive Growth Framework in relation to social enterprise and cooperative development, and in supporting the development of businesses in high growth sectors to create opportunities to connect our residents to the jobs of the future.
3.3	With the Enterprise Framework now in place, we have been working in partnership with stakeholders across the city to put in place an Action Plan to 2021. The framework sets a vision for the city as a great place to start and grow a business. It outlines recommended steps to be taken for Belfast to be "recognised for its diverse community of entrepreneurs, who benefit from a comprehensive, planned and coherent system of enterprise support, which fulfils their needs at all stages of the business growth life-cycle". Aligned to the thematic priorities of the framework, officers have been working to develop research and intelligence and deliver and further develop the range of support offered by the council. We have also been working to put in place the foundations required to support us to deliver the service more effectively through the development of a new customer relationship management system, and processes to ensure the support is flexible to meet the needs of the market.
3.4	Whilst work is ongoing to deliver the 2019/20 work plan, the key achievements to date are outlined below.

3.5	<p><u>City for Enterprise</u></p> <p>We deliver a range of initiatives which enable individuals including those from traditionally underrepresented groups to explore opportunities to start their own business or consider self-employment as a career path. To date 193 females have been engaged in activities with 72 accessing support through workshops, boot camps, peer support and pitching competitions. Our outreach and enterprise awareness support will culminate in a week-long series of events and workshops on Global Entrepreneurship Week in November. During that week, we plan to engage 400 individuals and support them to take positive steps towards starting a business. We are also exploring opportunities to engage with local community groups and individuals who are economically inactive to support them into self-employment as well as supporting access to St George's Market and other test trading opportunities for new businesses.</p>
3.6	<p>Following on from research undertaken as part of the Global Entrepreneurship Model (GEM) report for Belfast, the potential for additional economic impact to be generated from targeted graduate entrepreneurship activity was identified. The Council has been working with both universities and the FE college for some time to deliver targeted enterprise support for college and university students, alongside their studies. 37 students participated on this support last year with 11 reporting that they are actively trading to date. A further 6 of the students have gone on to access salary support through Invest NI, enabling them to build their business and undertake the necessary development work required in advance of them being able to draw down a full salary. This year's programme is launching in September with the new academic year and will support 40 university and college students to start their own business.</p>
3.7	<p><u>City for Business Start-Ups</u></p> <p>New businesses, social enterprises and cooperatives can access a range of advice and guidance to support them to go out on their own. Since April this year, 182 individuals have been engaged in the "Go for It" programme which has supported the development of 112 new jobs to date. In June we launched a new initiative to extend the range of support available to new starts by providing additional mentoring and access to financial and other incentives. Since its launch, 37 new businesses have been supported and we have allocated £6,000 worth of incentives, helping towards business overheads.</p>
3.8	<p>One of the most significant challenges in Belfast is not only the number of business starts but also the lack of new businesses that have the potential for high growth. While there has</p>

	<p>been significant inwards into the development of more knowledge-based and high growth companies, our micro-business base is still predominantly locally-focused and the key individuals often require targeted support in terms of leadership skills to drive future growth.</p>
3.9	<p>In recognition of the need to provide a more focused support service to those businesses that have the potential to be high growth companies, the Council has put in place a support programme in collaboration with Invest NI and with support from the European Regional Development Fund (ERDF). 33 businesses are currently accessing this support and, since April 2019, this has helped create 44 full time or equivalent jobs and helped the companies secure nearly £1m in export sales.</p>
3.10	<p>Members have confirmed their commitment to provide targeted support for the social enterprise and cooperative sectors and this is reflected in our new social enterprise programme which was launched in June 2019. This year to date our support for the Social Enterprise and Cooperative sector support has enabled us to work with 11 individuals or organisations. Later in the year, the Crowdfunder Belfast pilot project will go live. This will provide opportunities for 10 social enterprises or cooperatives to generate up to £10k of public pledges in order to grow their organisation. Subject to attracting funding from other sources, Belfast City Council will provide up to £5,000 of financial support towards each of these businesses.</p>
3.11	<p><u>City for Business Growth</u></p> <p>Members will be aware that, since 2015, the Council has had statutory responsibility for business start-up, social enterprise and targeted business support e.g. for female entrepreneurship. The Council also works with early stage and small businesses that are not yet Invest NI clients (in that they have not yet reached the export threshold or are not in key growth sectors). The support provided helps the companies address a specific growth challenge and covers issues such as marketing, cashflow management, digital skills and leadership development. Since April this year, we have supported 120 businesses by providing targeted 1-2-1 mentoring on their specific areas of challenge. We have also supported a further 16 companies to export to new markets. Collectively, these companies expect to generate very initial increases in sales of around £1.6million.</p>
3.12	<p>In August 2019, this Committee endorsed the “Way to Scale” programme and this was subsequently launched – along with our partners from Catalyst Inc. and Invest NI – in early September. The programme aims to increase the number of businesses with the potential</p>

	<p>to scale and achieve turnover in excess of £1m in Belfast. 70 businesses have now registered to take part in the business bootcamp which will form part of the programme's selection process. Following the bootcamp, 10 businesses will be selected to participate in a one week residential as part of Massachusetts Institute of Technology's Entrepreneurship Development Programme. They will also engage in 1-2-1 mentoring and peer workshops with other participating businesses and the programme will close with a one week Boston-based residential programme, which will focus on go-to-market strategies and tactics. We will work with our Boston-based contacts and networks to maximise the return for participating businesses.</p>
3.13	<p>In addition to our programme delivery, we continue to deliver services through the Innovation Factory including access to workspace, workshops and coaching for the growing entrepreneurial community. To date, the service has supported the creation of 125 jobs and houses 44 small businesses. The Innovation Factory is currently at 60% occupancy and the target for 31 Dec 2019 is 68%. The calibre of the businesses at the Innovation Factory is very impressive and they continue to create positive profile for themselves and for the centre. One example of this is a local start-up tenant, New Era Global Sports, which recently attracted a significant amount of positive publicity due to its association with Rio Ferdinand. He recently visited the centre to launch the business.</p>
3.14	<p><u>City for Investment</u></p> <p>In 2018, the City Growth and Regeneration Committee agreed to the establishment of a "City Investment Service" on a pilot basis, for a period of 18 months. The aim of the service is to make the process of attracting and managing investment to the city as straightforward as possible. Since its launch, the team has worked with over 76 businesses. An evaluation into this service is currently underway, and this will be used to inform potential future options and approaches for delivery. Further details will be presented to the committee at a future date.</p>
3.15	<p><u>Financial & Resource Implications</u></p> <p>The activities outlined within this report will be resourced from the 2019/20 Economic Development budget agreed by this Committee on 6 March 2019.</p>
3.16	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>Each of the proposed projects referenced in this report is informed by statistical research, stakeholder engagement and complementary policies and strategies. The unit is currently undertaking a process of equality screening on the overall work programme, this will ensure</p>

	consideration is given to equality and good relation impacts throughout the delivery of each project.
4.0	Appendices
	None



Subject:	Working & Learning Update
Date:	9 th October 2019
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Ruth Rea, Economic Development Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Sometime in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	The purpose of this report is to update elected members on the programme of work being delivered in the 2019/20 financial year under the Working and Learning pillar of the Belfast Agenda. The work programme supports the inclusive growth ambitions of the Council by addressing barriers to progression, focusing upon educational underachievement and supporting residents to access employment and/or upskilling opportunities.
2.0	Recommendations
2.1	<p>The committee is requested to:</p> <ul style="list-style-type: none"> Note the content of the report and progress achieved to date on the 2019/20 work plan to support the delivery of the Working & Learning strands of the Belfast Agenda; and

	<ul style="list-style-type: none"> Note the ongoing work to inform the future strategic direction of the employability and skills work programme, supporting the ambitions of inclusive growth and Belfast Agenda commitments.
3.0	Main report
3.1	<p>Members will be aware that, at the Committee meeting on the 6th March 2019, approval was given for a series of activities that would support the commitments made under the Working and Learning pillar of the Belfast Agenda. Through this work programme, the council is directly contributing towards the Belfast Agenda to better connect people to economic opportunities by:</p> <ul style="list-style-type: none"> Addressing educational inequalities and increasing skill levels Connecting local residents to employment opportunities across a range of sectors Addressing barriers to employment Supporting young people to progress through coherent pathways into employment, education and/or training.
3.2	<p>This work programme mirrors the commitments of the Council within the Inclusive Growth Framework in relation to employability and skills. It sets out how the Council is proactively working to address the barriers preventing city residents from accessing economic opportunity and to address the challenges of poverty and deprivation, focusing on the role of skills development and sustainable job creation as a way out of poverty.</p>
3.3	<p>However members should be aware that the extent to which Council alone is able to make an impact in this area is limited by its statutory powers and by available resources (both financial and staff resources). In order to achieve a step change, partnership working with government departments and employers is crucial. Strategic opportunities presented through the Belfast Region City Deal and Community Planning provide mechanisms through which the Council can better influence regional policies to ensure that provision is aligned to local needs. Moving forward, the Council's role in this area will require a combination of direct delivery interventions, where opportunities exist for investment, as well as a wider influencing role to champion the needs of the city within a regional context.</p>
3.4	<p>Recognising the importance of buy-in from other organisations, officers are working closely with partners to refresh the Employability and Skills Framework which was developed in 2015 and which served as a pre-cursor to the commitments within the Working and Learning theme of the Belfast Agenda. The refreshed framework will allow a greater degree of focus, ensuring that supply meets demand in terms of new employment opportunities. This will include</p>

	<p>exploring how the Council can work strategically with key employers to develop and deliver interventions that will create sustainable job opportunities for Belfast residents. A critical element of this work will include a commitment to supporting inclusive growth through our employment and skills interventions.</p>
3.5	<p>In parallel with these planned activities, there is a significant degree of work already under way on the delivery of the 2019/20 Working & Learning work plan. Progress to date (since April 2019) indicates that nearly 1750 Belfast residents have been supported, of which almost 650 have positively progressed into employment, education and/or training – 590 of these into employment alone. An update on the key elements of the Working and Learning work plan is outlined below:</p>
3.6	<p><u>Supporting access to employment</u></p> <p>The largest area of intervention through the employability and skills work programme is focused upon supporting Belfast residents into employment or into better employment. The spectrum of support provided through Council activities and/or funded projects provides a pathway of intervention geared towards supporting residents to positively progress, at their own pace, into a positive destination.</p>
3.7	<p>Tailored support for those furthest from the labour market is provided through five European Social Fund (ESF) projects, whose client groups include unemployed, economically inactive, young people (NEETs) and those with disabilities. Across these projects, over 1200 Belfast residents have accessed support to date, of which over 445 have entered employment, a further 35 participants have progressed into further education. The council is a match-funder of these projects: the majority of the funding is provided by Department for Communities (DfC) and ESF.</p>
3.8	<p>One of our key tailored interventions is the suite of Employment Academies that we operate. The structure of these varies from programme to programme but they are generally employer-led interventions designed to fill identified employment opportunities. Employers are involved in the design of the training and offer a guaranteed job interview or ring-fence employment opportunities for the specific target groups – principally the economically inactive.</p>
3.9	<p>This year we have extended delivery of Employment Academies across a number of sectors including construction, hospitality, transport, health and social care, childcare and leisure. Feedback from employers, including sectoral representative bodies, is very supportive of this model of delivery. Key employers engaged through academies include Translink, GLL, Belfast Health & Social Care Trust, as well as a broader spectrum of small employers.</p>

	<p>Academies continue to be focused upon supporting residents into employment, however further work has been undertaken this year to increase the scale of our upskilling academies supporting residents to develop high level skills to move into better-paid employment. To date our academies have supported 244 Belfast residents, of whom 146 have progressed into employment or better employment (this is in addition to the figure in section 3.7). Average into-employment rates for academies is 65% which compares favourably to European Social Fund provision at 41% and regional employability programmes such as Steps to Success at 31%.</p> <p><u>Focus on young people</u></p>
3.10	<p>High levels of educational underachievement in Belfast coupled with high percentages of youth unemployment mean that there is a need for targeted interventions for affected young people. Over the last year, the Council has been increasing its level of investment and direct intervention within this area. Key activities and achievements within the last six months include:</p> <ul style="list-style-type: none"> • Procurement and launch of a citywide GCSE revision programme, aimed at supporting young people at risk of not achieving a C grade in English and/or Maths. This approach builds upon successful delivery models operating in parts of the city, ensuring provision is accessible across Belfast. In the 19/20 academic year up to 365 young people will be supported • Over 250 young people have been supported through our youth interventions, providing a range of support including career advice, work experience opportunities and intensive supports for young people at greatest risk of disengaging from the education and/or labour market. Intensive support is currently provided to 65 young people with complex needs and challenges and, to date, over 50% of the young people have positively progressed into employment, education and/or training • Work is about to get under way on a new Citywide Youth Support Programme. This programme focuses on providing a flexible programme of support tailored towards the needs of young people, helping them move towards training or employment outcomes. This initiative will operate alongside existing provision, recognising that a combination of interventions are often required to make an impact on a young person's life. <p><u>Strategic Engagement/Partnership working</u></p>
3.11	<p>Officers are continuing to work in partnership with government departments and wider stakeholders to facilitate better alignment between regional employment and skills programmes and the needs of the Belfast labour market. Key areas of work underway includes:</p>

<p>3.12</p> <p>3.13</p>	<ul style="list-style-type: none"> • Engagement on new employability programme – Employability NI: Officers are currently working with Department for Communities in their redesign of future into-work support. This provision will replace the current employability programmes such as Steps to Success. Whilst the proposed delivery model is still emerging, there is a clear focus for the department on local models of delivery with flexibility aligned to employer and participant need. The potential role of the Council in its future implementation is being explored and will be brought back for members’ consideration at a future meeting. To help inform this approach, a number of test and learn pilots are being undertaken. These include looking at how the business start-up support can be better aligned with employability support and exploring better approaches for employer engagement • Belfast Region City Deal (BRCD): work is underway to refine the design of the employability and skills programme, aligned to employment opportunities arising from the 22 BRCD projects. • Belfast Agenda Working & Learning Board: Officers are working with community planning partners to develop collaborative interventions focused on a number of key issues including tackling educational inequality. <p>In addition to the above joint working is taking place with a range of stakeholders to pool resources for maximum impact. For example new areas of work include the delivery of a Northern Ireland Apprenticeship week, commencing 3rd February 2020. The Council in partnership with the Department for the Economy, Belfast Metropolitan College and apprentice providers will undertake a series of activities to promote apprenticeships to employers, young people and parents. This is particularly important given the low take-up of apprenticeships in Belfast and the need to address the skills gaps at levels 3 and 4 (A level and BTEC level), as identified in the Belfast skills barometer.</p> <p><u>Supporting Inclusive Growth</u></p> <p>The Inclusive Growth Framework presented to the Strategic Policy and Resources (SP&R) Committee on 20 September 2019 outlines the Council’s vision and commitments to supporting inclusive growth. The employability and skills work programme directly contributes towards inclusive growth by better connecting local residents to economic opportunity, removing barriers to participation, increasing skill levels and creating coherent pathways for progression. Whilst much of this activity is outward focused, Officers have also been working internally to develop ways of maximising the social and economic impact of the Council’s procurement and planning functions.</p>
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3.14	<p>In partnership with Corporate Procurement Services, Officers are considering the options for the implementation of a social value procurement framework. Approaches being developed take into account best practice from elsewhere, central government ambition to evolve their existing 'Buy Social' approach and any potential cost implications of this approach.</p>
3.15	<p>Members will be aware of the draft Developer Contributions Framework which has been brought to the Planning Committee. This framework include an option to seek contributions from developers to address employability and skills challenges in specific areas. Officers have commenced engagement with a number of key developments including Waterside and Tribeca. Whilst developer contributions are commonly used across the UK, they have not really been used to date in the Northern Ireland market. To ensure that the Council's approach to developer contributions, in the context of employability and skills, is sufficiently ambitious whilst not discouraging development, officers have commissioned technical support to inform our approach, best upon best practice. The outcome of this work will be presented to members at a future meeting.</p>
3.16	<p><u>Intelligence & research</u></p> <p>As highlighted previously, one of the biggest challenges within the Belfast labour market is the persistently high levels of economic inactivity. Despite significant levels of investment in this area, the levels of economic inactivity have not dramatically changed in recent years. To better understand the challenges and barriers facing this cohort and inform future interventions, the Council and Urban Villages are undertaking research in this area. Delivered through primarily Urban Village areas in Belfast, the study will get a first-hand account from this client group as to the barriers they face. It will also ask questions about the awareness and experience of interventions and will explore what measures might encourage individuals to engage in support programmes. Research findings are expected later this year and will be reported to members in early 2020.</p>
3.17	<p><u>Finance and Resource Implications</u></p> <p>The activities outlined within this report are resourced from the existing 2019/20 budget for the Employability & Skills section of the Place & Economy Department budget approved at the City Growth and Regeneration Committee meeting on 6 March 2019.</p>
3.18	<p><u>Equality or Good Relations Implications/Rural Needs Assessments</u></p> <p>Equality screening data is gathered on a regular basis for all of the council's employability interventions. The most recent review has indicated a broad spectrum of participation across our employability programmes. However, officers constantly review participation and take</p>

	action to encourage participation amongst specific client groups (e.g. additional outreach and engagement support for identified groups). It is important to note that participation on Council interventions is done on a voluntary basis.
4.0	Appendices – Documents Attached
	None

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Subject:	Innovation and Inclusive Growth Commission
Date:	9 October 2019
Reporting Officer:	Suzanne Wylie, Chief Executive
Contact Officer:	Grainia Long, Commissioner for Resilience John Tully, Director of City and Organisational Strategy

Restricted Reports	
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Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	To update members of the City Growth and Regeneration Committee on the terms of reference, programme of work and governance of the newly-established Innovation and Inclusive Growth Commission.
2.0	Recommendations
2.1	<p>The Committee is requested to;</p> <ul style="list-style-type: none"> note the membership of Commission and how this will link with political decision-making and existing governance arrangements, the resource allocation including financial budgets and also the programme of work.

	<ul style="list-style-type: none"> • note the update on the work of the Innovation and Inclusive Growth Commission. Regular updates will be provided to this Committee throughout the Commission's lifetime. <p>This report has already been agreed by SP&R on Friday 20th September.</p>
3.0	Main report
3.1	The Innovation and Inclusive Growth Commission was set up to support the Council and city partners in the further development and implementation of the priorities as set out in the Belfast Agenda. A particular focus has been given to the priorities of (1) growing the economy and (2) city development. The Commission will seek to deliver the core objective of inclusive growth.
3.2	The work of the Commission will take place in three distinct phases – analysis, visioning and participative to include a full economic review and baseline for the city and completion of a mini stern (by January 2020), scenario planning and ultimately the production of a full economic growth plan for the city by Autumn 2020.
3.3	Belfast City Council CEO will Chair the Commission and lead its work. She will be accountable for ensuring the Commission meets its goals and works within its terms of reference. The Commission will take evidence from all eight political parties represented on the council and will engage with the City Growth and Regeneration Committee throughout the process.
3.4	Accountability for day to day operation of the Commission (SRO) will rest with the Commissioner for Resilience, who will be tasked with advising and supporting the Commission, identifying resources (including from 100RC) and producing final outputs, as part of her requirement to produce a Resilience Strategy for the city. She will work alongside John Tully to ensure that the effective support is in place to support the Commission and its workstreams, provide research and ensure linkages with Community Planning and City Deal. Close working arrangements will also be put in place, the Director of Finance and Resources, the Director of Place and Economy and the City Deal lead and regular reports brought to CMT.
3.5	<p>Core membership of the Commission is as follows:</p> <ul style="list-style-type: none"> - Suzanne Wylie, Chief Executive, Belfast City Council - Michael Lyons, Chair- English Cities Fund

<p>3.6</p>	<ul style="list-style-type: none"> - Matthew Taylor, RSA (previously led RSA Inclusive Growth Commission) - Owen Reidy, or nominee, ICTU (tbc) - Emma Cariaga, British Land - Alice Charles, World Economic Forum - Joe O'Neill, Belfast Harbour Commissioners - Paddy Nixon, Vice Chancellor and President, Ulster University - Ian Greer, Vice Chancellor and President, Queen's University Belfast - Rotha Johnston - Ronan Cregan, Deputy Chief Executive, Belfast City Council - Anne McGregor, NI Chamber of Commerce - Judith Totten, INI Non-Exec Board Member - Ed Vernon - Angela Magowan, Director, CBI Northern Ireland - Neil Gibson, EY <p>However, the Commission will also take advice from a wide range of organisations including the Nevin Institute and JRF etc.</p> <p>Inclusive and Sustainable Growth</p> <p>The Commission's membership has been broadened to include a wider range of economic expertise and viewpoints. ICTU has confirmed it will nominate a member and the Nevin Institute has also been contacted to provide advice and insight to the Commission. As the Commission's work proceeds, it will also seek advice from Trademark and other similar organisations to ensure that insights and practice on co-operative development inform the Commission's work. We are also seeking insight from social enterprise organisations to provide advice throughout. Inclusive growth has been re-emphasised in the Commission's terms of reference and its title brief, and Commission members were also briefed on the importance attached to inclusive growth at its first meeting. Specific reference has been made to cities that have developed economic strategies with inclusive growth or 'good growth' as core goals, and officers have been tasked with seeking input and insights from cities that can demonstrate success in this area. As the Commission develops it will align with ongoing work on climate change and sustainable development and seek advice from Leeds Climate Commission, Place based Climate Action Network (PCAN), Friends of the Earth etc</p> <p>3.7</p> <p>Governance and member engagement</p>
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3.8	<p>The Commission is a collaboration between four city institutions- Belfast City Council, Belfast Harbour, Queen’s University and Ulster University. Each organisation will take part in the Commission as per its own system of governance.</p> <p>The following approach has been agreed for Belfast City Council:</p> <ol style="list-style-type: none"> 1. That SP&R remains the primary committee through which the Chief Executive will report on the Commission’s work. SP&R will ultimately approve early and final drafts of outputs produced by the Commission, for formal ratification by Council. City Growth and Regeneration Committee will also be consulted. 2. Three events, attended jointly by BCC members and Commission members, will be held throughout the Commission’s work. The first will take place in the autumn to inform the Commission’s early thinking; the second in early 2020 when some initial themes have begun to emerge and the third to inform draft conclusions. 3. Party briefings will take place in the normal way to ensure parties are informed continuously throughout. 4. A summary note of each Commission meeting will be produced for SP&R and CGR Committees.
3.9	<p>Summary note of the Commission’s first meeting</p> <ul style="list-style-type: none"> - The first meeting was a general introduction and context setting meeting- held on the evening of the 9th and all day on the 10th September. - The meeting included presentations from local SME sector and large local and global businesses based in Belfast. It also included an overview of the UK Industrial Strategy – to ensure alignment with wider policy goals. Data was presented on Belfast’s existing economic and ‘good growth’ performance and how it compares with other cities across Europe and globally, as well as presentations and discussion on cities as drivers of inclusive economic growth. - Some critical issues emerged in the discussion: <ol style="list-style-type: none"> 1. Belfast has an immense opportunity to align its economic ambitions with its social and environmental goals. For example, the transition to a low-carbon economy must be an equitable one, and this therefore presents an opportunity to significantly reduce and perhaps eradicate fuel poverty over time. Recent successes by industry (e.g. exceeding our targets on renewables) must be learned from and scaled up. 2. The Commission’s eventual conclusions/outputs must ensure that Belfast builds on its strengths- where it has already proven to succeed. However, its work will be impacted by national (UK) policy and we must be cognisant of that—an example is UK government policy on visa restrictions for international students.

<p>3.10</p> <p>3.11</p>	<ol style="list-style-type: none"> 3. The Commission does not intend to work ‘behind closed doors’ for a year, and then produce a report. It wants to focus on practical solutions to drive city growth in the interests of communities, and will be looking for ways that the four anchor institutions (BCC, Belfast Harbour, QUB and UU) can work collaboratively to deliver ‘good growth’. 4. Belfast has significant advantages given its proximity to Dublin and London. Both cities will continue to be successful in a post-Brexit environment, and therefore we must find ways to better leverage this connectivity and proximity, given the scale and nature of growth in both cities. 5. The major issues remain those we’ve been debating for years- how to build skills among those furthest from the labour market and those economically inactive, so that they feel there are opportunities for them, as well as ensuring that we do not lose talent from the city. Skills already emerging as a major challenge. 6. The city has many strengths but we are one of many cities that is promoting our distinctive ‘offer’. Belfast has yet to really ‘hone’ what makes us unique. For example, the fact that the city is a leader in cyber security and food security is little known outside of these niche sectors. Generally speaking, there’s a perceived lack of strategy on our economic future- other successful cities are clearer about their assets (economic, social and environmental) and focused on what they are going to do with them. A grand vision is needed- e.g. the Oxford/Cambridge corridor has a vision to be the R&D Centre for the UK. 7. A focus on inclusive growth and/or ‘good growth’ (term used by Edinburgh) is an example of how we can be competitive and distinctive... Glasgow has done this by stressing its quality of life and really pursuing a strong environmental agenda- which is increasingly being sought by people visiting the city and those investing in the city- both companies and workers. 8. Several presenters/contributors emphasised the importance of focusing on the current drivers of growth – investing more in them rather than trying to do too many things. <p>Future meetings/themes/areas of focus:</p> <ul style="list-style-type: none"> - Transition to a low-carbon/carbon neutral economy, and how we do this in an equitable way - Learning from economic shocks and how the poorest and most economically vulnerable have been impacted- including across the generations - Opportunities from energy transition- retro-fitting our existing stock and possible job opportunities for this/next generation
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3.12	<p><u>Financial & Resource Implications</u></p> <p>Utilising existing budgets and resources, a maximum budget of £200k has been allocated to include commissioning three key phases of work and the five workstream research pieces (inc a mini stern).</p> <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>None</p>
4.0	Appendices – Documents Attached
	None



Subject:	Car Parking Strategy and Action Plan
Date:	9 th October 2019
Reporting Officer:	Sean Dolan, Senior Development Manager
Contact Officer:	Richard Griffin, Development Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	To provide members with an update on the Belfast Car Parking Strategy and Action Plan.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> note the update on the Belfast Car Parking Strategy & Action Plan, and progress with key recommendations; agree the proposed approach to engagement across the work strands of the Car Park Strategy.

3.0	Main report
3.1	The Belfast City Centre Regeneration & Investment Strategy (BCCRIS) identified the need for a parking strategy and action plan to ensure appropriate provision and location of parking to support the vitality of the city centre. A Car Park Strategy (CPS) and Action Plan was published in May 2018. Public consultation took place between August and November 2016, including an event in City Hall which was open to elected Members, key stakeholders and the general public.
3.2	The CPS included a comprehensive baseline review of parking, focused largely within the city centre and surrounding neighbourhoods, which identified parking issues, challenges and opportunities, and outlined a number of objectives and actions to support the Strategy's vision; <i>'Belfast is a city offering sufficient, high quality and appropriately located parking which supports economic development and regeneration within the city by balancing the requirements of residents, businesses, commuters and visitors'</i> .
3.3	The baseline review generally concluded that there is sufficient overall public parking supply within the city centre; a significant proportion of all day commuter parking takes place in the city centre; the quality of car parking facilities and payment technology varies greatly; and better management of parking demand and supply is needed to provide an integrated parking information system. The report also noted the impact of commuters who park in mainly residential areas, which prevents local residents from parking, adding to the cluttered feel of individual streets, decreasing perceived safety levels and reducing access for emergency service vehicles.
3.4	To address the issues identified, a number of objectives were agreed: <ul style="list-style-type: none"> • ensure appropriate provision to support city centre and district centres • encourage sustainable commuter travel • minimise potential impacts on residential communities • improve quality of parking information • identify opportunities to provide secure bicycle and coach parking • ensure appropriate provision for taxis within the city centre.
3.5	In terms of delivery, a number of actions for the relevant statutory organisations were identified. A Belfast City Council officer led Car Park Working Group, overseen by the City Regeneration and Development section was established to oversee and report on

	implementation, with actions grouped within four work streams, and a lead department / organisation. A summary of the four work streams is outlined below, and provided in detail in Appendix A of this report.
3.6	<p><u>Operational</u></p> <p>The Operational work stream is managed by City & Neighbourhood Services Off-Street Parking Unit and includes issues such as Parking Orders, tariffs, ticketing and enforcement.</p>
3.7	<p>The Off-Street Parking Unit (OSPU) are progressing the development of the Belfast Off Street Parking Order, which includes a review of tariffs, and blue badge parking policy. In August 2019, City Growth and Regeneration Committee agreed that a twelve-week period of consultation would commence on the Order. During this period, consultees will have the opportunity to put forward their views on other issues including on-street parking and residents parking schemes. The findings of the public consultation will be reported back to Members.</p>
3.8	<p>The CPS also suggested providing additional Belfast Bike docking stations within or adjacent to parking facilities. A Strategic Review of the Belfast Bikes Scheme is currently underway, which included engagement with members, and final recommendations will be presented to City Growth & Regeneration Committee at a future date.</p>
3.9	<p><u>Parking Forum</u></p> <p>The Parking Forum work stream covers the actions relating to the wider car parking offer in the City, including off-street, on-street and private operators. The first meeting of the Parking Forum took place in September 2019 and will bring together statutory bodies and private car park operators. The Forum will facilitate sharing of information among stakeholders, with a view to finding solutions to common issues, such as the use of smart technologies to facilitate ease of parking and payment, improved information signage and direction to spaces and the potential introduction of quality standards across car parks.</p>
3.10	<p><u>Strategic Sites Assessment (SSA)</u></p> <p>This work stream is overseen by the City Regeneration and Development Team, with actions including the monitoring of parking stock across the city centre and identifying opportunities to consolidate surface parking to provide a balanced parking offer while releasing development opportunities. The CPS identified a number of benefits from carefully planned</p>

	<p>rationalisation of surface car parking, including reduced traffic volumes from fewer circulating vehicles; reduced air pollution, improved road safety, and opportunities for regeneration.</p>
3.11	<p>An update on the emerging findings of the draft SSA was presented to the City Growth and Regeneration Committee in June 2019, followed by engagement with Members, by way of a workshop in September 2019, to discuss the emerging proposals and next steps. The key findings proposed three priority clusters be taken forward for further consideration; Inner North West, Clarendon and Ormeau Avenue. A further report detailing the outworking's of the member engagement and emerging next steps will be brought to Committee in the near future.</p>
3.12	<p>The SSA work stream will also continue to monitor car parking across the city centre, taking into account new multi-storey car parks, and other factors impacting supply, including future development proposals and transportation schemes. Further analysis is being undertaken and findings will be reported to a future meeting of Committee.</p>
	<p><u>(4) Transport</u></p>
3.13	<p>The actions within this work stream are generally the responsibility of the Department for Infrastructure (DfI), in consultation with Council Officers and other statutory partners. DfI provided an update on infrastructure issues including car parking at their Bi-annual Report to City Growth and Regeneration Committee in August 2019.</p>
3.14	<p>The CPS recommends a number of Transport related actions including:</p> <ul style="list-style-type: none"> ▪ a review of on-street parking controls (tariffs, controlled zones, ticketing & payment); ▪ improved enforcement; ▪ review and implementation of Resident Parking Zones; ▪ new Park and Ride sites and review of parking costs at P&R sites; ▪ improvements to cycling infrastructure; ▪ minimising traffic in the BMTP core.
3.15	<p>DfI are currently preparing the Belfast Metropolitan Transport Strategy (BMTS) which will inform a number of the actions of the Transport work stream. Council are represented on the Project Board of the BMTS and Members will continue to be consulted throughout the process.</p>

3.16	<p>The Local Development Plan will contain policies relating to transportation and parking, setting Council's position on issues including parking standards for development proposals and accommodation of sustainable modes of travel.</p> <p><u>Engagement</u></p>
3.17	<p>Given the far reaching impacts of work being progressed, engagement and communication with city-wide stakeholders will be critical to successful delivery. In this context, it is important to note that the CPS is a 'City' strategy that will require cross-sector working and collaboration, in particular with DfI, who remain responsible for on-street parking, transport and infrastructure.</p>
3.18	<p>As agreed by CG&R committee on the 9th September (and as amended at Council), a twelve-week period of consultation is planned in relation to the Parking Order and members will be updated throughout the process.</p>
3.19	<p>It is proposed that specific engagement is undertaken on the emerging work-streams of the SSA work following agreement of the next steps, and agreement with other land-holders where appropriate.</p>
3.20	<p>It is proposed that the CG&R committee provide official correspondence to the DfI highlighting the issues caused by problem parking and to request their support in resolving. DfI have completed one Residents Parking Zone in the Rugby Road area, which opened in April 2018. The Department will evaluate the impact of this initiative, and review the Residents' Parking Zone Policy. The DfI are also currently implementing a new RPZ in the Iveagh area.</p>
3.21	<p>It is also proposed that Council undertake detailed engagement with communities where on-street parking issues are most prevalent in order to seek agreement on potential priority resident parking schemes in these areas. This engagement will seek to identify the potential requirements of the parking scheme appropriate for the particular area, and to gain majority support to enable the DfI to action.</p>
3.22	<p><u>Financial & Resource Implications</u></p> <p>In order to undertake the detailed engagement required to address problem parking issues in residential areas there will be a financial requirement of up to £15k which will be met from within existing budgets.</p>

3.23	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> No specific equality or good relations implications at this time.
4.0	Appendices
	Appendix 1 – Belfast Car Parking Strategy Action Plan Update

Appendix 1 - Belfast Car Parking Strategy and Action Plan

1. Operational		
	Action	Status
1.1	Consider extension of free parking for Blue Badge holders to off-street sites.	Review of existing Parking Order ongoing
1.2	Re-examine tariffs and permitted parking durations at all sites.	Review of existing Parking Order ongoing
1.3	Remove season ticket provision at certain sites (i.e. Cromac Street).	Review of existing Parking Order ongoing
1.4	Introduce a modest charge after two hours at all non-city centre council sites apart from Shaw's Bridge. Parking to remain free for up to two hours.	Review of existing Parking Order ongoing
1.5	Consider impact of above on adjacent areas and develop plan prior to implementation.	Review of existing Parking Order ongoing
1.6	Consider additional Belfast Bikes docking stations associated with parking facilities.	Strategic Review of Belfast Bikes on-going, final Review and recommendations to be presented at a future CG&R Committee.
1.7	Government and local authority bodies remove PNR space or charge for use.	Action to be progressed.

2. Parking Forum		
	Action	Status
2.1	Establish a Parking Forum.	Complete
2.2	Investigate integrating parking payment, management technologies and information systems in a city wide system.	Action on-going through the Parking Forum.
2.3	Dedicated Parking Website for city.	Action to be to be investigated by CRDT following support from parking forum.

2.4	Development of city parking app.	Parking Forum did not support this action due to safety issues and instead preferred the establishment of a car parking website.
2.5	Investigate an Integrated Signage System.	Action to be to be progressed following support from operators.
2.6	Private sector parking providers should be encouraged to consider investing in parking technology.	On-going through Parking Forum. Operators indicate some already provide this and others currently find this cost prohibitive.
2.7	The council should encourage car park operators to invest in their facilities to the extent that they will achieve the Park Mark standard and increases spaces available for accessible and family parking.	On-going through Parking Forum. Operators indicate that many operators currently have this standard.
2.8	A Shuttle Bus to connect all of the MSCPs and the main shopping and employment areas should be considered in consultation with Translink.	The Parking Forum do not currently consider this to be required however it is proposed that this action is kept under review

3. Strategic Sites Assessment

	Action	Status
3.1	Keep current parking stock under review with demand levels regularly monitored.	Work progressing to existing & proposed stock. Findings will be reported to a future CG&R Committee.
3.2	Identify opportunities to consolidate surface car parking as an integral part of new development or through new multi-storey /underground car park provision where appropriate.	Progressing through the Strategic Sites Assessment and to be reported to future CG&R Committee meeting
3.3	Retain all council sites but with a view to incorporation within MSCP provision.	Work progressing to existing & proposed stock. Findings will be reported to a future CG&R Committee.

4. Transport		
	Action	Status
4.1	Free on-street parking for Blue Badge holders to remain.	Current position to be maintained.
4.2	Tariffs for on-street parking to be examined at a strategic level.	DfI action to be examined.
4.3	Variable pricing to be examined.	DfI action to be examined.
4.4	Review of ticketing and payment systems.	DfI action to be examined.
4.5	DfI to consider a pilot of on-street bay monitoring.	DfI action to be examined.
4.6	Extend controlled on-street parking area within the core. DfI to undertake parking studies within the city centre fringe in consultation with the council.	DfI action to be examined.
4.7	Improved enforcement to reduce inappropriate parking such as pavement parking.	On-going throughout the city.
4.8	Parking Standards to be re-examined by development type.	The LDP Draft Plan Strategy contains a policy outlining reduced parking standards within designated areas of parking restraint for residential and non-residential development. Designations will be considered as part of the revised BMTP and at the next stage of the LDP (Local Policies Plan).
4.9	Support DfI to deliver Residents Parking Schemes in specific areas of city.	Action on-going through DfI and Member Engagement. Residents Parking Scheme operational in the Rugby Road area and a further scheme at Iveagh Drive is being progressed.
4.10	Wayfinding signage scheme for individual areas of city centre, including cycling routes.	DfI action to be examined.

4.11	Confirm location of off-street coach park and provide facility.	DfI examining this can be included as part of the Transport Hub. Coach parking bays at the Stranmillis Road at Ulster Museum are programmed.
4.12	Improve enforcement against car parks operating outside their planning conditions.	Action on-going.
4.13	Minimising traffic in the BMTP core.	Ongoing through the preparation of the Belfast Metropolitan Transport Strategy.
4.14	Gamble Street Halt.	Ongoing through the preparation of the Belfast Metropolitan Transport Strategy.
4.15	Review Park and Ride costs versus city centre parking charges.	Ongoing as part of DfI's annual works programme.
4.16	New Park and Ride sites.	An expanded Park and Ride at Blacks Road opened in November 2018 and DfI are currently developing proposals to expand Park and Ride capacity at Ballymartin, Cairnshill, Moira, Mossley, Newtownards and Sprucefield and create new facilities at Comber, Tillysburn and Trooperslane.
4.17	Improve parking at train stations (including for cycles).	DfI action to be examined.
4.18	Examine feasibility of a Cycle Parking Hub.	DfI examining this as part of Park and Ride work.
4.19	Review the level of cycle parking provided for new developments.	The LDP Draft Plan Strategy contains a policy to ensure major new development takes account of cyclists in terms of safe, convenience and secure cycle parking. Cycle parking will also be considered as part of the review of the BMTP.
4.20	Examine taxi parking provision citywide.	Ongoing as part of DfI's annual works programme.

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Subject:	Cultural Strategy - Implementation and Investment
Date:	9 October 2019
Reporting Officer:	Alistair Reid, Strategic Director of Place and Economy
Contact Officer:	John Greet, Director of Economic Development

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	The purpose of this report is to provide Members with further detail on the implementation of the new ten year cultural strategy for Belfast, <i>A City Imagining</i> including the financial and resource implications.
2.0	Recommendations
2.1	It is recommended that Members:

	<ul style="list-style-type: none"> - Note the contents of this report and agree to recommend to the Strategic Policy and Resources Committee the growth proposal outlined in the report as part of the rate setting process. - Note the requirement to recruit additional staff resources in order to ensure that the ambition set out in the strategy is achievable specifically to enable the council to secure new levels of partnership funding.
3.0	Main report
3.1	<p><u>Background</u></p> <p>Members will be aware that at a meeting of City Growth and Regeneration Committee in August 2019 the new ten year cultural strategy for Belfast, <i>A City Imagining 2020-30</i> was agreed. This strategy is the culmination of extensive public engagement and consultation over a 2 year period and is a consolidation of the foundation, commitments and achievements of several preceding strategies and frameworks. <i>A City Imagining</i> sets out a long-term commitment to facilitating a new integrated phase of culture-led progress and development for Belfast. The strategy brings together the culture, events and tourism functions within Council as well as identifying areas of cross departmental working to support the Belfast Agenda. This requires a new cross-cutting approach within Council including the design and delivery of:</p> <ul style="list-style-type: none"> – A series of new programmes to support 16 priorities set out in the strategy – Support for a number of flagship strategic projects including bidding for major events. – A new investment model including launch of cultural multi-annual grants.
3.2	<p>Culture, arts and festivals make a city a great place to live in, invest in and visit. Culture is also vital to retaining young people. The most successful cities plan for the long term, have the most effective mix of local and international programmes and then in turn attract investment and sponsorship from the private sector. There is significant evidence of economic return from ambitious long term programmes that include international events and attractions. Many cities have also embedded their cultural strategies within their economic growth plans as they seek to ensure skills development, employability programmes and significant outreach work.</p>
3.3	<p>From the outset it has been recognised that a transformation programme of this nature would require an increase in investment however this should be driven by the need to develop a new sustainable model that would also be supported by securing additional</p>

	investment from public and private partners. In addition existing departmental budgets would be realigned to ensure maximum efficiency and meet the agreed priorities.
3.4	<p><u>Implementation and Investment</u></p> <p>Given that the strategy makes a long-term commitment over a ten year period, the approach to take it forward is based on a number of strategic implementation phases. Phase one is for the period 2020-2023 and is set out in the draft implementation plans at Appendix 1.</p>
3.5	<p>The implementation plans address seven key areas of work in order to present a comprehensive programme over the initial 3-4 years delivery of the strategy. This includes:</p> <ul style="list-style-type: none"> – Actions required to deliver strategic priorities agreed in the strategy – Actions required to support a number of significant strategic projects such as: <ul style="list-style-type: none"> ○ New approach to Events and Festivals culminating in a year long, international programme of events in 2023. ○ UNESCO City of Music designation in 2021 – Priority areas and actions for tourism development (including neighbourhood tourism) – Evaluation and research – Communications and marketing – Development of a new governance model – The proposed investment model
3.6	<p>A four year financial forecast has been completed to assess the level of investment required to deliver the high level commitments set out in the strategy that are subsequently detailed out in the implementation plans. This forecast includes:</p> <ul style="list-style-type: none"> – Design and deliver of annual work programmes – Bidding and securing major international and peripatetic events – Establishing homegrown Belfast signature events – Supporting greater sustainability for the cultural sector including new funding schemes – Delivery of key tourism priorities and targets

3.7	It should be noted that discussions have begun with Derry and Strabane District Council and with Tourism NI on developing a significant regional programme for 2023. Specific reports will be brought back to Committee as this develops.
3.8	<p>The approach to financial planning follows the overall principles of the strategy and the need to understand that a long view and commitment by Council is required for a number of reasons:</p> <ul style="list-style-type: none"> – To maximise the return on Council investment by ensuring a level of transformation and sustainable growth that is not achievable through shorter term approaches or interventions. – To establish a new public-private investment model that leverages significant funding from other public and additional private sources similar to successful models adopted in other cities.
3.9	The extensive research undertaken in developing the strategy including in depth understanding of models of best practice in cultural policy and development supports the proposed approach. In addition the detailed and robust evaluation framework that will be established over the period ensures new levels of accountability and a strong evidence base for any future investment.
3.10	<p><u>Financial & Resource Implications</u></p> <p>Expenditure on delivering the Cultural Strategy for the period 2020-21 to 2023-24 will be both recurrent and non-recurrent in nature. Table One below shows the financial position in relation to the Cultural Strategy. From the table it is clear that the existing budget is insufficient to cover planned recurrent expenditure. In 2020-21 the deficit is £126k and this rises to £525k by 2023-24. For non-recurrent expenditure which primarily relates to the 2023 programme, this will be funded from specified reserves. At the start of the financial year 2020-21 there will be £1,948k in the specified reserve. As previously agreed by Members this reserve has been built up over a number of years in line with good financial management practice. This have been the approach used in the past to fund major events such as Tall Ships in order to avoid a substantial increase in rates in a single year. However, from the table it can be seen that by 2021-22 there will be a shortfall in the reserve of £715k and this grows to £6,943k by 2023-24.</p>

Table One: Cultural Strategy Current Financial Position

	2020-21	2021-22	2022-23	2023-24
Recurrent Budget	6,227,282	6,227,282	6,227,282	6,227,282
Expenditure	6,353,864	6,434,764	6,590,319	6,752,868
Balance	- 126,582	- 207,482	- 363,037	- 525,586
Specified reserve	1,948,000	1,386,418	- 715,164	-3,963,746
Non - recurrent spend	435,000	1,894,100	2,885,545	2,453,996
Deficit	- 126,582	- 207,482	- 363,037	- 525,586
Balance	1,386,418	- 715,164	- 3,963,746	-6,943,328

3.11

It is therefore clear that Members will need to enhance the rate support to the Cultural Strategy over the required period. It is recommended that an additional £394k through the district rate is added to the recurrent budget each year for the period 2020-21 to 2023-24. This equates to a 0.25% increase on the rate each year. The impact of this increase on the financial position of the Cultural Strategy is outlined in Table Two below. The recurrent budget is now sufficient to cover recurrent expenditure and also make a contribution each year to non-recurrent expenditure. Whilst there is still a deficit in the specified reserve in the last two years of the programme, the financial plan would be to obtain other public funding from central government and sponsorship income from third parties. The budget includes provision for two additional posts which will be dedicated to securing this external funding.

Table Two: Revised Cultural Strategy Current Financial Position

	2020-21	2021-22	2022-23	2023-24
Recurrent Budget	6,621,773	7,016,264	7,410,755	7,805,246
Expenditure	6,353,864	6,434,764	6,590,319	6,752,868
Surplus	267,909	581,500	820,436	1,052,378
Specified reserve	1,948,000	1,780,909	468,309	-1,596,800
Non-recurrent Spend	435,000	1,894,100	2,885,545	2,453,996
Surplus	267,909	581,500	820,436	1,052,378

	<table><tr><td>Balance</td><td>1,780,909</td><td>468,309</td><td>-1,596,800</td><td>-2,998,418</td></tr></table> <p>Members are also asked to note that funding the strategy as proposed will ensure that the Council will be in a position to provide sustainable financial support to the cultural development of the city for years to come. <u>Equality or Good Relations Implications/ Rural Needs Assessment</u></p> <p>The cultural strategy, <i>A City Imagining</i> has been subject to an Equality Impact Assessment (EQIA) and a Rural Needs Assessment (RNA). Any further investment or significant programmes will include equality screening as appropriate.</p>	Balance	1,780,909	468,309	-1,596,800	-2,998,418
Balance	1,780,909	468,309	-1,596,800	-2,998,418		
4.0	Appendices – Documents Attached					
4.1	Appendix 1: <i>A City Imagining</i> Draft Implementation Plans					

A CITY IMAGiNING

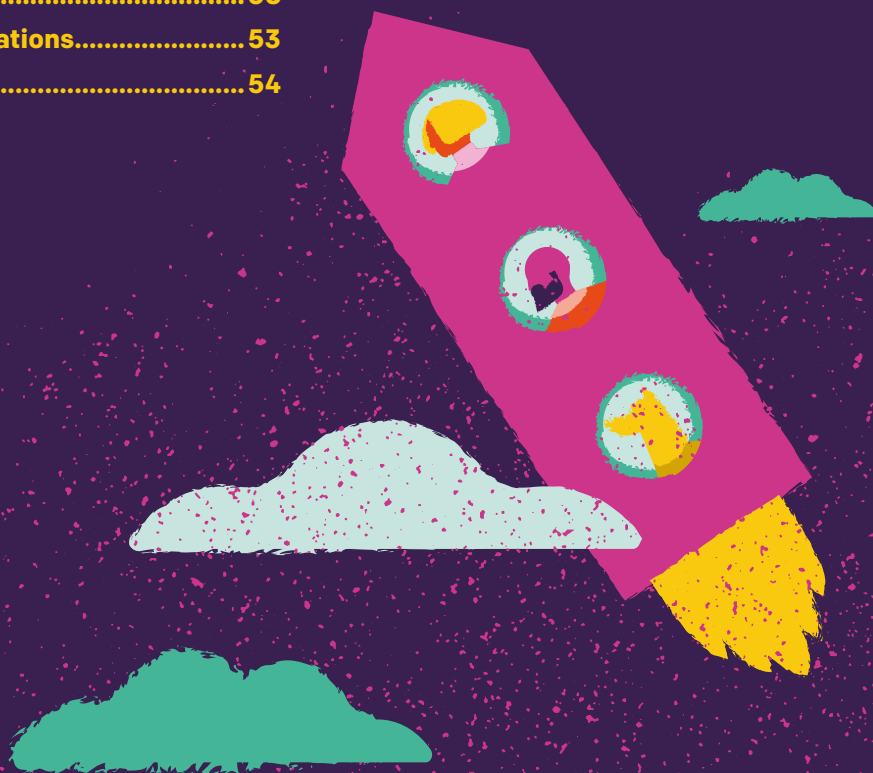
Belfast

Cultural Strategy for
Belfast 2020 - 2030

**Draft
Implementation
Plan 2020-2023**

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Introduction

On 17 April 2019 a public consultation opened on the draft ten-year cultural strategy for Belfast, *A City Imagining* 2020-2030.

The timing of this work was in response to a number of important developments and milestones including:

- End of participation in the European Capital of Culture bidding process
- A review of Events and Festivals in the city
- Current Cultural Framework due to end in March 2020
- Current Tourism Strategy due to end in March 2020
- Core multi-annual funding programme for arts and heritage organisations due to end in March 2020
- Culture and tourism led regeneration as a key strand in the Belfast Region City Deal; including proposals for a new visitor attraction, the Destination Hub

The strategy builds on the extensive public engagement that began in 2017 and this has continued throughout the consultation phase. It is also a consolidation of the foundations, commitment and objectives of several preceding strategies and frameworks and is the beginning of the city's commitment towards an integrated, culture-led phase of development with the citizen at the heart of this process. As well as consideration of specific priorities required to support the Belfast Agenda's vision for a culturally vibrant city, the strategy also addresses a number of interrelated areas including:

- Long-term sustainability of the cultural sector
- A new approach to events and festivals
- Strengthening the tourism proposition in the city through greater understanding of the city's cultural narrative and international appeal
- Integration of planned major developments, such as the Destination Hub, into a citywide approach maximising inclusive growth opportunities for this investment

Transformation

The global context for this strategy is the increasing recognition that cities of culture can drive transformation. Culture has a critical role in shaping great places through increasing cohesion and permeability; building identity and confidence; attracting investment and retaining talent.

The Belfast Agenda identifies five outcomes for the city:

- Everyone in Belfast benefits from a thriving and prosperous economy
- Belfast is a welcoming, safe, fair and inclusive city for all
- Everyone in Belfast fulfils their potential
- Everyone in Belfast experiences good health and wellbeing
- Belfast is a vibrant, attractive, connected and environmentally sustainable city

This cultural strategy has the potential to make a contribution to each of these outcomes as well as responding to and supporting other priority areas such as the Local Development Plan, City Centre Regeneration and Investment Strategy, Good Relations Strategy, Open Spaces Strategy and Resilience Strategy.

We recognise that *A City Imagining* is ambitious and we have not underestimated the challenges of delivering this strategy in uncertain times and in the context of ongoing public funding cuts. However the extensive engagement carried out has revealed hope and aspiration for the future. Critical to its success will be the ability of Council and partners to deliver on phase one of implementation as set out in this document.

Two external bodies of work have shaped the proposed approach and each of these demonstrate the importance of culture in addressing our most complex social and economic challenges. The first is Agenda 21 for Culture, an international methodology that supports cultural development in cities and regions. The focus of Culture 21 is to embed culture as the fourth dimension of sustainable cities alongside existing economic, social and ecological pillars. Belfast will participate in the Culture 21 pilot cities programme and this will provide important support for the implementation of the cultural strategy - www.agenda21culture.net

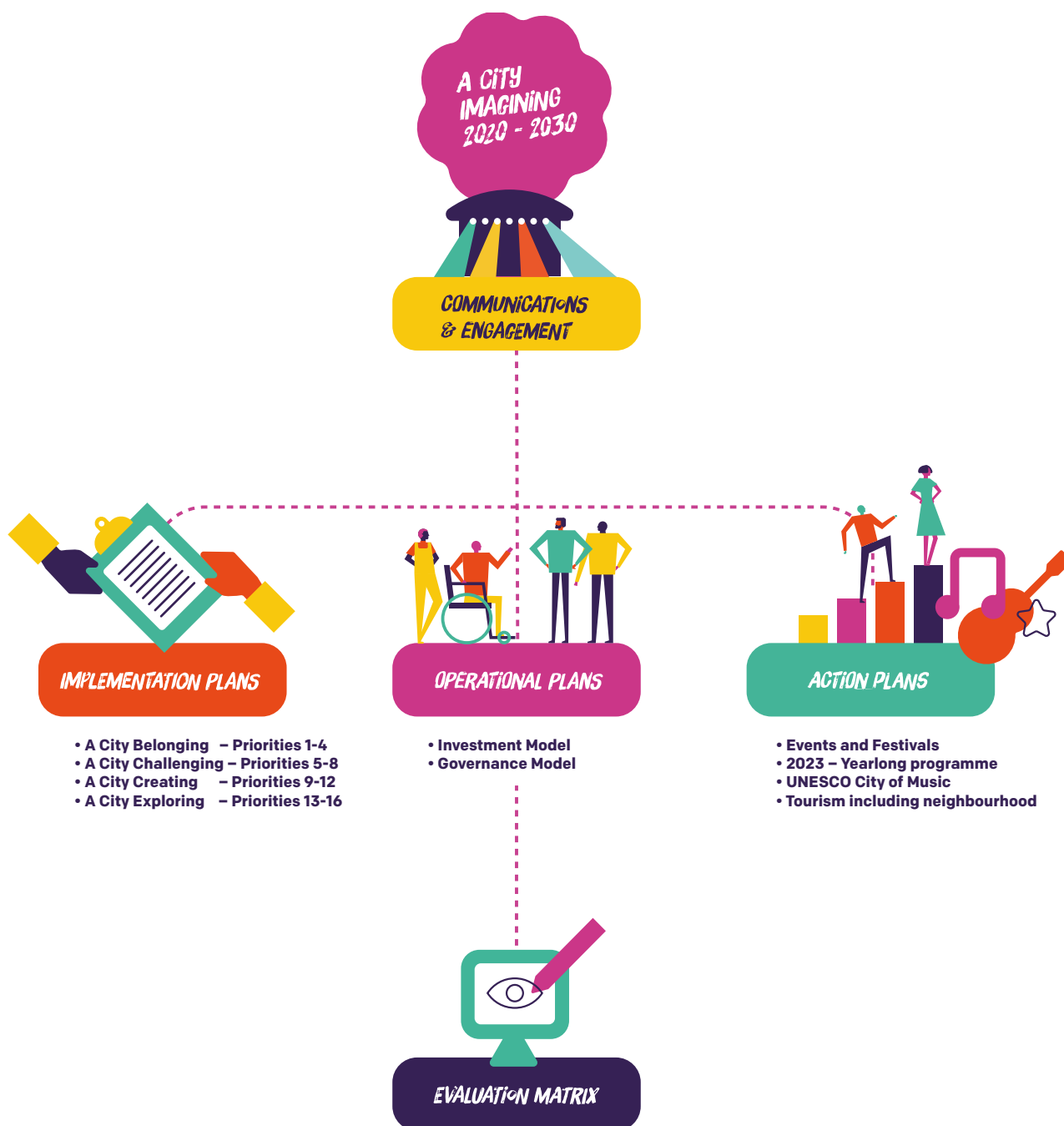
The second set of recommendations that have helped inform this strategy, and the associated implementation plans, is the Cultural Enquiry by the Core Cities network - www.corecities.com/cultural-cities-enquiry. This enquiry presents a number of practical recommendations on investment and governance of culture in cities, centred on a collaborative model that complements the community planning process and helps identify shared priorities for culture in cities.

Implementation

From the outset we have recognised the need for a long-term commitment through a ten year strategy. However this approach must be supported by shorter implementation phases that can support the overall vision while responding to constantly changing local and global environments. The first implementation phase will be 2020 -2023 and this document sets out the actions to be delivered during this period.

The following areas are covered in this document and will be closely monitored and updated on annual basis:

- Implementation plans to support the 16 strategic priorities set out in *A City Imagining*
- Operational plan to support a new governance and investment model
- Action plans to support specific strategic projects or areas of focus such as UNESCO City of Music and At Home in 2023
- Proposed approach to communications and evaluation





Section 1

A City Imagining - Strategic Priorities

A City Imagining sets out four strategic themes with each theme presenting a number of priorities. These themes and priorities have been informed and shaped by the engagement process that underpinned the development of the strategy.

Theme 1: A City Belonging

Open our doors and celebrate our diverse lifestyles, traditions and attitudes.

The focus of this theme is the role of the individual. When we explore notions of active citizenship and participation this is in the context of being an inclusive city recognising the role of many people in civic society. Therefore active citizenship and participation should include residents, non-residents and visitors.

Active citizenship and participation

The strategy defines cultural belonging as an individual's feelings in relation to their sense of identity, their relationship to other people around them and their sense of place. Agenda 21 for Culture states that cultural rights guarantee the ability of everyone to identify with one or several cultural communities and to adapt this choice throughout their life. The exercise of cultural rights is essential for the development of a sustainable city however central to this must be respect and increased understanding for other people's cultural expression. We believe that arts and creative practices can foster the confidence to imagine diverse senses of belonging in Belfast.

The priorities under this theme support citizens to be active agents of change and co-creators of cultural activity. The actions under each priority are designed to create opportunities for participation and engagement in the cultural life of the city.

Theme 2: A City Challenging

Make Belfast a city where you feel at home and can express yourself culturally.

The focus of this theme is how cultural and public space should support and strengthen diversity in the city helping to create opportunities for shared experiences. *A City Challenging* recognises the importance of the connection between cultural identity and sense of place.

Diversity

Globalisation and migration have increased diversity in cities across the world. Different dimensions of diversity intersect in multiple ways between individuals and communities. One of the city's challenges is to foster the necessary conditions whereby Belfast's open spaces and cultural venues offer opportunities for diverse encounters across and beyond different cultures, lifestyles and attitudes.

The priorities under this theme aspire to cultivate creative environments for dynamic co-creation and synergy in our approach to place-making and city life. The actions under each priority contribute to increasing the sustainability and quality of the city's urban environment through exploring the relationship between infrastructure and programming.

Theme 3: A City Creating

Allowing creativity to push boundaries.

The focus of this theme is how we can better support our cultural sectors and in doing so strengthen the role of innovation and creativity in our society. The balance that must be achieved is allowing existing organisations to adapt to change whilst also creating the space for new cultural leaders.

New approaches

A culturally vibrant city must take risks. The citizens of Belfast have indicated that they are ready to challenge traditional mind-sets and take a culture-led leap into the future. Cultural, arts and heritage organisations have a key role to play as creative leaders, innovators and challengers. However, cultural vibrancy can only be achieved when there is also stability and sustainability for the wider cultural sector.

The priorities under this theme will facilitate and explore new ways of working, taking more risks and helping artists to have more autonomy to engage with people in creative ways. The actions under each priority are intended to achieve greater stability and create the environment that enables greater innovation and experimentation.

Theme 4: A City Exploring

Strengthen our place in the world by building upon our cultural networks and partnerships locally, regionally and internationally.

The focus of this theme is Belfast's relationship to the rest of the world. We recognise that this should be an exchange of ideas, information and people. A connected city welcomes inwards investment and visitors whilst also supporting people to make their own global connections.

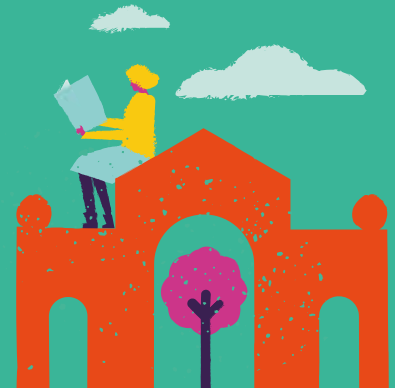
Our place in the world

The depth and breadth of existing partnerships and networks between a range of cultural players is already evident. The positive impact of these connections has ripple effects across many sectors at a city and regional level as well as securing Belfast's place within the global creative economy. Belfast will facilitate, support and maintain city, regional and international networks and collaborative partnerships on a range of levels, from the individual to established cultural institutions.

The priorities under this theme will sustain and strengthen the city's cultural ecosystem. The actions under each priority will help to make the city more connected and vibrant through highlighting the role of culture in tourism, environmental sustainability and the wider economy.

A City Belonging

Priority 1



Developing a people focussed approach to cultural development by facilitating citizen and sector participation in setting priorities, decision-making and in the evaluation of cultural policies.

Overview: In this priority we want people in the city to take the opportunity to be involved in setting our priorities and in making decisions on culture policy and development. The engagement process that has supported this strategy has clearly demonstrated the civic energy that exists in our city and people's desire to feel more connected and valued.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
1.1	Living Here	Establish a participative forum open to those resident or working in Belfast	Internal and external partners	Number of people involved; breadth of representation	where everyone fulfils their potential
1.2, 5.1	Living Here	Develop and deliver a co-design model for all cultural programmes	Internal and external partners including public and private sectors	No of programmes adopting approach; qualitative feedback	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
1.3	Living Here	Develop and deliver a Cultural Ambassadors scheme ensuring representation from culturally diverse backgrounds	Internal and external partners with recruitment via an open call	No of people engaged; qualitative feedback	where everyone fulfils their potential
1.4, 2.2	Living Here	Commission report into cultural democracy and implement recommended initiatives	Commissioned via competitive process with requirement for public & sector engagement	Publication of report; progress against taking recommendation forward	where everyone fulfils their potential; that is welcoming, safe, air and inclusive for all;
1.5	Living Here	Commission research and publish annual insights into cultural participation	Internal and external partners	Publish report; establish baseline and monitor both quantitative and qualitative data	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all
1.6	Living Here, Growing the Economy, City Development, Working & Learning	Publish an annual report on the impact of culture	Internal with support from external partners through sharing of data & collection of case studies. Potential to collaborate with academic partner	Publish report and consider longitudinal study	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable; where everyone experiences good health and wellbeing
1.7	Living Here	Include culture related questions in citywide/ household surveys	Internal and external partners	Publish results and evaluate over period	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable; where everyone experiences good health and wellbeing
1.8	Living Here, Growing the Economy, City Development, Working & Learning	Co-ordinate an annual sector presentation to Committee	Cultural sector	No of individuals and organisations involved; breadth of representation	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable; where everyone experiences good health and wellbeing

A City Belonging

Priority 2



Building creative capacity of our citizens and cultural sector to allow people to express their own cultural identities and respect and learn about other cultures.

Overview: In this priority we want people to have the confidence and opportunity to express themselves and their identity through culture and creativity. The public consultation revealed that an important dimension to this should be the opportunity to share experiences through learning about, and respecting the cultural diversity of, our city and beyond.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
2.1	Living Here, Working & Learning	Deliver eight 3-year (Y)our Home Projects to include projects led by and working with LGBTQ++ groups, new communities, disabled people, older people, schools and multi-lingual communities	Cultural sector, individual practitioners, voluntary sector	No. of participants, qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all
2.2, 1.4	Living Here	Support local neighbourhoods to deliver Fun Palaces or similar cultural democracy initiatives	Local community partners, voluntary sector, cultural organisations	No. of events delivered; breadth of engagement; qualitative feedback	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
2.3, 3.3	Living Here, Working and Learning	Design and deliver <i>Telling the Belfast Story</i> public engagement programme	Cultural sector; heritage partners, public authorities, private sector	No. of participants; breadth of engagement and representation; qualitative feedback	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all
2.4	Living Here, Working and Learning	Develop a co-design and civic participation approach to the delivery of City Events	Internal and external partners	No. of events delivered; breadth of engagement; qualitative feedback	that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
2.5	Living Here, Working and Learning	Increase the involvement of the cultural sector in the delivery of City Events	Cultural sector	No. of cultural partners; qualitative feedback	that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
2.6	Living Here	Complete cultural mapping of Belfast	Commissioned via competitive process or Internal with support from external partners.	Presentation of data	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all
2.7	Living Here, Working and Learning	Develop and support a volunteer programme based on best practice models	Cultural sector; voluntary sector	No. of volunteers; qualitative feedback	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all
2.8	Living Here, Working and Learning	Deliver tailored initiative to foster creativity in young people e.g. roll out of <i>Artpack</i>	Cultural sector; education sector; children and young people sector	No. of young people; qualitative feedback	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all

A City Belonging

Priority 3



Protecting, promoting and using cultural heritage in all its dimensions, both tangible and intangible, including the plurality of the city's cultural narratives.

Overview: In this priority we want to create environments where people can tell their stories and discover the stories yet to be uncovered. In doing so we celebrate the richness of our city's past, present and future. An important part of this should be developing skills and creating the spaces to tell these stories. This requires a partnership approach to heritage development recognising opportunities to increase access to the city's diverse heritage.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
3.1, 5.2	Living Here, City Development	Develop a heritage plan for the city with cross-cutting actions	Internal departments; public authorities, cultural (heritage) sector, private sector	Publish plan with agreed targets	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
3.2	Living Here, Working and Learning	Deliver a heritage skills development programme	Heritage sector and community & voluntary sector	No. of participants; qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all
3.3, 2.3	Living Here, Working and Learning	Deliver a co-created and co-designed heritage programme to tell the story of people and places	Heritage sector and community & voluntary sector	No. of participants; qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all
3.4	Living Here, City Development	Create shared spaces and connect people to buildings by strengthening and sustaining partnerships between the community and heritage sectors	Heritage sector and community & voluntary sector	No. of partnerships; qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
3.5	Living Here, Working and Learning	Deliver access to artefacts programme	Heritage sector and community & voluntary sector	No. of participants; qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all
3.6	Living Here, Working and Learning	Deliver a co-created and co-designed programme focussed the diversity of language in the city, telling the story of people and places through language	Heritage sector and community & voluntary sector	No. of participants; qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all

A City Belonging

Priority 4 A City Belonging



Enabling a sense of belonging and sense of place through cultural engagement to help encourage a strong civic identity that people can share and celebrate.

Overview: In this priority we want to support people to participate in cultural life and to create a sense of belonging within the places and spaces of our city. We recognise that there continue to be barriers to participation, often brought about by societal inequalities; while some of these are well understood and researched, others are the result of a rapidly changing society.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
4.1	Living Here	Support a minimum of five artist-in-residence programmes across Belfast	Cultural sector; individual artists; community and voluntary sector	No. of participants; qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
4.2	Living Here, City Development	Complete feasibility on <i>Playstacks</i> - an engagement led approach to the design of creative and cultural space in local communities	Queen's University Belfast, Voluntary Arts Ireland, Private sector partners	Evaluation of pilot; roll out of programme; quantitative and qualitative feedback against programme outcomes	that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
4.3	Living Here, City Development	Deliver a series of design pavilions in the city centre, communities and neighbourhoods in the lead up to 2023	Cultural sector; creative industries; private sector partners; community and voluntary sector	No. of pavilions; no. of creative partners; no. of community partners; no. of participants; qualitative feedback	that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
4.4	Living Here, City Development	Develop and implement a Public Art Policy	Arts Council of Northern Ireland, Department for Communities	Publish report including engagement led approach (quantitative and qualitative feedback)	that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
4.5	Living Here, City Development	Further develop a <i>City as a Gallery</i> or Art in the Public Realm Initiative including scoping international collaboration	Local and international partners from public and private sector	No. of partners; quantitative and qualitative feedback against programme outcomes	that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable

A City Challenging

Priority 5



Embedding cultural impact in city development and local place-making.

Overview: In this priority we want to recognise the role of people in place-making and how they shape spaces into places that reflect our creativity and character. This can be achieved by promoting and sharing best practice. In particular there is an opportunity to demonstrate leadership through our commitment to engagement led design.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
5.1	City Development, Living Here	Deliver cultural place-making programme in minimum of 6 locations	Cultural sector; individual artists; heritage practitioners; community and voluntary sector	No. of participants; qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
5.2, 3.1	City Development, Living Here	Develop a heritage plan for the city with cross-cutting actions	Internal departments; public authorities, cultural (heritage) sector, private sector	Publish plan with agreed targets	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
5.3	City Development, Living Here	Publish character and style studies	Internal departments; public authorities, cultural (heritage) sector, private sector	Publish report including engagement led approach (quantitative and qualitative)	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
5.4	City Development, Living Here	Develop and implement design guidelines for city lighting and dressing through civic engagement and co-design approaches	Internal departments; public authorities, cultural & heritage sectors, private sector	Publish report including engagement led approach (quantitative and qualitative feedback)	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
5.5, 8.3	City Development, Living Here	Deliver playful city initiative to improve the quality, accessibility and openness of public spaces	Internal departments; public authorities, cultural & heritage sectors, private sector	No. of participants; qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable

A City Challenging

Priority 6



Investing in connected, resilient and sustainable infrastructure of quality cultural spaces across the city. This will also include digital spaces.

Overview: In this priority we recognise the importance of creating spaces that help support a more sustainable and connected city where people feel they can express who they are. This must achieve a balance between increased interaction through digital spaces and infrastructure and more traditional forms of social engagement.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
6.1	Living Here, Growing the Economy	Complete feasibility study into ticketing platform for the city including options for civic and visitor passes. Implement recommendations	Department for Communities, Arts Council of Northern Ireland, Tourism NI, Visit Belfast	Publish report and produce business case for further investment in any recommendations	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
6.2	Living Here	Support local neighbourhoods to deliver <i>Fun Palaces</i> or similar cultural democracy initiatives	Local community partners, voluntary sector, cultural organisations	No. of events delivered; breadth of engagement; qualitative feedback	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
6.3	City Development, Growing the Economy	Investing in digital platforms for culture in the city and region	Internal partners, Department for Communities, Arts Council of Northern Ireland, Tourism NI, Visit Belfast	Publish data	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
6.4	City Development, Growing the Economy	Examine the potential to safeguard infrastructure through new social financing models and partnerships to support cultural organisations to purchase premises or increase security of lease agreements	Trusts and Foundations, Voluntary Sector	Financial health of organisations supported; contribution to local economy	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
6.5	City Development, Growing the Economy	Design multi-annual grant model to effectively support and anchor existing cultural infrastructure	Other funding bodies	No. of orgs supported, monitoring grants, programme evaluation	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
6.6	City Development, Growing the Economy	Commission an audit of cultural infrastructure including a gap analysis in order to inform future investment	Department for Communities, Arts Council of Northern Ireland	Publish report	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
6.7	City Development, Growing the Economy	Commission review of current licensing on the impact of cultural vibrancy including the night-time economy	Private sector, hospitality sector, industry bodies	Data relating to potential contribution to local economy	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
6.8	Living Here, Growing the Economy	Complete an accessibility audit of cultural venues to publish accurate access information on an online platform (potentially in partnership with the ticketing platform)	Disability support orgs (University of Atypical), Department for Communities, Arts Council of Northern Ireland, Tourism NI, Visit Belfast	Publish report and produce business case for further investment in any recommendations	that is vibrant, attractive, connected and environmentally sustainable; that is welcoming, safe, fair and inclusive for all; where everyone benefits from a thriving and prosperous economy

A City Challenging

Priority 7



Supporting high quality cultural events and activities that are accessible, diverse and inclusive.

Overview: City events have an important role within the wider cultural offer of Belfast. Events can tell stories, connect people and present new perspectives on our place. In this priority, we recognise the need to increase the diversity and inclusivity of our celebrations, festivals and events as research continues to indicate that current programming and participation do not effectively represent diversity of language, disability or ethnic minorities

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
7.1	City Development, Growing the Economy, Living Here	Design new investment programme including multi-annual and project grants for festivals and events	Other funding bodies	No. of organisations supported, monitoring of grants, programme evaluation (quantitative and qualitative)	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all
7.2	City Development, Growing the Economy, Living Here	Develop and review direct delivery of Council events in line with the priorities of the strategy including but not limited to Maritime Festival, St Patrick's Day, Halloween and Christmas	Internal and external partners	No. of events, profile of audience, breadth of programming, return on investment (cultural, social and economic impact)	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all
7.3	City Development, Growing the Economy, Living Here	Ensure a creative programming approach to City Events that reflects and promotes cultural diversity	Cultural sector, individual artists, creative practitioners, organisations representing minority ethnic groups	No. of events, profile of audience, breadth of programming	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all
7.4	City Development, Growing the Economy, Living Here	Develop schemes to support higher participation and representation at cultural events by disabled people. This could include specific initiatives such as Gig Buddies	Cultural sector including Black Box (pilot), disability sector, voluntary and community sector	No. of events, profile of audience, breadth of programming, qualitative feedback	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all
7.5	City Development, Growing the Economy, Living Here	Support the delivery of events in public spaces through streamlining advice and developing toolkits	Department for Communities	No. of events, profile of audience, breadth of programming, qualitative feedback	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all

A City Challenging

Priority 8



Transforming underused public spaces into vibrant and diverse cultural destinations

Overview: This priority focuses on how creativity can help bring our streets, parks and public spaces to life. This requires more effective working across Council services as well as further developing city-wide partnerships. These actions support a number of cross-cutting initiatives that encourage better use of existing spaces and a more innovative approach to new infrastructure

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
8.1	City Development, Growing the Economy, Living Here	Deliver a lighting and dressing strategy for the city through an engagement and design led approach	Public and private sector including Department for Communities, Department for Infrastructure, BIDs, heritage sector	Quantitative and qualitative feedback against programme outcomes e.g. footfall, change in perceptions	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all
8.2	City Development, Growing the Economy, Living Here	Pilot rooftop initiatives to increase cultural and green space in the city including scoping potential for partnership project with other European/ international cities	Internal and external partners including public and private sector	No. of buildings, quantitative and qualitative feedback against programme outcomes	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all
8.3, 5.5	City Development, Living Here	Deliver playful city initiative to improve the quality, accessibility and openness of public spaces	Internal departments; public authorities, cultural including heritage sector, private sector	No. of participants; qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
8.4	City Development, Growing the Economy, Living Here	Commission proof of concept for a brokering service to transform empty or vacant spaces into cultural and civic use through one pilot in the city centre and one pilot in a neighbourhood. Implement recommendations as appropriate	Cultural partners, private sector including existing proposal from Voluntary Arts Ireland	No. of units, no. of partner organisations, no. of participants; qualitative feedback against programme outcomes	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all

A City Creating

Priority 9



Increasing the autonomy of the creative sector to explore and shape the city's evolving, rich and multiple cultural narratives.

Overview: In this priority we acknowledge and support the role of creativity in shaping our city's future. This will require a new approach to investment that supports both longer term development and experimentation. Equally important is ensuring that our creativity and culture is reflected in wider city positioning by increasing the visibility, value and profile of our creative and cultural sectors.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
9.1	Growing the Economy, Working and Learning	Design investment programme to support established organisations to adapt to change and to support new organisations and practitioners to take longer term risks in programming or creative development	Other funding bodies, resource organisations and cultural partners	No. of organisations supported, monitoring and evaluation of grants against impact model	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
9.2	Growing the Economy, City Development	Involve cultural sector in the promotion and positioning of the city	Internal and external partners including cultural organisations and individual practitioners	No. of cultural organisations & practitioners involved in cross-sector initiatives	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
9.3	Growing the Economy, City Development, Living Here	Involve creative and cultural practitioners in service design across Council	Internal and external partners including cultural organisations and individual practitioners	No. of cultural organisations & practitioners involved in cross-sector initiatives	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all
9.4	Growing the Economy, City Development	Provide tailored and city-level support in audience development, marketing and communications	Cultural partners, private sector, Visit Belfast, thrive	No. of organisations supported, marketing, communications and audience data (quantitative and qualitative)	where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all
9.5	Growing the Economy, City Development	Invest in media monitoring for Belfast's culture, arts and heritage	Contract in place via competitive process	Publish report, measure variances and change over period	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy

A City Creating

Priority 10



Supporting cultural excellence, cultural planning and cultural entrepreneurialism by providing support for artistic innovation and improved networking.

Overview: This priority is about creating an environment that brings forward ideas that spark imagination and innovation and enables these ideas to flourish. An important dimension of this is to facilitate greater connectivity by supporting a more open and diverse cultural sector. This can be achieved by recognising the importance of investing in initiatives that actively promote collaboration.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
10.1	Growing the Economy, Working and Learning	Establish a transnational working programme to build capacity in developing cross-sector and cross-border cultural co-productions and collaborations	Arts Council of Northern Ireland, British Council	No. of projects supported; qualitative and quantitative feedback against programme outcomes	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
10.2	Growing the Economy, Working and Learning	Support innovative and interdisciplinary research and practice in contemporary arts	Universities	Publish research and use insights to inform programme design	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
10.3	Growing the Economy, Working and Learning	Support employability skills and capacity building programmes for disabled artists and those from minority ethnic groups	Cultural partners, disability support organisations, migrant support organisations, Arts Council of Northern Ireland	Publish research and use insights to inform programme design	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all
10.4, 11.4	Growing the Economy, Working and Learning	Design new investment model to support long-term development and innovation	Other funding bodies	No. of projects supported; monitoring and evaluation of grants against impact model	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy

A City Creating

Priority 11



Investing in a stronger and more sustainable cultural sector by supporting established and new creative practitioners to work beyond boundaries. This will create the environment where risks can be taken across a broader range of activities, sectors and disciplines.

Overview: The cultural and creative sectors are some of the most effective ambassadors of this city. In part, this is about having the necessary confidence to let new ideas take hold and giving space to those who want to take creative risks. Cultural vibrancy is a key dimension in quality of life. This is important for our citizens but also for ensuring we continue to increase investment in our city.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
11.1	Growing the Economy, Working and Learning	Deliver training, educational and professional development programmes for practitioners at all stages of their careers	Universities, Arts Council of Northern Ireland, resource organisations, cultural partners	No. of practitioners supported; qualitative and quantitative feedback against programme outcomes	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
11.2	Growing the Economy, Working and Learning	Deliver new support programme to showcase (inward and outward) Belfast's arts and heritage product through local, national and international opportunities	Arts Council of Northern Ireland, British Council, cultural partners, international partners	No. of local, national and international partnerships supported; qualitative and quantitative feedback against programme outcomes	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
11.3	Growing the Economy, Working and Learning	Establish co-working spaces, that are accessible and inclusive, to further enable collaborative and cross-sector working and encourage multi-disciplinary, inter-cultural and multi-lingual partnerships	Cultural partners, creative industries, private sector	No. of cross-sector partnerships supported; qualitative and quantitative feedback against programme outcomes	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
11.4, 10.3	Growing the Economy, Working and Learning	Design an investment programme that supports opportunities for research and development and longer term experimental projects	Other funding bodies	No. of projects supported; monitoring and evaluation of grants against impact model	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy

A City Creating

Priority 12



Empowering the innovative capacity of the creative economy to connect technology and society.

Overview: The potential of our cultural and creative sectors is not currently matched by their capacity to fully embrace the digital world. However, creativity should be one of the most effective ways of strengthening the links between society and technology. This priority focuses on increasing the professional skills of the sector as well as exploring innovative approaches in supporting young people to discover their creative potential.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
12.1	Growing the Economy, Working and Learning	Increase the digital capacity of the sector by improving skills and creating opportunities for virtual collaboration, networking and new user experiences	Cultural partners, creative industries	Publish report including case studies and toolkit	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
12.2	Growing the Economy, Working and Learning	Facilitate learning connections between enterprise, micro-enterprise and culture	Cultural partners, creative industries, private sector	No. of connections, qualitative feedback, publication of case studies	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
12.3	Growing the Economy, Working and Learning	Develop a Continuing Professional Development programme for teachers that equips them with the knowledge and skills to become creators-in-residence within their own schools	Cultural partners, education sector	No. of teachers participating, qualitative feedback of programme	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
12.4	Growing the Economy, Working and Learning	Support innovation and development in technological interventions that address the barriers of language and accessibility in cultural participation ie – automated/mobile audio description of events/exhibitions	BCC Equality and Language Team, cultural partners, creative industries	Production of prototype and pilot schemes, qualitative feedback of programmes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; where everyone benefits from a thriving and prosperous economy

A City Exploring

Priority 13



Strengthening our city, regional and international cultural networks.

Overview: In this priority we want to connect our city to the world around us. We will do this by increasing opportunities for the creative and cultural sector and the people of the city to participate in local, regional and international networks. Where we have previously facilitated networking the results have strengthened our local sector and helped to build relationships.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
13.1	Working and Learning, Growing the Economy	Support participation in relevant cultural networks including but not limited to IETM, Eurocities, Culture 21	Cultural partners, international partners, Arts Council of Northern Ireland, British Council	No. of individuals and organisations supported; no. of connections; no. of long-term collaborations	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
13.2	Working and Learning, Growing the Economy	Deliver a collaborative project as part of Galway 2020	Galway 2020, Belfast International Arts Festival, Sister Cities, Cultural partners	Quantitative and qualitative feedback relating to return on investment including bed nights & PR generated	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
13.3	Working and Learning, Growing the Economy	Build a network of practitioners, scholars, and various cultural institutions across Europe and internationally	Cultural partners including international partners	Repeat audit commissioned as part of 2023 bid preparation and publish findings; no. of connections; impact of connections	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
13.4, 11.2	Growing the Economy, Working and Learning	Deliver new support programme to showcase (inward and outward) Belfast's arts and heritage product through local, national and international opportunities	Arts Council of Northern Ireland, British Council, cultural partners, international partners	No. of local, national and international partnerships supported; qualitative and quantitative feedback against programme outcomes	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy

A City Exploring

Priority 14



Growing our sustainable cultural tourism product through a creative approach that respects the city's heritage and communities.

Overview: Research reinforces the importance of cultural vibrancy for a thriving visitor experience. This priority will support initiatives that immerse visitors in our authentic Belfast experience. Actions to be taken forward will support a more integrated tourism offer that recognises the need for investment in major infrastructure alongside the importance of local and cultural development.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
14.1	Working and Learning, Growing the Economy	Develop cultural tourism through building capacity and opportunity for citizen & culture led approaches to tourism development and infrastructure	Visitor-facing neighbourhood tourism agencies; cultural sector	No. of partnerships; no. of products; market testing; qualitative and quantitative feedback	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
14.2	Working and Learning, Growing the Economy, Living Here	Develop a visitor experience plan for the city including neighbourhood tourism framework	Tourism NI, attraction managers and visitor-facing businesses, heritage sector	No. of partnerships; no. of products; market testing; qualitative and quantitative feedback	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy
14.3, 5.1	City Development, Growing the Economy, Living Here	Deliver cultural place-making programme in minimum of 6 locations	Cultural sector; individual artists; heritage practitioners; community and voluntary sector	No. of participants; qualitative feedback against programme outcomes	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all; that is vibrant, attractive, connected and environmentally sustainable
14.4, 2.3, 3.3	Living Here, Working and Learning	Design and deliver <i>Telling the Belfast Story</i> public engagement programme	Cultural sector; heritage partners, public authorities, private sector	No. of participants; breadth of engagement and representation; qualitative feedback	where everyone fulfils their potential; that is welcoming, safe, fair and inclusive for all

A City Exploring

Priority 15



Encouraging environmental responsibility and resilience by understanding and adapting cultural behaviours.

Overview: This priority focuses on the need to take responsibility for our environment and the role of culture in changing behaviours. Some of these actions will support our cultural sector to be proactive in making organisational change. Other initiatives support creative approaches that will encourage our citizens to lead our city's response to sustainability.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
15.1	City Development, Living Here	Develop a Green Policy' for festivals in Belfast	Festival and Events sector, Belfast Festivals Forum	No. of organisations adopting policy; impact of policy through qualitative and quantitative feedback e.g. reduction in use of plastics	that is vibrant, attractive, connected and environmentally sustainable
15.2	City Development, Living Here	Introduce criteria on green credentials as part of multi-annual and project grants	Cultural partners	Establish baseline, monitor variance and progress against agreed targets	that is vibrant, attractive, connected and environmentally sustainable
15.3, 8.2	City Development, Growing the Economy, Living Here	Pilot rooftop initiatives to increase cultural and green space in the city including scoping potential for partnership project with other European/ international cities	Internal and external partners including public and private sector	No. of buildings, quantitative and qualitative feedback against programme outcomes	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all
15.4	City Development, Living Here	Support environmentally focussed cultural projects through specific 'experiment' project funding	Cultural partners	No. of projects supported; qualitative feedback against programme outcomes	that is vibrant, attractive, connected and environmentally sustainable; where everyone benefits from a thriving and prosperous economy; that is welcoming, safe, fair and inclusive for all

A City Exploring

Priority 16



Increasing the contribution of both public and private cultural sectors to inclusive economic growth.

Overview: Culture plays an important part in achieving our goal to be a more inclusive city. Cultural engagement supports active citizenship and this in turn increases the likelihood of people being in the position to take up the opportunities presented by an inclusive growth economic agenda. The cultural strategy also presents the scope for greater collaboration between the public and private sector.

	Alignment to the Belfast Agenda	Action	Key partners	Measures	Outcomes: A city...
16.1	Working and Learning, Growing the Economy	Support cross-sectoral entrepreneurial opportunities in the supply chain in areas such as production, design and product evaluation through a new creative start up programme	Cultural sector, creative industries, private sector	No. of businesses supported; qualitative and quantitative feedback against programme outcomes	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
16.2	Working and Learning, Growing the Economy	Facilitating business engagement to embed creativity and innovation meeting business objectives across sectors	Cultural sector, creative industries, private sector	This will include pilot projects, networking, case studies and a skills bank to match and exchange creative and business expertise	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy
16.3	Working and Learning, Growing the Economy	Leverage investment from the private sector through long-term resourcing of partnership development	Internal resource; Arts and Business NI	Levels of private sector investment; no. of sustained partnerships; qualitative feedback and case studies	where everyone fulfils their potential; where everyone benefits from a thriving and prosperous economy

Section 2

Lift Off - Strategic Projects

A City Imagining supports a culture-led vision for development in Belfast. The strategy identifies a number of important strategic projects that will be key to delivering this transformation. At Home in 2023, a new landmark Destination Hub for visitors and a commitment to support UNESCO City of Music status for the city - are all pivotal to Belfast's evolution as a cultural destination. The strategy also presents the city's first visioning narrative for tourism and four key themes which have been drawn from this narrative. This piece has been co-designed through stakeholder workshops and will be the cornerstone of continuing to develop the visitor experience.

It's important that Belfast feels ownership of this narrative and themes if we are to bring to maturation the city's potential as a unique, urban cultural destination which is underpinned by a place-making agenda. The opportunities to make the 'Belfast welcome' and experience truly stand out locally, nationally and internationally will only be compelling if we are all on board for the journey.

This section sets out an overall approach and series of actions associated with each of the strategic projects presented in the strategy. These projects require long-term commitments. The success of each one of them is dependent on building and sustaining partnerships and creating the space to allow them to evolve over time.

At Home in 2023

This will be a yearlong celebration of culture in the city. From 2020 onwards we will work collectively to build the resources and capacity to deliver on this ambitious programme.

Events and Festivals

Events and Festivals are an important part of a culturally vibrant city helping to express diversity and connect locals to visitors. Our approach is to support homegrown authentic Belfast experiences.

City of Music

Working with partners from across the city and beyond bidding for the designation of UNESCO City of Music signals a renewed commitment to music in Belfast.

Destination Hub

The public consultation on the strategy endorsed plans for a new Destination Hub in the city centre comprising the Belfast Story visitor experience. However feedback highlighted the need to ensure that these stories are driven and shaped by the people of the city.

Tourism Development

Belfast has enjoyed significant growth in the visitor economy in recent years however there is still much work to be done. We have identified a number of priority strands to support this ongoing development.





At Home in 2023

Throughout the development of the cultural strategy, *A City Imagining*, the engagement and consultation process has revealed high levels of support for 2023 being designated as a year of culture. There has been recognition that in order to maintain civic momentum, secure buy-in from city partners and build the capacity of our cultural sector then a well-considered and planned for programme of the scale and ambition for 2023 is critical. Any concerns over funding have been alleviated with the understanding that *At Home in 2023* will help build a competing case for investment and can help broker a new relationship between the public and private sector. It is also an experiment that follows the success of other cities that have demonstrated that home-grown authentic cultural product can have significant international appeal.

The development of the European Capital of Culture bid in 2017 demonstrated the richness of our cultural offer and the creative potential of our city that could be realised if we created the environment where ambition is to be encouraged and rewarded. The programme for *At Home in 2023* will build on the work undertaken as part of the bid process. Selection of projects will be transparent and will follow an agreed process.

Programme development will begin in 2020 to ensure that cultural content, management and deliverability are fully supported. Projects will be chosen based on the following set of criteria. Each project will be assessed against the proposed contribution it will make to the 2023 year as well as the priorities set out in the cultural strategy, *A City Imagining*.

The two main criteria respond to the concept and artistic vision:

1. Substantial contribution towards examining cultural belonging with a focus on public space
2. International dimension

A combination of the following criteria will also be applied:

3. Artistic or cultural excellence
4. Citizen involvement through development, participation, co-creation and co-production
5. Respect towards traditional resources and heritage in combination with contemporary practice

For the programme, we will also prioritise projects that demonstrate elements such as:

6. Sustainability and legacy in concrete terms
7. New quality and innovation
8. Multicultural dialogue

In regards to other support programmes, such as capacity building and education, we will expect all projects to include:

9. Track record of the project partners
10. Potential of the project to leverage additional resources
11. Time and space considerations including multi-annual approaches

In terms of programme management, we plan to deliver four categories of projects, each with different levels of financial, production and marketing support.

All projects are expected to have a strong partnership dimensions however the main categories are planned as follows:

- a) In-house produced projects led by Belfast City Council
- b) Co-produced or commissioned projects with substantial support from Belfast City Council
- c) Grant scheme supported projects that meet the above criteria and will be awarded a grant through an open and competitive scheme
- d) Communicated projects with marketing support. Projects will be expected to meet the above criteria and will be branded as part of our 2023 programme, however are largely small enhancements to existing annual projects

A programme of this scale will need a dedicated delivery team as well effective partnership working. Initial financial projections have been prepared and are included in the overall financial considerations for 2020-2023 strategic implementation phase. A full resource and funding strategy will be developed in 2020.

At Home in 2023 Actions

Strand 1: Governance and Delivery structures

1.1 Establish a multi-stakeholder project board as part of the overall City Compact

1.2 Recruit project team

Strand 2: Investment

2.1 Develop financing plan including commercial strategies

2.2 Maximise the alignment between existing funding programmes and the delivery of 2023

Strand 3: Capacity building and support

3.1 Map out the connections between programme delivery in 2023 and long-term priorities set out in the cultural strategy, *A City Imagining*

3.2 Map out and plan partnership opportunities for delivery of Language-based projects in 2023 in line with Council's Language Strategy objectives

3.3 Deliver multi-annual support programmes to support the deliverability, management and quality of projects in 2023

Strand 4: Marketing and communications

4.1 Develop and implement a strategic communications and marketing plan in a timely manner that ensures effective positioning in the international market

4.2 Ensure a multi-stakeholder approach working with Visit Belfast, Tourism NI and Tourism Ireland

Strand 5: Programme development

5.1 Develop programme from 2020 onwards in line with agreed criteria and the following categories:

In-house produced projects

Co-produced or commissioned projects

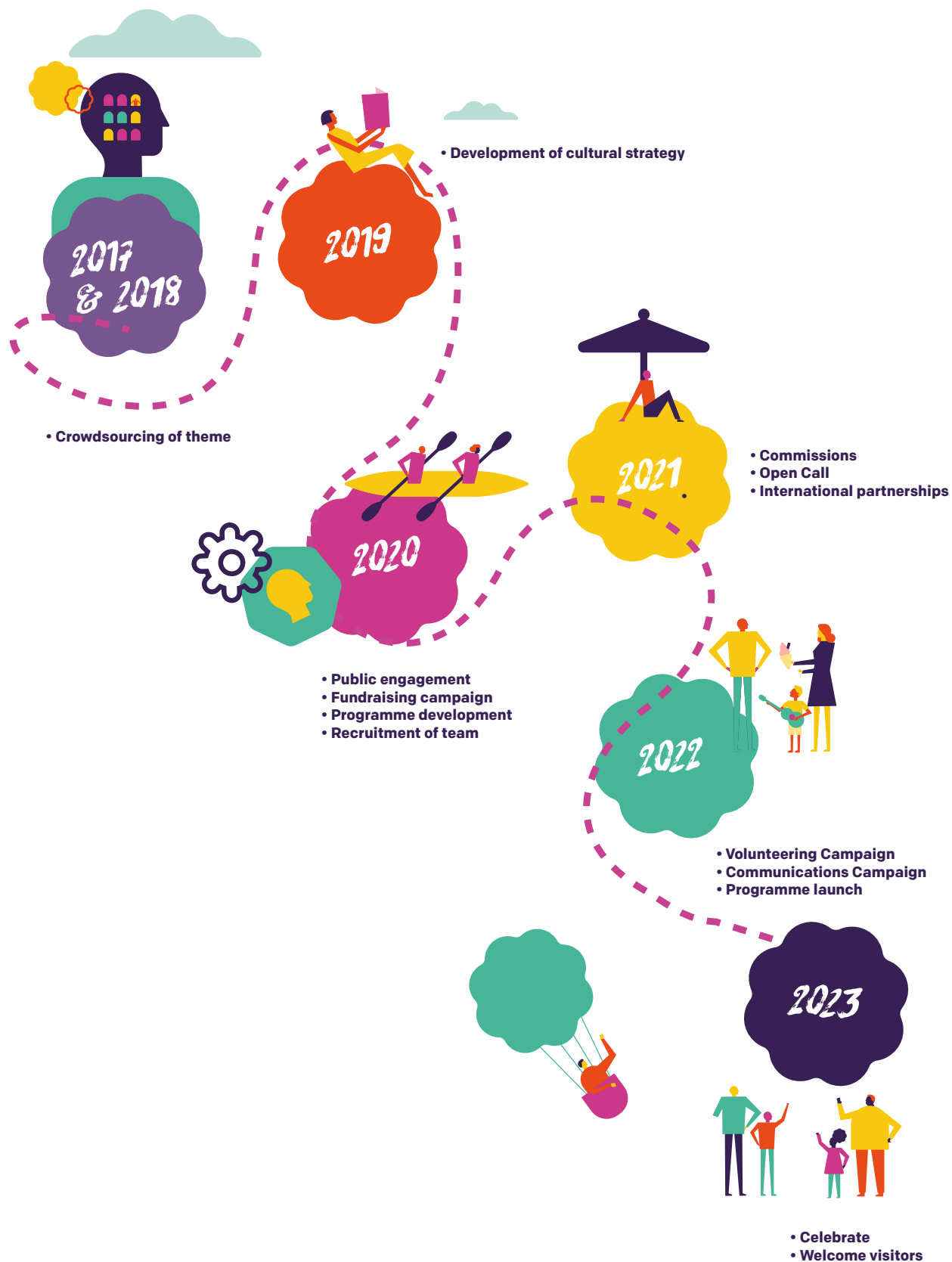
Grant scheme supported projects that meet the above criteria and will be awarded a grant through an open and competitive scheme

Communicated or enhanced projects

Strand 6: Evaluation

6.1 Commission an independent evaluation of the year with published evaluation criteria. This should include longitudinal studies

At Home in 2023 road map



Events and Festivals

In 2018 an independent review of events and festivals in Belfast was completed. The purpose of this review was to support Council in evolving options and making recommendations for the identification, securing, funding and delivering of events and festivals in Belfast. The brief included:

- **A review of current portfolio**
 - Consultation with stakeholders, events and festivals
 - Benchmarking how events and festivals are funded and delivered in other cities
 - Consideration of pre and post event impact modelling
 - Consideration of future structures for delivery

The approach to events and festivals set out in the cultural strategy, *A City Imagining*, and in these implementation plans is informed by this review. A phased approach to introducing a number of recommendations will now be taken forward.

The central recommendation centres on a more effective investment model for events and festivals. This includes simplifying the complex and fragmented funding of festivals and events in Belfast by reducing the number of individual grant programmes and developing a multi-annual grant. This will be further supported by introducing a classification system common in other cities. The purpose of the system is to recognise that one size does not fit all. In order to increase the cultural, social and economic impact of our events and festivals we must better understand the contribution different categories make to the overall cultural ecosystem. Repositioning investment in events and festivals to maximise the return on investment will enable the events to better support the priorities of the Belfast Agenda and help to position the city as an events destination.

A strategic approach to investment alone will not transform Belfast into a recognised destination for events and festivals. In addition to more effective investment programmes there is a need to support capacity building and skills development. This will be delivered through a partnership approach offering a centralised package of training and support appropriate to the scale and ambition of the event.

During this first implementation phase of the cultural strategy the focus will be on developing fit for purpose investment programmes and delivery structures. 2023, as a designated international year of culture, will be an important milestone that will help to demonstrate the progress that has been made. Future implementation phases will consider longer term changes required to securely establish the city's reputation as an events destination.

Consideration has also been given to role of Belfast as a regional driver. As well as producing home-grown Belfast events that will have international appeal, the city must work collaboratively with other partners to bid for and secure major external events. Prioritisation will be given to those events that offer both a direct economic return and can contribute to the longer term cultural transformation of the city.

The approach to events and festivals will be underpinned by a more robust evaluation model. The levels of monitoring and evaluation for individual events will be commensurate with scale. Criteria will be simplified to demonstrate value against the Belfast Agenda. Working with partners, Council will commission independent research on an annual basis.

The actions set out in these plans will be supported by further programme design and implementation. Key performance indicators will be agreed and reported to Council on a regular basis.



Events and Festivals Actions

Strand 1: Governance and delivery structures

1.1 Establish an internal Belfast City Council working group

1.2 Establish a Belfast Strategic Events Partnership as part of the City Compact to include Tourism NI, Visit Belfast, Arts Council of Northern Ireland, Sport NI

1.3 Review the existing Festivals Forum and support appropriate sector level structure

Strand 2: Investment

2.1 Develop commercial strategies and maximise other fundraising opportunities to support the city's portfolio of events

2.2 Introduce a clear approach to long-term investment that includes a mixed model consisting of:

- Bidding for events
- Commissioning of events
- Direct delivering of events
- Grant funding of events

Strand 3: Capacity building and support

3.1 Take a portfolio approach with all events having Council relationship officers arranged under thematic clusters

3.2 Develop a central package of support, training and capacity building for festivals and events appropriate to their scale and ambition and delivered in partnership with relevant partners

3.3 Support event and festival producers in finding appropriate locations, production partners, liaison with the Council and other government agencies responsible for permits, transportation etc. This should include producing a guide to organising events in Belfast which incorporates guidance on accessibility, inclusivity and diversity for events and festivals in the city (ref: Council's Inclusive Events Guide)

3.4 Scope out the potential to create a commissioning programme to maximise the role of festivals in profiling Belfast's cultural sector. This could be delivered in partnership with other funding bodies such as Arts Council of Northern Ireland and British Council

3.5 Facilitate networking and include non-festival organisations; support networks, develop contacts and enable both local and international collaborations and co-productions

Strand 4: Marketing and communications

4.1 Producing and promoting the annual Belfast Festival Calendar as both a planning tool for producers and as a public facing 'what's on' guide

4.2 Offer other collaborative marketing opportunities in liaison with city, regional and national tourism marketing agencies

Strand 5: Programme Development

5.1 Adopt the proposed Investment/Evaluation criteria for all festivals funding and simplify annual evaluation based on demonstrating value against the Belfast Agenda, ensuring level of evaluation appropriate to scale of event

5.2 Produce a public-facing annual festival and event report, based on data collected from evaluation, which is used to advocate and raise support, ensuring that events and festivals are properly acknowledged for their input

City of Music

These plans support the strategic project set out in *A City Imagining* that commits to applying for the designation of UNESCO City of Music.

The UNESCO Creative Cities Network (UCCN) aims to strengthen cooperation with and among cities that have recognised creativity as a strategic factor of sustainable development with regard to social, cultural, economic and environmental aspects. Member cities come from diverse regions and work towards a common mission: placing creativity and cultural industries at the core of their urban development plans to make their cities safe, resilient, inclusive and sustainable.

The 2030 Agenda for Sustainable Development calls on us to imagine more sustainable and more creative cities. Sustainable Cities are inventive cities that can act as a catalyst for progress at economic, social and environmental levels by developing shared living spaces that fulfil the needs of their inhabitants, enriched by their diversity and respectful of all cultures. Belfast will seek to join the UNESCO network of cities, which involves commitment to encouraging active citizenship, dialogue and mutual understanding. Stimulating collective and creative intelligence is one of the founding missions of the UNESCO Creative Cities Programme and its Network, which recognises and reinforces the role of creativity as a catalyst for building more sustainable, resilient and inclusive cities. UNESCO Creative Cities world-wide utilise creative potential to find innovative solutions to the economic, social and environmental challenges of the modern world. There are clear synergies between UNESCO Creative Cities and the priorities set out in our strategy. These connections can also reach out beyond the sphere of culture to embrace the challenges and opportunities presented in our emerging work on resilience.

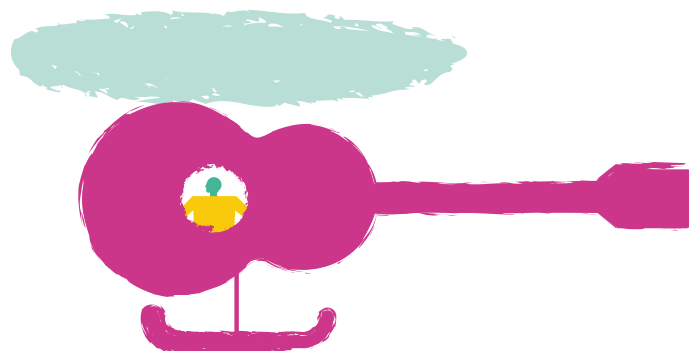
To become a member of the UNESCO Creative Cities Network, candidate cities must submit a detailed application clearly demonstrating their willingness, commitment and capacity to contribute towards the objectives of the Network. The Network covers 7 creative fields, which can be chosen by the cities according to their preference for a specific creative industry or sector to which they devote their talent and energy.

These are Crafts & Folk Art, Design, Film, Gastronomy, Literature, Music and Media Arts. Following an initial scoping exercise and assessment against the criteria as well as support from the sector, it was agreed that music is the most appropriate designation for Belfast at this stage. This will involve a development process culminating in an official application to be led by the Local Authority in partnership with the music sector and other stakeholders.

Joining the network is a longstanding commitment which must involve a participative process and a forward-looking approach. Cities must develop and present a realistic action plan including specific projects, initiatives or policies to be executed in order to implement the objectives of the Network. Work towards and after the designation will focus cultural policy and activity in relation to music in Belfast; delivering a more joined-up and visible music offer whilst also increasing opportunities for production and civic engagement in music across the city on a permanent basis.

Music is recognised as a distinctive aspect of Belfast's cultural profile with audience research indicating high levels of engagement locally as well as strong linkages to the city's international profile. Engagement with citizens during and after the European Capital of Culture bid process, and through initiatives led by partner organisations across the city, has indicated that there is considerable support for strengthening the role that music has in helping to make Belfast a culturally vibrant place to live, work and visit. In March 2018 as a result of the coalescence of many conversations which were happening in the city at the same time, Council backed a proposal for the city and its partners to make an application for the endorsement of UNESCO City of Music status.

For Belfast, the possibility of a designation is not about a title: it's about using music to drive a new era of collaboration between the city's citizens and its institutions, about exploring how we all make music more relevant to people, and about putting both cultural and economic development at the heart of the city's future.



City of Music Actions

Strand 1: Governance and Delivery structures

- 1.1** Establish an internal Belfast City Council working group
- 1.2** Develop Terms of Reference for City of Music Steering Group & develop a roadmap for the bid 2019- 2021
- 1.3** Establish a Belfast City of Music Steering group with representation from a variety of stakeholders including Tourism NI, Visit Belfast and Arts Council of Northern Ireland as well as cultural organisations, musicians, business owners, emerging artists and producers.
- 1.4** Build relationships and connections with UNESCO Creative Network Cities such as Glasgow, Liverpool, Galway and Dundee.

Strand 2: Sustainable action planning, capacity building and resourcing

- 2.1** Support the City of Music steering group in the co-design of a music development action plan 2020 - 2024
- 2.2** Support the City of Music steering group to consider longer term strategic priorities for music in Belfast 2020 - 2030
- 2.3** Explore fundraising and investment opportunities to support strategic development in music. Leverage investment from other partners to support City of Music plans
- 2.4** Co-design mentorship and career development schemes for emerging artists/producers
- 2.5** Co-design a civic engagement and participation strategy for music including audience development
- 2.6** Commission asset mapping of the music industry in Belfast to include venues, artists, producers, engineers, studios etc. This should also strengthen the city's regional role in driving the creative industries
- 2.7** Ensure strategic development of music in the city contributes to sustainable urban development, building on culture and creativity as a lever to achieve development goals in the city as a whole

Strand 3: Exchanges, co-operation and partnership working

- 3.1** Scope out and develop international opportunities and partnerships across the UNESCO Creative City Network - UK, Ireland, Europe and further afield
- 3.2** Facilitate networking opportunities for music stakeholders such as annual Music Forum, enabling both local and international collaborations and partnerships to develop
- 3.3** Design and develop new investment initiatives that enable commercial and not-for-profit music organisations/producers to work in partnership on projects and development schemes

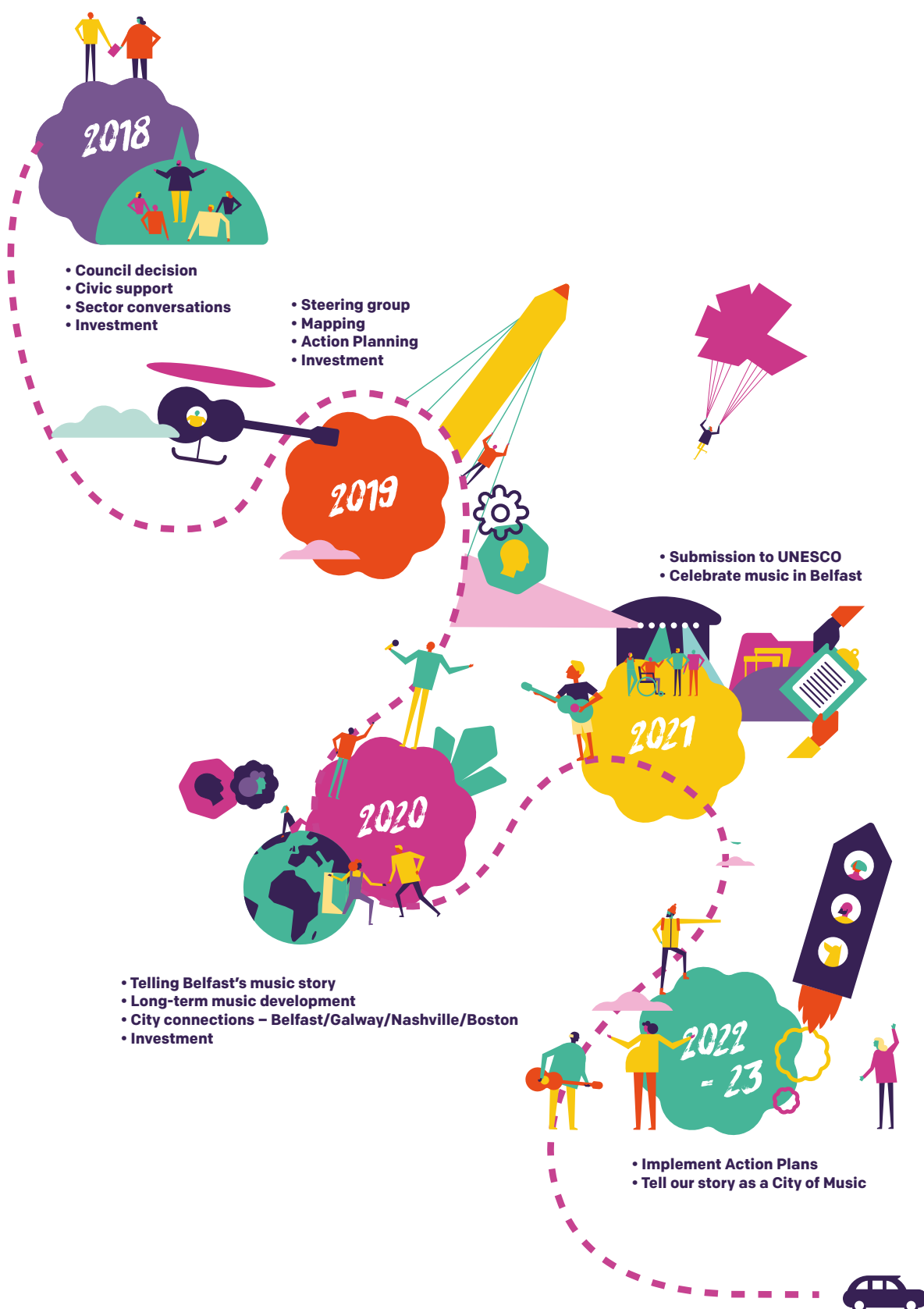
Strand 4: Marketing and Communications

- 4.1** Produce and promote the annual Belfast Music calendar as both a planning tool for producers and as a public facing 'what's on' guide
- 4.2** Offer other collaborative marketing opportunities and liaise with city, regional and national tourism marketing agencies to ensure that music is effectively positioned as part of the tourism offer
- 4.3** Work with partners to develop and promote the Belfast Music/City of Music brand.
- 4.4** Develop a city level marketing and communications strategy for music

Strand 5: Evaluation & Long Term Commitment

- 5.1** Measure contribution of music to the outcomes of the Belfast Agenda
- 5.2** Set evaluation criteria and key performance indicators for achieving UNESCO City of Music Designation in 2021 and no later than 2023
- 5.3** Ensure that effective governance and delivery structures continue to operate beyond the City of Music Designation and delivers on the longer-term commitments

Roadmap to City of Music





Section 3

Tourism Development

Belfast has evolved into a successful and increasingly popular visitor destination over the last decade or more. This development hasn't gone unnoticed in the global tourism market. In 2018, the Lonely Planet identified Belfast and Giant's Causeway as the top place to visit. A rich and authentic blend of natural assets coupled with a unique cultural heritage, a vibrant cultural scene and a long-renowned warmth of welcome means that visitors are increasingly being drawn to the city.

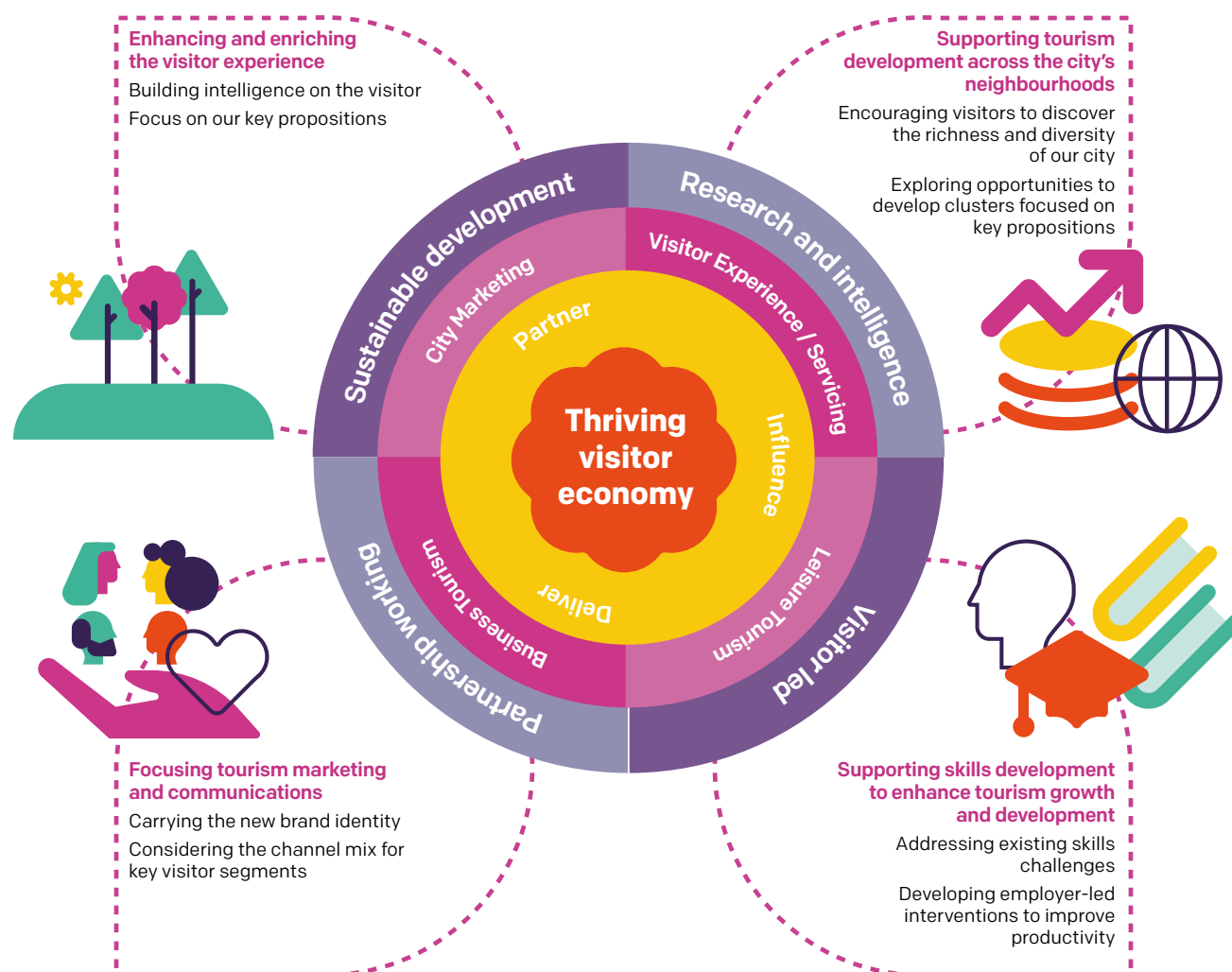
With recent investment in tourism infrastructure and improvements to connectivity, as well as the development of new areas of stand-out such as screen tourism and an award-winning hospitality offer, the key foundations stones are in place to support the development of the tourism sector in the city.

But there is much more room for growth. This ambition is recognised and shared by the key partners from both the public and private sector. They believe that the growth will only be delivered if there is a focused approach to tourism development in the city that is built on exploiting the recognised stand-out by developing new products and experiences for a growing number of visitors to share and enjoy.

The inclusion of tourism as a key growth sector in the recently-agreed City Deal validates and supports this view. It acknowledges the fact that the sector is already a significant economic generator but recognises the need for significant additional investment in order to move to the next level.

Our engagement with partners in developing *A City Imagining* identified the following four priorities for tourism development in the context of this new cultural strategy:

- Enhancing and enriching the visitor experience
- Supporting tourism development across the city's neighbourhoods
- Focusing the tourism marketing and communications
- Supporting skills development to enhance tourism growth and development



Visitor experience

Enhancing and enriching the visitor experience

The early development of the tourism industry in Belfast was largely organic - driven by the culturally curious visitor, keen to see and try and do something that was different and unique. And Belfast clearly has that in some measure.

But tourism is a global business, and Belfast is competing with cities and locations all across the world. It is therefore essential that there is a more coordinated approach to growing the value of the tourism market in Belfast and to making sure that, when visitors come to our city, their experience is a positive one, that they plan a return visit and that they recommend to their friends that they do the same. Enhancing and enriching the visitor experience is therefore a central pillar of our strategy for tourism development in the city.

To know what visitors need and expect, we really need to find out more about them. This means understanding who comes here, when they like to come here, what they like (and even what they're not so keen on), what they would like more of and what would make them return. We also need to consider how we can attract new visitors to Belfast - those who don't currently have Belfast on their radar when planning their next holiday.

As a first step, we are proposing the development of a Visitor Experience Plan for Belfast. This will allow the city's tourism partners to agree on a number of unique selling points (USPs) that are truly authentic to Belfast and to invest in a series of experiences that will give substance to those USPs.

For the visitor, this will mean that there is clarity about Belfast's compelling offer in a competitive tourism market, and that they can be guaranteed that their experience will at least live up to their expectations in terms of quality and value for money. For the tourism partners, it will mean that investment becomes more focused, with a greater potential for return and more opportunities for packaging and developing new experiences.

While Belfast's visitor market has been largely focused on the leisure visitor, there has been a significant growth in business tourism in Belfast over the last number of years - driven largely by the investment in the ICC Belfast and the associated tourism infrastructure development. Belfast's compact city centre means that there is an opportunity to expose business tourists to the breadth of experiences that the city has to offer in order to encourage them to extend their stay or inspire a return visit.

Visitor Experience Actions

Strand 1: Develop a Visitor Experience Plan for Belfast

- 1.1 Work with partners to agree a terms of reference for specialist support to develop a Visitor Experience Plan for Belfast
- 1.2 Oversee development of the Plan, ensuring input by all relevant partners
- 1.3 Ensure that the findings of the Plan are shared with all partners to encourage a comprehensive and consistent approach to interpretation and visitor servicing city-wide

Strand 2: Ensure access to relevant visitor insights in order to shape future investment

- 2.1 Undertake a scoping exercise across all current research to identify gaps in knowledge
- 2.2 Consider commissioning of relevant insights to inform future investment
- 2.3 Explore, in particular, opportunities to lever new technological solutions to generate real-time and near-time data in order to evaluate the impact of investment and ensure ongoing visitor insights

Strand 3: Establish an investment framework to lever Council and partner resources

- 3.1 Ensure alignment with the key recommendations from the Visitor Servicing Plan, in terms of Unique Selling Points, key clusters and signature experiences
- 3.2 Secure resources to ensure that there is the appropriate technical and financial assistance in place to help bring forward new visitor experiences and to enhance the quality of existing experiences
- 3.3 Explore opportunities to align investment with existing approaches e.g. Tourism NI cluster development model

Destination Hub

The Destination Hub is a major transformational project with the overall aim of providing a new tourist destination in Belfast city centre that would serve as a catalyst for the economic, social and cultural regeneration of Belfast City Region. It will include the Belfast Story (a dynamic, interactive and immersive visitor experience using cutting edge technology, which tells the story of the city and its people), The Space (a flexible gallery, exhibition and performance space, unique to the island), Creative and Digital Skills spaces, the Belfast Film Centre as well as high quality public realm, retail space and food and drink outlets.

The Destination Hub will deliver significant economic benefit to whole of the regional economy by enhancing the

tourism offer. There is a need for new tourism products and a visitor attraction of scale that could link together the wider tourism offering in Belfast, and beyond. However central to the success of the Destination Hub will be whether it reflects an authentic Belfast experience. The public consultation on the cultural strategy indicated a high level of support for the Hub but with this came a strong message that the project must be driven by the stories of the people of the city. The overall capital project will be supported by the Belfast Region City Deal. In these implementation plans for *A City Imagining* we will focus on a wider engagement opportunity to place people at the heart of the project.

Destination Hub Actions

Strand 1: Building civic momentum and buy-in for the project

1.1 Develop an engagement led programme to develop the Belfast Story through a place-based, thematic and creative approach

1.2 Deliver the engagement programme in partnership with cultural sector including key city stakeholders such as BBC, NI Screen, National Museums

Strand 2: Addressing any issues of displacement and ensuring connectivity with existing tourism and cultural projects in the city

2.1 Develop a visitor experience plan for the city and position as part of Tourism NI's wider experience brand for the region

2.2 Engage with cultural and tourism providers to identify and take forward opportunities for collaboration including clustering and programming

Strand 3: Communicating the Belfast Story

3.1 Develop a specific strategy to deal with the complexity of 'what is the Belfast Story' by creating a compelling, contemporary, authentic and evolving narrative through a creative led approach

Strand 4: Ensuring support from business sector

4.1 Develop a messaging framework and visual content to help articulate the project

4.2 Create content and opportunities to engage with business sector and private investors through a programme of activities and events

Strand 5: Raising the international profile of the project

5.1 Scope out opportunities to develop connections with international cultural organisations

5.2 During the development phase build relationships by supporting:

- Touring exhibitions
- Artistic co-commissions
- Cultural exchanges and residencies

Priorities for developing the Belfast Story

Integrative Cultural Tourism Project

- Engage in an open process with wider creative and community stakeholders
- Explore linkages with current strategies and future policies - the Hub as an enabler
- Maximising social & cultural capacity building

Communication

- Naming - a hook for the project
- Audiences, messages, tools - leading that space
- Engagement, participation and buy-in - a city owned project

Neighbourhood Tourism

Supporting tourism development across the city's neighbourhoods

Like many cities, the Belfast of today is a rich tapestry of local districts and neighbourhoods that have evolved over time and that all have a unique and compelling part to play in telling the story of the city.

Visitors to Belfast come here to experience the city's unique and complex story. It is a cultural city, a vibrant evening city, a maritime river city, a university city, a foodie city and a historic city. And its neighbourhoods have their part to play in telling all of these stories.

Given the focus on authentic visitor experiences in this plan, there is a commitment to work at local level to draw out the local assets and stories and to help develop these into viable, sustainable, high quality visitor experiences.

While anchor investments such as Titanic Belfast have been critical in acting as a magnet for visitors, there is an opportunity to extend dwell time and enhance visitor spend by bringing forward complementary visitor experiences, aligned to the key elements of the city narrative. There is also an opportunity to consider how these major attractions can act as a "hub" with supporting activities across other locations representing the "spokes" of the wider visitor experience along the main tourism themes.

A priority area for investment in this implementation plan will be the support for tourism development across the city's neighbourhoods. This work will align with the visitor experience plan, drawing out the key assets and exploring mechanisms to help bring forward new products whilst enhancing the quality of the existing assets. In this approach, business sustainability will be key. This will provide opportunities for local entrepreneurs to lead successful businesses and create opportunities for employment and economic return. It will also support the Belfast Agenda commitments around inclusive economic growth.

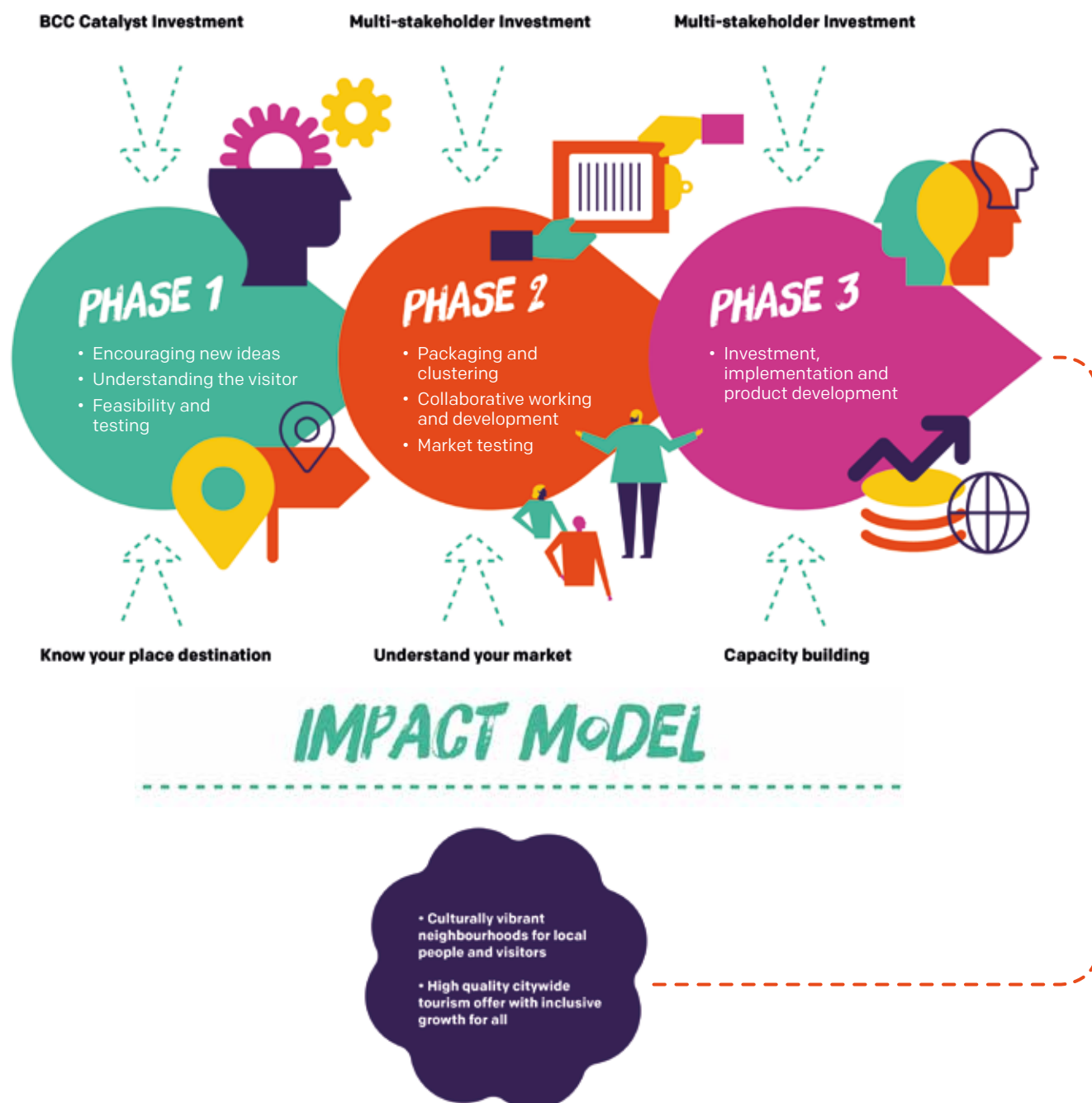
The Council's investment is likely to form part of a wider package of support, working alongside other partners, particularly Tourism NI. It is likely to act as a catalyst - drawing out new ideas, supporting early-stage feasibility and testing and refining the business model and idea to provide a firm basis for further support and investment. Visitor insights will be a critical element of this work and we will work with a number of research partners to ensure that our approach to product development is fully informed by and responds to visitor needs.

It is likely that the experience development and neighbourhood tourism development work will see the emergence of "clusters" of activity - bringing together complementary activities that can be packaged together to provide the visitor with a range of experiences in line with their relevant areas of interest.

Strand 1: Develop a sustainable Neighbourhood Tourism Framework and Investment Plan

- | | |
|------------|--|
| 1.1 | Consider how the Visitor Experience Plan can support the development of new experiences and improve the quality of the offer across the city's neighbourhoods |
| 1.2 | Ensure that partners have access to relevant visitor insights and technical support to bring forward new, high-quality experiences |
| 1.3 | Secure agreement with Tourism NI and other partners on an sustainable approach to investment, maximising the impact of available resources |
| 1.4 | Ensure that there is a flexible programme of support to meet local needs in order to ensure that all parts of the city are appropriately represented in the city tourism offer |

Developing a sustainable neighbourhood tourism framework



Marketing and communications

Focusing the tourism marketing and communications

In order to inspire visitors to make a journey and share your story, it is essential that there is a consistent application of key messages and an engaging approach to destination marketing which keep audiences emotionally connected to the ideas and experiences that underpin it. The most successful destinations have excelled in making this connection; in drawing the visitor in to the spirit of the place and moving them from passive engagement to immersing themselves in entire experience and making a unique and unrivalled connection.

The visioning narrative and themes contained in *A City Imagining* will both underpin the Visitor Experience Plan and provide the foundation on which to develop memorable and emotive marketing and promotional campaigns which appeal to key target markets.

Based on an enhanced understanding of the key customer segments and their preferences, the Council will work closely with Visit Belfast to build on the City's dynamic experience brand 'energy unleashed' and develop key propositions beneath the brand which align to areas of strategic importance within the destination. Alignment with Tourism NI's destination brand, 'Embrace the Giant Spirit' will be intrinsic to the positioning of Belfast as a regional

driver for Northern Ireland. Both brands draw heavily on energy, passion, people, natural assets and rich cultural heritage - and the marketing and communications for the city's tourism offer needs to reflect these themes.

As the channel mix changes with an increased focus on social media, we need to ensure that we are flexible and that our campaigns - while planned to support key events, activities and seasons - can respond to changing demand as well as market availability. This underlines the need for strong and continued communication with the wider tourism and cultural sector, as well as consideration of issues such as seasonality, demand management and media management. Belfast is still a relatively under-developed tourism destination. The activities set out in this tourism development plan will aim to bring forward more development and raise the profile of the city, particularly in new and emerging markets.

Whilst GB and RoI remain the largest out-of-state markets for tourists, there is significant potential in new markets, particularly China. The US market remains important but there are opportunities to work with Tourism Ireland to enhance the profile of the city in these and other key markets. Belfast has an important role not only as a gateway but also as a must-see destination in its own right and the marketing and communications activity needs to reinforce this story.

Strand 1: Develop an agreed and coherent approach to destination marketing that reflects the city narrative and associated products and experiences

- 1.1** Ensure early engagement with Visit Belfast to consider planned marketing approaches, taking account of the Visitor Servicing Plan research and insights
- 1.2** Consider how the marketing offer can reflect both the dynamic city branding and the emerging Tourism NI brand Embrace a Giant Spirit
- 1.3** Build an understanding of the marketing approach of key partner organisations - particularly Tourism Ireland and Tourism NI - and ensure that Council investment is complementary
- 1.4** Consider opportunities for a more strategic approach to investment in destination marketing in the city in order to maximise the impact of available resources

Strand 2: Consider the relevant marketing and communications mix for the key visitor segments

- 2.1** Develop a clear understanding of the key market segments and their communications preferences, and ensure that all campaigns are developed with these insights in mind
- 2.2** Support ongoing visibility of the destination through attendance at key industry and consumer-focused events, ensuring clarity of messaging in line with the agreed approach

Strand 3: Consider how a digital marketing and communications approach can support investment in new products and experience

- 3.1** Explore opportunities for better use of digital marketing and communications tools among city marketing partners, ensuring consistency of approach and alignment of content
- 3.2** Build the capacity of local businesses and organisations to enhance their online presence and do more business through digital platforms

Skills Development

Supporting skills development to enhance tourism growth and development.

The Belfast Agenda has, at its core, an ambition to create 46,000 employee jobs by 2035. The continued growth of the tourism sector will be a key element of this commitment.

Around 18,000 people are currently employed in the hospitality sector in Belfast - around 8% of all jobs in the city. As previously noted, there is a collective commitment and ambition to grow this number. This can be seen through initiatives such as the Belfast Region City Deal which has a "tourism" pillar comprising a number of strategic investment projects aimed a "moving the dial" on the tourism sector in the City Region area.

Investment in large-scale tourism products such as the Destination Hub will not only provide job opportunities within the hub itself but create indirect benefits across key related tourism sectors. At present, the GVA generated by the tourism and hospitality sector is below some other sectors. However it remains an important part of the city's economic strategy as it is an employer of volume and can also offer opportunities across a range of skills levels. This is in keeping with the Belfast Agenda commitments to support inclusive economic growth and can be an important contributor to government commitments to address the economic inactivity and low skills challenges in the city.

Representatives from the tourism sector regularly raise concerns about skills shortages within the industry, and the potential for these shortages to constrain further development and expansion. Given the scale of opportunity and the complex range of needs, it is likely that the approach to supporting skills development to enhance

tourism growth and development will comprise a number of approaches, namely:

Focusing on entry and lower level skills: labour market data suggests that sectors aligned to tourism such as restaurants, hotels, arts and entertainment are expected to grow with over 5,000 jobs over the next ten years. A significant proportion of these jobs is expected to be in entry-level, positions providing a relatively accessible route into employment for those with low skills. It is important to recognise that these roles need to offer remuneration at a level that will support people to move from benefits into work

- Technical and higher level skills: the tourism sector offers a breadth of employment opportunities including technically specific roles, for example chefs. To ensure the sector can access the breadth and talent they require within the labour market there is a need to retain talent within the industry through upskilling, encourage and support vocational pathways for technical occupations suffering skills shortages and invest in leadership and management skills.
- Increasing the attractiveness of the sector: the hospitality sector continues to be associated primarily with entry level positions, sometimes offering low levels of pay. However whilst the industry does have a relatively high volume of lower skilled roles, there is a breadth of opportunities available. There is a clear need to work with the education sector to change perceptions and increase awareness of the range of opportunities available and the skills required.

Strand 1: Ensure access to relevant and high quality skills data to inform future investment

- 1.1 Identify specific skills needs for the sector from the Belfast Skills Barometer and other relevant data sources
- 1.2 Consider appropriate mechanisms for engaging with industry representatives to ensure that the research is supported by industry insights
- 1.3 Engage with government partners (particularly Invest NI; Department for the Economy) as well as the education sector (Belfast Metropolitan College and both universities) to build an understanding of available research and analysis, as well as any investment plans

Strand 2: Consider opportunities to share best practice and ensure that training and skills development support meets employer requirements

- 2.1 Explore opportunities to scale up successful investment approaches, such as the Hospitality Academies and Assured Skills programmes
- 2.2 Consider targeted approaches for areas of particular shortages e.g. chefs and key vocational roles
- 2.3 Explore with employers alternative entry routes to widen the opportunities for people to join the sector
- 2.4 Explore opportunities for additional investment in upskilling and in-work progression and consider how this can be supported by Council and other partners

Strand 3: Consider the development of a more strategic approach to investment in skills to enhance tourism growth and development

- 3.1 Consider the potential for a strategic engagement forum to address skills issues in the hospitality sector for Belfast-based businesses, taking account of existing structures and ongoing conversations
- 3.2 Consider how the sector can enhance its engagement with education partners, focusing on the breadth of opportunities and the potential to build a successful career



Section 4

A City Connecting

The ten year cultural strategy for Belfast 2020-2030, *A City Imagining*, makes a commitment to developing a new governance model for culture in the city. An important dimension to this model is support for priority one of the strategy and the connected actions that will be taken forward.

- Developing a people focussed approach to cultural development by facilitating citizen and sector participation in setting priorities, decision-making and in the evaluation of cultural policies
- The other part of a new approach to governance will be the setting up a City Compact (strategic partnership) for culture in line with the recommendations presented in the Cultural Enquiry commissioned by the Core Cities network. We have given consideration to the following elements:
 1. Terms of reference for the City Compact
 2. A model for the City Compact
 3. Key performance for the City Compact

Further work will be undertaken in 2019 to ensure that we are in a position to introduce the City Compact in support of the implementation of the cultural strategy from April 2020 onwards.



Belfast Cultural City Compact

Terms of Reference (DRAFT)

The Cultural Cities Enquiry (2019) champions the power of cultural investment to drive growth in cities. The Enquiry's aim was to develop an adaptable new model to help culture flourish in cities and drive change in all areas of regeneration. The model recommended by the Enquiry is a City Compact, which proposes a step-change in governance to support the delivery of a local vision for culture. The model aims to build capacity and maximise the investment and collaboration required to deliver a shared city vision.

Each compact can be adapted. The Belfast Compact will support the delivery of *A City Imagining*.

Purpose:

The Compact will support collective, coordinated action to grow and sustain the cultural ecosystem. This will include aligning activity and funding, and leveraging additional human, financial and property resources, in support of an agreed purpose.

The vision is to activate a step change in the sustainability and contribution of culture to the life of the city. It will link the cultural sector to broader aspirations and priorities for Belfast and secure partnerships between the cultural sector and other sectors.

The Compact will be the primary vehicle for discussion between local partners and with government, about how best to deploy culture for the city. The Compact will have specific purpose and aims, and it will evolve according to need and opportunity.

Through implementing the Compact model, Belfast will aim to attract new investment using the strength of our cultural resource and the potential of our collaborations and partnerships. Belfast will renew its approach to supporting and strengthening the cultural sector. Culture will be integral to the development of the whole city and there will be a broad understanding of its potential to enhance the city's education and skills, health and wellbeing, urban fabric and public spaces, community cohesion, competitiveness and tourism revenue.

Initial Arrangements

In the first instance, attendance at the Compact meetings will be by invitation through the City Council (as the initial Accountable Body). The secretariat for the Compact will be delivered by Belfast City Council whilst long-term resourcing of the Compact is considered.

During the first year of operation, the Compact will;

1. Recruit a Chair via a formal recruitment exercise and elect a Vice Chair
2. Appoint a Compact Coordinator (Administrator)
3. Confirm its Terms of Reference and membership
4. Establish a work programme (Business Plan)
5. Commission and contract organisations as required e.g. research, legal advice etc.
6. Share learning with other early adopter compact cities
7. Report back to funding partners
8. Conduct a governance review, to cover membership, tenure, appointment process and retirement, as well as any specific roles to be undertaken

Membership:

The Compact will be chaired by a senior independent professional from the business sector and supported by a Vice Chair - to be elected from the Compact membership.

The membership seeks to be representative of different sectors in the city, but at the core of the Compact must be a membership that reflects the breadth and potential of the cultural sector in Belfast.

The composition of the Compact will include;

- cultural sector representatives
- private sector representatives
- public sector representatives
- a mix of representatives with different backgrounds and knowledge of different forms of culture

And they will be supported by:

- Subject experts responsible for delivering on critical areas of the city's ambitions such as health and wellbeing, tourism, innovation, creative industries such as screen and digital, broader skills development, inward investment, place-making and city centre development, regeneration and transport.

Membership of the Compact will be reviewed annually.

Role and Functions of the Compact

1. To provide strategic and visible leadership in the development of the cultural sector in Belfast
2. To create, develop and support collaboration where this enhances effectiveness and efficiency, for example in maximising the benefits of major initiatives such as Belfast 2023 and UNESCO City of Music Bid
3. To be the lead advocate for the cultural sector in relation to local, regional, national, European and global policy and networks
4. To co-ordinate key inward investment activities relating to the cultural sector and to explore the potential for new approaches to investment and partnerships such as those identified in the *A City Imagining* and the Cultural Enquiry
5. To encourage a sustainable, innovative, entrepreneurial and diverse cultural sector which is accessible to all residents and visitors
6. To support and influence culture-led city and infrastructure planning and investment by championing best practice to the public, private and voluntary sectors and media
7. To contribute towards the delivery of the Belfast Agenda and priorities set out in *A City Imagining*
8. To collate and disseminate relevant user insight or research which supports future investment and support for the cultural sector
9. Where it adds value, the Compact may help develop regional synergies to enhance bids for additional external investment

City Compact Model (Draft)

KEY PARTNERS

Belfast City Council (various relevant departments)

Cultural sector including individuals, organisations and development bodies

Department for Communities

Arts Council of Northern Ireland

Tourism NI, Tourism Ireland

British Council

NI Screen

Sport NI

Private sector - represented through BIDs, Belfast Chamber and relevant alliances

Further and higher education bodies

Health & wellbeing agencies

Translink

Core Cities UK

KEY ACTIVITIES

The form, function and activity will be co-created and co-delivered. Activities may promote health & wellbeing, integrated communities, increase cultural opportunity, develop tourism economy, grow creative industries, regeneration, innovation, digital adoption, supporting skills, lifelong learning etc. Initial focus on 2023 & UNESCO as shared city initiatives.

KEY RESOURCES

Commitment from BCC as a key deliverable of the *A City Imagining* cultural strategy (financial and HR). Potential support from Department for Communities.

VALUE PROPOSITIONS

As part of the *A City Imagining* cultural strategy 2020-2030 we want to develop a Belfast Cultural City Compact to create an ambitious step change in our city's strategic governance of culture.

The Cultural Cities Enquiry report (Feb 19) provides a set of practical proposals to support cities in increasing cultural investment and becoming more sustainable and add value to the social, economic and cultural impact of that investment.

Belfast will be an 'early adopter' of this compact model. We will focus on the benefits of culture and how this intersects with the priorities and ambitions of wider groups. The compact will secure the partnerships and resources necessary to realise the vision of the strategy.

STAKEHOLDER RELATIONSHIPS

The compact will consolidate and re-focus strategic relationships. It should be conceived as a new purpose-driven step-change mechanism. There needs to be ambitious and meaningful targets established, and very senior representation of the partners to ensure the level of influence required to mobilise support and resources.

CHANNELS

An independent chair, appropriate members, terms of reference, business plan and staff resource required. BCC initial lead & secretariat support. An informal partnership may evolve into a constituted body.

STAKEHOLDER SEGMENTS

City leadership, via full support and effective engagement by BCC is key. This will help to mobilise the public, private and voluntary resources required to deliver change and establish a new way of working.

Membership will connect those organisations and sectors beyond the cultural that have a direct interest in the ambitions of the compact. Views of citizens and communities must be at the heart of the compact and meaningful engagement and communication will be key.

Membership of the compact must reflect its vision and ambition, and may evolve over time in form and function.

COST STRUCTURE and REVENUE STREAMS

2019 - 2021: Initial investment has been secured from Belfast City Council of £20,000 included in 2019/20 budgets. In kind contribution (in house administrative, marketing and other services) valued at £10,000. Match funding of £20,000 will be requested from Department for Communities or other partners. Additional investment from partners will be negotiated for programme delivery as per Compact agreed requirements. Total investment in year 1 is £40,000 to establish compact and make the model fully operational.

The Belfast Cultural City Compact will have a practical and influential role in developing and supporting the key performance indicators for the cultural strategy. By April 2020 a baseline growth target will be established for the indicators outlined below.

1. Cultural Impact

- Stronger cultural sector
 - Projects aimed directly at developing skills and competencies
- Stronger regional, national, European and international relations
 - Projects with a partner or cultural exchange within Ireland, UK, Europe or internationally

2. Social Impact

- Activation of citizens through volunteering
 - Number of volunteers
 - Number of core volunteers
 - Diverse demographics of volunteers
- Activating citizens as audience
 - Levels of participation and audience
 - Number of people attending Belfast programme of activities from across NI (outside Belfast)
- Activation of young citizens to lead cultural projects
 - Small scale projects developed and delivered by young (<35yrs) project owners of cultural projects

3. Economic impact

- More visitors to Belfast
 - Increase in overnight stays
 - Increase in overnight stays by international visitors
- Increase in turnover
 - Increase in turnover in the private sector
 - Increase in turnover in the cultural sector
- Stronger creative sector
 - Creative businesses in Belfast reported level of optimism regarding improved business situation, increasing turnover and increasing employment

4. Image and identity impact

- Enhanced visibility and awareness
 - Regional awareness of activity
 - Citizens' success rating
 - Regional media coverage in 2020
 - International media coverage in 2020
 - Website visits
 - Social media followers

5. Political and organisational impact

- Financial resources available
 - Fundraising
 - In-kind sponsorships
 - Stronger relations across sectors and between institutions
 - Projects working on a cross-institutional, cross-sectoral and / or interdisciplinary basis
- Enhanced cross-sectoral cooperation
 - Partnerships with and across the cultural, tourism, education, business, health, media, transport and other sectors at local and international level established and developed

Section 5

A City Investing

The investment model

The ten year cultural strategy for Belfast, *A City Imagining*, commits to delivering a cultural investment programme for the city. This investment approach takes the long view required to deliver transformation for the city. It recognises that the first priority must be to invest in a healthy cultural ecosystem.

The aims of the investment model are set down in the draft strategy:

- Support the cultural life of the city by enabling our citizens to be active, dynamic and creative agents of change
- Invest in our cultural and creative sectors to develop the skills and capacity for production and innovation
- Position Belfast as an international testing ground for new approaches to cultural engagement, development and place-making
- Establish Belfast as a cultural destination

There are also four published investment priorities:

- **Anchor:** support the cultural infrastructure for a thriving cultural ecosystem
- **Activate:** empower civic and sectoral engagement, skills and capacity building in order to support inclusive growth
- **Experiment:** facilitate innovation, catalyst projects and new ideas
- **Open:** support outward-facing opportunities, including marketing and international cooperation



The Belfast agenda

The Belfast Agenda's vision for 2035 is:

A city re-imagined and resurgent. A great place to live and work for everyone. Beautiful, well connected and culturally vibrant [...] offering opportunities for everyone. A confident and successful city energising a dynamic and prosperous city region. A magnet for talent and business and admired around the world. A city people dream to visit.

Participation in sports activities, participation in arts and engagement in cultural activities are direct indicators of outcomes 3 and 5:

- *Everyone in Belfast fulfils their potential*
- *Belfast is a vibrant, attractive, connected and environmentally sustainable city*

There are a number of other indicators and outcomes that cultural development and *A City Imagining* in particular can contribute to, including:

- City competitiveness
- Jobs and earnings
- Visitor numbers and spend
- Proportion of people who agree that people from different backgrounds get on well together and who believe their cultural identity is respected by society
- Educational attainment
- Volunteering
- Self-efficacy
- Satisfaction with Belfast as a place to live

An immediate priority for the city is inclusive growth. This is about cultural and social, as well as economic, conditions: *"It is also about making sure that people have the best life chances and the best living experience no matter where they are born or live in Belfast"*.

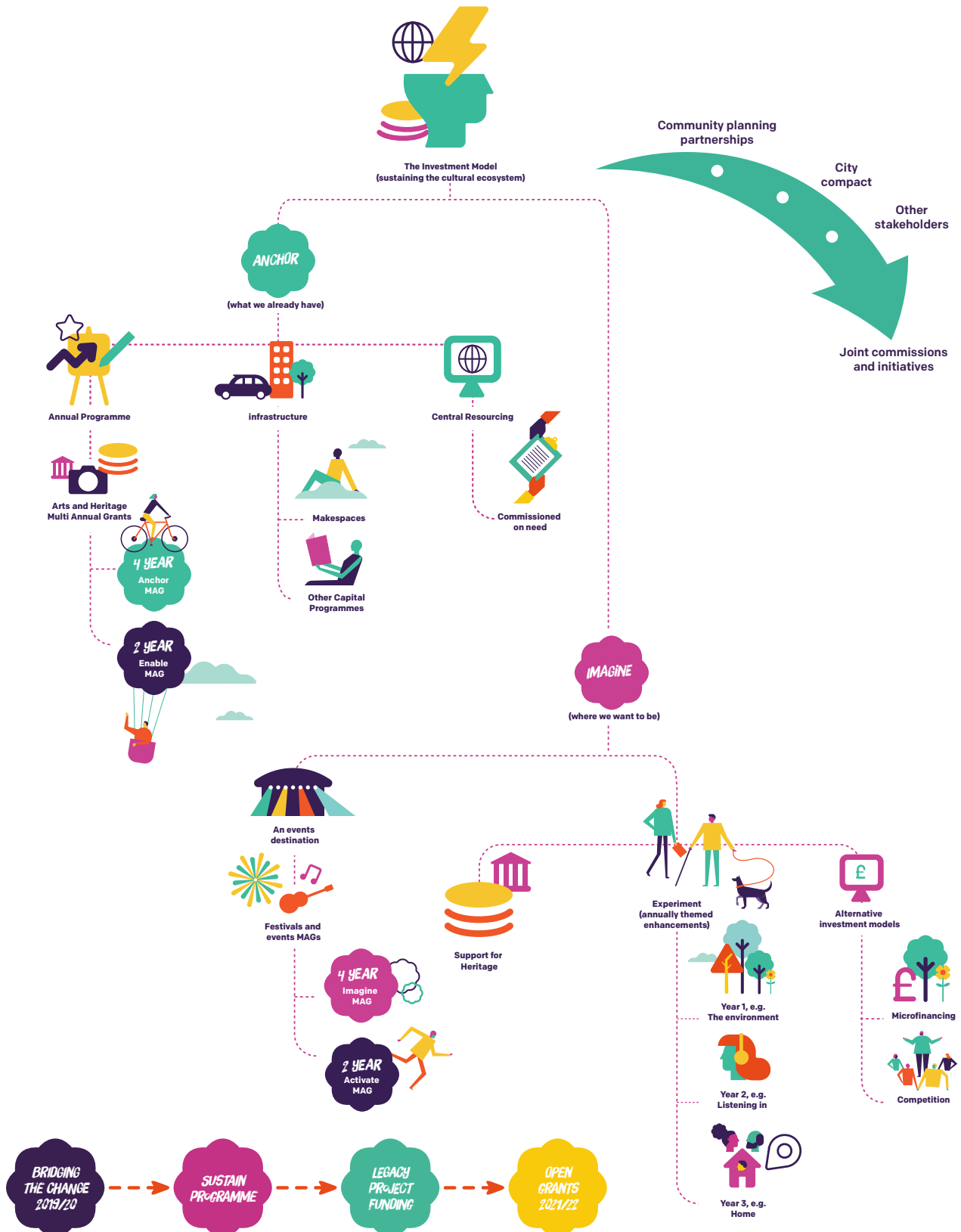
Like the Belfast agenda, *A City Imagining* was built on the ethos of community planning: its rights-based approach to inclusive engagement places people at its heart; and the investment model will be achieved by working better together with the city's different agencies, organisations, groups and communities.

This recommended approach imaginatively re-interprets the strategic priorities of *A City Imagining* and proposes a new, four-year investment model (2020/21 to 2023/24) to deliver cultural transformation for the city.

Further detail on the proposed investment model is available in the document *Our approach to investing in culture in Belfast*.

The investment model

The following diagram summarises the different components of the draft investment model.



Please note - we are seeking approval to proceed with Multi-Annual Grants in October 2019. All other programmes are subject to further resource and/or feasibility

Section 6

Evaluation

Monitoring and evaluation is central to the programme development and project management that will support the delivery of the cultural strategy, *A City Imagining*. The Belfast Agenda sets out clear outcomes and indicators. We propose to build on these foundations to design a plan that measures progress against our objectives and provides clear evidence of what works, as well as what does not work.

Our monitoring and evaluation plan will add value in a number of ways:

- It will be transparent and open - in order to maximise ownership we propose to use a 'co-design' approach involving all the partners in the city - citizens, artists, audiences, businesses - so that objectives and indicators are co-designed and understood by everyone
- It will be based on best practice - we propose to use an evaluation model that uses the latest techniques of civic analytics, geo-tracking, digital mapping, big data, media blogging, story-telling
- It will focus on the links between culture and the Belfast Agenda- our plan needs to reflect how culture plays an important part in wider city development

Goals and long-term impacts for *A City Imagining*

Cultural	Social	Economic
Our goal: C1: Strengthening our regional cultural network and building the cultural capacity of our citizens and of our cultural sector	Our goal: S1: Contributing to social cohesion and connectivity through cultural interventions	Our goals: E1: Supporting the inclusive growth agenda
The long-term impacts: <ul style="list-style-type: none"> • Diverse and deeper cultural networks across the widest possible range of communities with European and international cultural collaborations that engage local communities • Strengthened capacity of citizens across demographic groups to engage and participate in contemporary cultural activity at local, regional and international level • A stronger and more sustainable cultural sector 	The long-term impacts: <ul style="list-style-type: none"> • A positive recognition by our citizens of cultural diversity at local, regional, European and international level and the contribution this makes to an inclusive and connected city • Enhanced image and pride in the city by residents through trans-local connections • An autonomous cultural sector that develops the capacity of the sector and facilitates citizen engagement • A positive contribution to social inclusion through opportunities for greater social and economic engagement across all demographic groups 	The long-term impacts: <ul style="list-style-type: none"> • A better connected and more sustainable cultural and creative industries sector with more and better jobs • A significant cultural tourism sector based on enhanced visitor perceptions that are recognised internationally • A network of creative, digital and cultural connections linked to a fast-growing wider digital economy
Urban development impacts: <ul style="list-style-type: none"> • Strong cultural policy embedded in city developments supporting citizen participation through local place-making strategies 	Urban development impacts: <ul style="list-style-type: none"> • Transformation of under-used public spaces into shared places with meaning associated with cultural participation 	Urban development impacts: <ul style="list-style-type: none"> • An interconnected and sustainable infrastructure of good quality cultural spaces across the city and the web

Proposed Approach

In advance of the implementation of the strategy commencing in April 2020 we will draw up a clearly articulated Evaluation Plan covering:

- Model - objectives and indicators
- Function - body responsible
- Process - methodology and communication
- Expertise
- Timetable
- Budget

We envisage the following key milestones over the lifetime of the strategy with an initial focus on the first implementation phase:

Milestone	Date
Appointment with terms of reference for external support in developing the evaluation plan	October 2019
Completion of evaluation plan	December 2019
Completion of 'ex-ante' baseline evaluation	March 2020
Adjustment to evaluation plan and monitoring data requirements	April 2020
Start data mining and tracking	April 2020
Completion of interim evaluation	September 2021
Review and adjustment to monitoring data requirements	January 2022
Publish in depth phase one of evaluation	June 2022
Phase two estimations of impact	September 2022
Delivery of evaluation report	March 2024
Agree approach to phase 2 evaluation	June 2024

We will set up a monitoring information system to track the agreed indicators. The monitoring system will be dynamic; quarterly reports will be shared with a panel of citizens, artists and businesses and will be used to adjust and tweak the programmes of activity so that they can be more effective. This would also be agreed with funders as part of the process.

We propose to use some innovative monitoring techniques to enhance the evaluation:

- a database of 'stories' of individuals and groups and their experience of programmes associated with the strategy such as *At Home in 2023*. This database will be used to bring the evaluation to life and can also be analysed for keywords as part of the evaluation
- geo-tracking and chip technology to track movements and interactions of participants in spaces, activities and events
- mobile phone apps that allow real time interaction with participants used as part of the cultural interaction during an event and also stored for evaluation

In addition to the cultural, social and economic indicators outlined we will also include governance arrangements in the evaluation plan and monitoring framework. This would cover monitoring of:

- representativeness of governance
- reporting arrangements to funders
- openness and transparency
- efficiency and effectiveness of decision making



Methodology and measurement

This table provides examples of how certain goals will be measured and includes indicative indicators. This is an illustration of the methodology to be adopted. A full framework will be developed as part of the evaluation plan.

Overall goal: Exploring through regional collaboration on culture the sense of belonging and multiple identity in a European context in order to contribute to peace-building and social and economic progress in the city and wider region		
Cultural	Social	Economic
C1: Strengthening our regional cultural network and building the cultural capacity of our citizens and of our cultural sector	S1: Contributing to social cohesion and connectivity through cultural interventions	E1: Supporting the inclusive growth agenda
Citizen awareness and appreciation of cultural diversity	Number of active volunteers	National/international recognition of Belfast as being culturally vibrant
Citizen sense of belonging to common cultural space	Number of underused public spaces brought into activity, including formerly contested spaces	Increase in employment and GVA in Belfast's cultural, creative and tourism sector
Total number and value of events	Ranking of city/region as place to visit	Estimated multiplier effects on other sectors e.g. transport, event management, marketing etc
Number of activities highlighting diversity	Views of citizens of city and region as place to live	Increase in tourist visits and volume of tourist revenues
Attendance at events	Citizen and artist involvement in decision-making	Volume and % of positive media coverage of Belfast
% of residents attending/participating in events	Number of cultural social enterprises	Number of people trained in cultural and tourism activities
Development of strong cultural policy as part of city development and local place making strategies	Indicators of 'belonging'	Number of creative entrepreneurs
Value of investment in cultural infrastructure and facilities	Perceptions of identity	Ranking of Belfast as 'creative city'
Awareness of cultural policy amongst citizens	Perceived safety and security in public spaces and buildings	Number of arts/business partnerships and value of investment in arts by business
Number of community/cultural partnerships and collaborations	Contribution to reduction in social and physical segregation and increased integration	Investment in digital platforms for culture
Number of international cultural collaborations	Indicators of mental health and wellbeing	Number of cultural tourism initiatives including those that are community-led
Number of 'maker spaces' created for collaboration on cultural projects	Contribution to reduction in poverty and social exclusion	Investment in projects and infrastructure levered from outside Northern Ireland
Number of regional partnerships	Levels of tolerance and openness to other cultures	Number of people who have heard of cultural flagship projects (e.g. At Home in 2023)
Number of partnering organisations on island of Ireland and in other parts of UK	Levels of inter-personal trust	
Number of cultural managers skilled at recognised level		

Section 7

Strategic Communications

A Strategic Communications Plan will be developed to support the delivery of the cultural strategy.

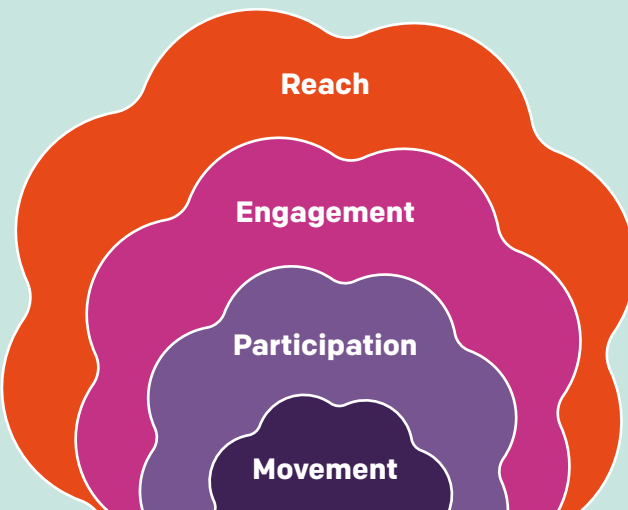
We will deliver a multi-channel communications plan designed to engage with audiences across the city, and position the city's cultural and tourism offer regionally, nationally and internationally using both traditional platforms and social media.

Addressing the four year implementation period and delivering an action plan for each of the long-term cultural programmes, and large scale strategic programmes such as City of Music and At Home in 2023 - the communications plan will develop, and then embed the cultural strategy's key messages across each project and programme. This consistency through all internal and corporate channels will ensure a clearly identifiable "tone of voice" associated with our city brand.

From launch we will aim to transmit our passion for the programme amongst a core group of influencers, journalists, media outlets, partners and cultural

ambassadors to create energy around a new "movement". Through online content, planned media coverage and direct marketing we will seek to engage the citizens of the city during each strategic project, recruiting "participation" from new collaborators; and building on the positive engagement already undertaken through the strategy's consultation process.

Each project will have an identified target audience designed to widen our reach year on year build and momentum and awareness through and across each programme or project. Whilst traditional metrics such as coverage and ad-value will continue to be measured, we will also assess sentiment, engagement and reach - and seek partnerships using new technology, personalising content to best attract new and existing audiences, and engage them in the cultural programme.



Reach - a connection with audiences

- Algorithmic targeting to reach audiences online through social media and other platforms
- Traditional print and broadcast media coverage in UK, Ireland, Europe and internationally
- Placed advertising media, billboards and outdoor marketing across Belfast, the region, UK and Ireland

Engagement - an exchange or connection

- Person-centred content and placed-based content using methods such as augmented reality
- Network events to engage our local and international partners
- Video and visual-based driven communication content and real-time responses

Participation - involvement in a programme or event

- Co-design of projects and initiatives
- Peer-to-Peer meet-ups, and business-to-business events

Movement - an awakening of civic energy

- Recruit cultural ambassadors and digital content creators to deliver marketing and online content across UK, Ireland, Europe and beyond.
- Formation of 'civic forum' to shape and communicate key messages

Next steps

These draft implementation plans are designed to set out the level of commitment, resource and partnership working required to deliver the new cultural strategy for Belfast, *A City Imagining*. Their purpose is to prepare us for the work that lies ahead. They also demonstrate the value of the public consultation process as we have taken on board this extensive feedback and allowed it to shape proposals.

This is only the start. In the coming months we will continue to engage with people across the city and beyond to refine and develop these plans. In March 2020 we will bring back a final set of actions in advance of the strategy becoming fully operational from April 2020.

BELFAST IS READY...



✉ culture@belfastcity.gov.uk

☎ 028 9050 0543

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f @belfastcitycouncil

in Belfast City Council





Subject:	Tourism and Events Update 2019/20
Date:	9 October 2019
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	John Greer, Director of Economic Development

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Sometime in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in
Is the decision eligible for Call-in? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of Main Issues
1.1	The purpose of this report is to provide Members with an overview of a number of emerging priority areas of work for the Council to support in relation to the development of tourism and events in Belfast.
1.2	Members will be aware that at a meeting of the City Growth and Regeneration Committee in August 2019 the ten year cultural strategy for Belfast was agreed. This strategy identified the

1.3	<p>potential for Belfast to position itself to visitors as an events destination as well as the need for ongoing wider tourism growth and the linking of current and future tourism attractions to relevant community tourism assets.</p> <p>In order to prepare for the delivery of this strategy from April 2020 onwards a number of priority areas for the remainder of 2019/20 have been identified and are set out in this report.</p>
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> – Note the work ongoing to support tourism development in the city – Approve the commissioning of the visitor economy research, at a cost not to exceed £25,000 – Approve the commissioning of the Visitor Experience Mapping and Development Plan, at a cost not to exceed £80,000 – Approve the commissioning of a strategic development plan for a reimagined Maritime Festival, at a cost not to exceed £80,000 – of which £50,000 to come from the Council and £30,000 to come from other partners – Note the priority areas of work from October 2019 to March 2020 and approve the allocation of budget from within existing departmental resources – Note the details of emerging events that may be considered for future investment as part of the Cultural Strategy’s positioning of Belfast as an events destination and grant approval for officers to take forward negotiations with relevant bodies – Agree to receive subsequent reports with full details of resource implications in advance of any formal bidding process – Agree to provide a financial allocation of up to £50,000 towards the hosting of the Irish Traditional Music Awards “Gradam Ceoil”, scheduled to take place in Belfast in February 2020 – Provides approval to enter into a temporary sharing arrangement between the council, Visit Belfast and GOH to provide box office services during the renovation works in 2020.
3.0	Main Report
3.1	<p>Belfast has evolved into a successful and increasingly popular visitor destination over the last decade or more. This development hasn’t gone unnoticed in the global tourism market. In 2018, the Lonely Planet identified Belfast and Giant’s Causeway as the top place to visit. A rich and authentic blend of natural assets coupled with a unique cultural heritage, a vibrant cultural scene and a long-renowned warmth of welcome means that visitors are increasingly</p>

	<p>being drawn to the city. The new cultural strategy, which has recently been endorsed by the Council, identifies the importance of events and festivals as part of the city's cultural offer. The new investment approach agreed as part of the strategy supports alignment between our investment in events and festivals and the key priorities of the new cultural strategy.</p>
3.2	<p>With recent investment in tourism infrastructure and improvements to connectivity, as well as the development of new areas of stand-out such as screen tourism and an award-winning hospitality offer, the key foundations stones are in place to support the development of the tourism sector in the city.</p>
3.3	<p>However there is much more room for growth. Tourism NI has recently announced its ambition for tourism in the region to become a global export business worth £2 billion by 2030. Belfast already makes a significant contribution to the regional tourism industry. Recently-released figures from NISRA (Northern Ireland Statistics and Research Agency) indicate that tourism expenditure was in the region is £395million last year accounting for 41% of the value of tourism expenditure across NI which was £968million.</p>
3.4	<p>This ambition is recognised and shared by the key partners from both the public and private sector. They believe that the growth will only be delivered if there is a focused approach to tourism development in the city that is built on maximising the return on the recognised standout by developing and connecting new and existing products and experiences for a growing number of visitors to share and enjoy.</p>
3.5	<p>The inclusion of tourism as a key growth sector in the recently-agreed City Deal validates and supports this view. It acknowledges the fact that the sector is already a significant economic generator but recognises the need for significant additional investment in order to move to the next level.</p>
3.6	<p>Our engagement with partners in developing the new Cultural Strategy identified the following four priorities for tourism development over the next four years:</p> <ul style="list-style-type: none"> – Enhancing and enriching the visitor experience – Support the development of new tourism experiences and connecting existing/new tourism experiences to community tourism assets – Focusing the tourism marketing and communications – Supporting skills development to enhance tourism growth and development.

3.7	<p>A number of actions will be taken forward this year in support of the long-term tourism growth and development that will lay strong foundations for the success of the new Cultural Strategy, in turn supporting the delivery of the Belfast Agenda. Recommended priority actions to be completed over the next six months are outlined below.</p>
3.8	<p><u>Visitor Economy Research</u></p> <p>Despite significant growth in the visitor economy, Belfast still has considerable progress to make in order for the contribution of tourism to the economy to be on a par with comparator UK and ROI cities. A more intelligence-led approach is required to establish the potential size of Belfast's growth market and to understand the threats and opportunities associated with delivering against the regional targets and those set out in the Belfast Agenda. The first step in this process is to undertake an audit of existing research and commission up to date research that will:</p> <ul style="list-style-type: none"> – Create an evidence base which quantifies Belfast's ongoing position as the regional driver for tourism with detail of the level of growth required within the city region to deliver on established city and regional targets. – Provide insights into the market viability and contribution of further capital or product developments proposed in Belfast between 2020 – 2025 including the Destination Hub/Belfast Story project as part of the Belfast Region City Deal – Forecast the number of visitors to Belfast annually until 2025 using existing data sources and trends within a range of agreed scenarios. Using this forecast establish within those scenarios the expected GVA change for each scenario – Assess the potential threats and opportunities to delivering on these targets.
3.9	<p><u>Visitor Experience Mapping and Development Plan to include an integrated approach to local tourism and the Belfast Region City Deal</u></p> <p>A number of case studies of successful cities have identified the importance of developing a clear tourism narrative that is then supported by a visitor experience plan. The purpose of a more integrated visitor experience approach is to ensure that there is more effective investment in and positioning of the tourism offer including the need to ensure that the economic benefits of tourism can be accessed across the city. This approach to tourism development will support all four of the priorities set out at 3.6.</p>
3.10	<p>Furthermore, given the development of the Belfast Brand, the emerging Tourism NI experience brand due in market from late 2019 and the Belfast tourism narrative and themes</p>

	<p>included in the ten-year cultural strategy, it is recommended that Belfast now develops a detailed visitor experience plan that will:</p> <ul style="list-style-type: none"> - Increase understanding, coherence and visibility of the authentic Belfast visitor experience - Increase understanding of the market fit in relation to product development and positioning - Build on and increase sustainability of investments to date - Increase understanding of the visitor journey and identify opportunities for increasing dwell time and spend across the city - Add value by creating and co-ordinating a more integrated approach to the Belfast offer.
3.11	<p>The plan will include the following elements:</p> <ul style="list-style-type: none"> – Mapping of existing tourism assets including an assessment of quality, market fit, sustainability and brand fit – Completing a gap analysis of experience-based products including consideration for how planned new developments will support additionality rather than displacement or duplication – Developing and creating thematic and geographic clusters of tourism product across the city – Producing an investment framework in tourism that will support Council to leverage funding into long-term sustainable tourism development from other public and private sources – Clearly and strongly positioning Belfast as the driver for tourism growth in the region and supporting the development of its positioning on the island of Ireland.
3.12	<p><u>Developing Belfast as an Events Destination</u></p> <p>Market research indicates that the key market segment for visitors to Belfast and Northern Ireland is the “culturally curious” visitor. These visitors are interested in the cultural heritage of the place and enjoy the authentic experiences that Belfast has to offer. One of the most popular forms of cultural expression is delivered through the programme of events that take place in the city.</p>
3.13	<p>The City Growth and Regeneration Committee, at the Special meeting on 28 August, agreed the new Cultural Strategy for the city “A City Imagining”. This includes a new approach to Council support for festivals and events. It proposes a more strategic process of investment,</p>

	<p>focusing on those events that align most closely with the city narrative and that will deliver on the cultural and economic ambitions, as set out in the Cultural Strategy and Belfast Agenda.</p>
3.14	<p>As part of this work, a new multi-annual grant for Festivals and Events is due to open for applications in October 2019 providing up to 4 year funding for events from April 2020 onwards. This will help to provide the levels of investment to support signature Belfast events of the desired scale and ambition.</p>
3.15	<p>In addition to this investment, the Council continues to be responsible for the direct delivery of a number of key events. These events also have the potential to grow to become signature city events. However in order to do so an increasingly strategic and partnership-based delivery model must be adopted.</p>
3.16	<p>Members will be aware that the Maritime Festival is one of the most significant events in the annual events calendar. The maritime theme has emerged strongly in the new tourism narrative and our research indicates an opportunity and willingness among partners to re-scope this event. While there is still some work to do, the proposal is that the event will become biennial (taking place in the year that the Foyle maritime festival does not happen) and that consideration is given to how the unique Belfast angles could be developed further, including the link to Titanic. The ambition is to grow this event to a turnover in excess of £1million working alongside existing and new partners. It is recommended that this is the first of Council's events to be fully reviewed and relaunched with the remaining programme to be refreshed from 2020 onwards.</p>
3.17	<p>To support the development of the Maritime Festival, it is proposed that the following work is commissioned:</p> <p><i>Review</i></p> <ul style="list-style-type: none"> – Review of current festival offer and impact to include a competitor analysis of international maritime festivals and other signature city events of comparable scale. – Market analysis including opportunities for Belfast to take forward a signature event that supports visitor economy and responds to market trends. – Consideration of benefits of establishing a biennial model.
3.18	<p><i>5 year Strategic Plan 2020 - 2025</i></p>

	<ul style="list-style-type: none"> – Develop a creative vision including a strong strategic and creative narrative for the festival. – Short, medium and long-term goals for: <ul style="list-style-type: none"> o Audience development – local, national and international o Brand positioning o Marketing and communications o Capacity building including partnership working and skills development. – Governance and delivery model including wider stakeholder engagement plan. – Financing approach including business modelling that considers public, private and earned income. – Programming approach including but not limited to responding to and developing the cultural, heritage and physical assets of the city. – Evaluation including proposed Key Performance Indicators and data collection over a five year period.
3.19	<p><i>Programme Development</i></p> <ul style="list-style-type: none"> – Outline programme – to include identification of development opportunities and key projects for 2021, 2023 and 2025 including artists, cultural organisations and commissions. – Role and development of local cultural sector in long-term programming approach. – Development of a community engagement programme. – Potential programming enhancements including opportunities to bid for, secure or developing international linkages. – Detail of how the event might support wider cultural and economic ambitions of the city through complementary programming and activities.
3.20	<p><u>Major events</u></p> <p>The cultural strategy commits to a more strategic and sustainable approach to bidding for major events for the city, building on a number of successes in recent years. At the core of this process should be effective partnership working with other statutory agencies and ensuring that major events have a long-term legacy that contributes to local capacity building and transformation.</p>
3.21	<p>Over the last decade, the Council has delivered a series of high profile national and international events. Members are reminded that the city has played host to The Tall Ships Race in 2009 & 2015, 2011 MTV’s European Music Awards, the 2014 Giro D’Italia along with</p>

	<p>a series of events across 2017 (International Ice Hockey World Championships; World Endurance 24 Hour Race; UEFA Under 19 Women's Euro Championships and the 2017 Women's Rugby World Cup) and in 2018 Belfast was the host location for a series of BBC lead projects inclusive of the Radio 2 Folk Awards, the BBC Biggest Weekend and the BBC Proms in the Park.</p>
3.22	<p>It is important to note that the process for securing events of this scale and impact is often subject to significant lead-in times; partnership buy-in; sizeable multi-partner budgetary resources; diary scheduling; highly competitive bidding processes; venue capacities; etc. It is therefore recommended that officers scope opportunities for the period 2020-2025 in line with the cultural and tourism priorities that have been agreed. Details on any potential bids would be presented to Members for their approval in advance of any formal bids.</p>
3.23	<p>Two initial opportunities have been identified that strongly align to the new Cultural Strategy. These are:</p> <ul style="list-style-type: none"> – All Ireland Fleadh Cheoil: The potential to bid for Fleadh Cheoil strongly contributes to the overall priorities set out in the cultural strategy due to the level of economic return; contribution to long-term capacity building and alignment to the city's aspirations to become a designated UNESCO City of Music. As part of UK City of Culture in 2013 it is estimated that Fleadh Cheoil delivered 430,000 attendees and £40 million return for a £1.5 million investment – Tall Ships: An opportunity has emerged to bid for Tall Ships Race in 2023. This would support the growth of the Maritime Festival and provide a major flagship as part of the planned 2023 programme. Belfast hosted the 2015 Tall ships attracting 520,000 visitors with a direct economic impact of £17 million and a total social media reach of 72 million.
3.24	<p>The request at this stage is approval for officers to pursue discussions with the respective event organisers and other partners. Updates will be provided to Committee at key points before progressing to any formal bidding stage.</p>
3.25	<p>From our previous engagement with the event organisers, we understand that one of the key decision-making factors in the process for identifying the location for the Fleadh Cheoil is the commitment of that town or city to invest in musical development and culture. Like most of the major events, this will require significant collaboration with local partners that have a direct delivery role in this field. The organisers will take a view of the vibrancy and</p>

	<p>commitment of partners in the local scene as well as key investments to support music and cultural development. Members will be aware that, for the last two years, the council has supported the “Gradam Ceoil” music event – widely regarded as the Oscars for Irish traditional music. The event has taken place at the Belfast Waterfront and has had a full house on both occasions, bringing more than 1500 audience members and musicians to the venue. The event is broadcast live on TG4 and online and generated viewing audiences of close to half a million people. The television coverage included extensive footage of the city of Belfast, including profiling some of the key landmarks and telling the story of the musical heritage of the city. The live event has also involved some iconic performances from local musicians including Field Marshall Montgomery Pipe Band as well as input from local actors including Ian McElhinney and Stephen Rea. The inaugural Belfast event was attended by President of Ireland, Michael D Higgins. In addition to the main event, a number of fringe events took place in locations across the city including St George’s Market, Duncairn Centre and Linenhall Library.</p>
3.26	<p>The organisers are currently finalising the application process for the 2020 Awards which are planned to take place in Belfast in February 2020. In order to support the UNESCO designation process as well as the engagement process around the potential future hosting of the Fleadh Cheoil in Belfast, it is proposed that the Council provides financial support to the event organisers. Funding will also be provided by NI Screen and the Department for Foreign Affairs in Dublin. The financial ask from Belfast City Council is £50,000. This is in line with the funding allocated for previous events.</p>
3.27	<p><u>Visit Belfast and Grand Opera House engagement</u></p> <p>Members will be aware that representatives from the Grand Opera House (GOH) recently attended the Committee to advise of their planned renovation scheme which will mean the temporary closure of the venue from January 2020 for a period of almost a year. In order to maintain their box office service for events from 2021, the GOH management have asked Visit Belfast if they could rent a space within Visit Belfast for a temporary period of around 12 months from January 2020.</p>
3.28	<p>The Visit Belfast team have advised that they are able to provide a desk space in the middle section of the Visit Belfast Welcome Centre. The counter space has good synergy with the other box office and ticketing services provided by Visit Belfast, and will help enhance the offering to visitors and drive further footfall to the centre. Visit Belfast has been working with the council’s Estates Management Team regarding this proposed arrangement and they</p>

	<p>have sought and received landlord approval for the proposal. If approved, this agreement will generate an additional income for Visit Belfast. GOH will be responsible for all works to accommodate the move. It is proposed that the Committee provides approval to enter into a temporary sharing arrangement between the council (as the tenant), Visit Belfast and GOH.</p>
3.29	<p><u>UEFA Super Cup - update</u></p> <p>Members may be aware that, at the end of September, UEFA announced the 2021 Super Cup final would take place in Windsor Park. The Super Cup involves the winners of the Champion's League and the Europa League in the preceding season. A further report on the event will be brought to a future meeting of the Committee, outlining more detailed plans and any associated funding requests from the council.</p>
3.30	<p><u>Financial & Resource Implications</u></p> <p>The cost of a comprehensive visitor experience plan for the city is estimated at up to £80,000.</p>
3.31	<p>A 5 year plan and programme for the Maritime Festival requires an investment of £50,000 from Council at this stage with a further £30,000 leveraged from city partners. Both of these costs are to be met from existing departmental budgets.</p>
3.32	<p>At this point, there is no financial ask for any of the major events identified in this report. The only financial ask is for £50,000 towards the hosting of Gradam Ceoil in February 2020. This as above, is to be met from existing departmental budgets. Future reports will be brought back to this Committee with recommendations for investment in any of the major events identified. Costs associated with hosting events of this scale have been considered as part of the overall growth plan for the new cultural strategy.</p>
3.33	<p>There are no financial implications for the Council of the arrangement between VB and GOH.</p>
3.34	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>These actions are directly aligned to the priorities set out in the cultural strategy. This strategy has been subject to an Equality Impact Assessment (EQIA) and a Rural Needs Assessment (RNA). Further investment will include equality screening as appropriate.</p>
4.0	Appendices
4.1	N/A



Subject:	Belfast at MIPIM - The International Market Event for Real Estate Professionals
Date:	9 October 2019
Reporting Officer:	Alistair Reid, Strategic Director of Place and Economy
Contact Officer:	Marie Miller, Marketing Manager City Regeneration & Development

Is this report restricted?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	This report updates the Committee on the benefits of attending MIPIM as requested at the meeting of the Committee in April 2019. It also updates on preparations for MIPIM 2020.
2.0	Recommendations
2.1	<p>The Committee is asked to note :</p> <ul style="list-style-type: none"> • The benefits of attending MIPIM. • On-going preparations for MIPIM 2020.

3.0	Main report
3.1	<p>Belfast City Council has been working with private and public-sector organisations to bring a delegation to MIPIM for the last four years. In April 2019, City Growth and Regeneration Committee agreed that planning for MIPIM 2020 needed to commence immediately and, accordingly, approved attendance at the event of the Chairperson and Deputy Chairperson (or their nominees), along with senior officers, as appropriate, including travel and accommodation. Committee also approved funding of £80,000 in line with the amount approved for MIPIM 2019, as part of the overall public private sector sponsorship fund, and the appointment of external consultancy support for programming, event management, communications and design for MIPIM 2020, with the cost to be met from the overall private public sector sponsorship fund. Committee also agreed that a report be submitted outlining the benefits for the City resulting from the Council's participation in MIPIM. In August 2019, Strategic Policy & Resources Committee subsequently agreed the contract on behalf of the partnership for the build, hire and fit out of a stand/pavilion at MIPIM 2020. At the meeting they also asked for a report on the benefits derived from attending MIPIM. They also asked for details of the contractual arrangements in place for MIPIM 2020. This paper outlines the benefits of attending MIPIM and contractual arrangements in place for MIPIM 2020.</p>
3.2	<p>MIPIM (in French - Le marché international des professionnels de l'immobilier, in English - The International Market for Real Estate Professionals) is arguably the most important real estate event in the world, gathering influential investors from across the international property industry. It facilitates showcasing of cities, networking, introductory meetings, learning and transaction through events, seminars and dedicated exhibition zones for each city over four days in Cannes, France each year. In 2019, 26,800 participants from over 100 countries attended MIPIM, of which approximately 6,000 were from the UK and 14,500 from Europe. The delegation included 6,380 investors, 2,743 developers and 1,610 local and public authorities' representatives.</p>
3.3	<p>The purpose of attending MIPIM is to showcase the investment opportunities in Belfast to attract long term institutional investment, developers of scale with a social conscience and corporate occupiers into the city.</p>
3.4	<p>In 2019, 43 private and public-sector organisations including Belfast Region City Deal partner Councils, Belfast Harbour Commissioners, Queens University Belfast, Tourism NI, Translink, Visit Belfast, Ulster University together with a number of developers, professional and financial consultancy organisations attended MIPIM as 'Team Belfast' to help showcase the city offer and seek funding for their regeneration and development projects when they</p>

<p>3.5</p> <p>3.6</p> <p>3.7</p> <p>3.8</p>	<p>are at the right stage. The delegation and preparation for MIPIM is led by Taskforce comprising of representatives from public and private sector sponsors. The 2020 Taskforce is chaired by Joe O'Neill, Chief Executive, Belfast Harbour Commissioners. Members include representatives from Titanic Quarter, Invest NI, KPMG, a developer, and Belfast City Council.</p> <p>The Belfast Agenda sets bold ambitions and economic development priorities for the city. Delivering inclusive growth and ensuring that no one is left behind is central to this vision. It aims to develop a competitive city region economy by supporting 46,000 additional jobs and 66,000 new residents. Short term targets include attracting £1 billion in private sector investment and securing a Belfast Region City Deal.</p> <p>Achieving these ambitious targets requires significant private and public sector investment. To give members a sense of investment required, the Belfast Agenda indicates a stretch target of £5 billion in investment over ten years from the inception of the plan and a total in the region of £7.5 billion by 2035. This includes the requirement to deliver 31,600 new homes for and develop 550,000 sq m of employment floor space to support the additional jobs. In addition, major infrastructure works for the Belfast Dublin economic corridor programme would require a further estimated £10 billion of investment. The Belfast Region City Deal funding commitments also requires an additional £150 million of private sector investment.</p> <p>Belfast City Centre Regeneration and Investment Strategy (BCCRIS) recognises that the city's large scale development projects are catalysts for wider city regeneration, however many of these projects require inward investment to come to fruition. Significant projects being brought forward include Tribeca, a £500 million regeneration scheme; Belfast Waterside, a £465 million multi-phase development; and The Sixth, a £80 million development project. Translink are currently seeking a private sector development partner to deliver Weavers Cross, a 125,000sqm million regeneration project centred around the £250 million Transport Hub.</p> <p>It is evident that, in order to deliver our aspirations for the city, Belfast must proactively promote itself to the international investment and real estate community. Council must work in partnership with public and private sector partners to build awareness of the Belfast investment proposition and facilitate investor engagement to support delivery of catalyst regeneration projects.</p>
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3.9	<p>Members will be aware that Council is also involved in a range of work streams to promote the city internationally. These include:</p> <ul style="list-style-type: none"> • International Relations framework which focuses principally on Sister City Agreements with Shenyang, Boston and Nashville, the Memorandum of Understanding with Dublin, and developing relationships with the City of London. • Integrated Tourism Strategy 2015 – 2020 which aims to double the value of tourism through enhanced marketing, better events, and product development. • Working in partnership with Invest NI to attract foreign direct investment; • Work in partnership with Department for International Trade (DIT) to promote investment opportunities through the Northern Ireland Investment Portfolio. • Supporting local companies to export and develop an international presence through Invest NI and Catalyst Inc.
3.10	<p>The key objectives for MIPIIM were presented to Members in December 2018 as:</p> <ul style="list-style-type: none"> • <i>Attracting the interest of real estate investors, developers, occupiers and funders in the context of development and investment that provides for sustainable inclusive growth in the city;</i> • <i>Positively influence perceptions of the city showing its investment potential;</i> • <i>Shared learning from other UK and European Cities</i> • <i>Deliver an initiative which reflects the ambitions of the Belfast Agenda;</i>
3.11	<p>Attracting the interest of real estate investors, developers, occupiers and funders in the context of development and investment that provides for sustainable inclusive growth in the city</p> <p>Belfast at MIPIIM includes a concentrated programme of on and off stand events, meetings and investor presentations to showcase Belfast as a credible investment location. Belfast is seen by other cities to ‘punch well above its weight’.</p>
3.12	<p>In 2019, City Council officers and the Chairperson of City Growth and Regeneration Committee held over 60 one-on-one meetings over three days with developers and investors interested in Belfast. It would be very challenging to organise this number of meetings in Belfast, or any UK or Irish location. There was a significant increase in footfall on the Belfast Stand in 2019 and requests for impromptu meetings from investors which highlights the growing interest in Belfast within the investment community.</p>

3.13	We can demonstrate that relationships established and investment propositions presented at MIPIM have translated into inward visits to the city by institutional investors, funds, developers and occupiers looking at opportunities across the city.
3.14	While it is difficult to precisely quantify the total level of inward investment resulting from MIPIM, in 2016, when Belfast first attended the event, the city set a target to attract £1bn of investment. Since then, development completed or in progress is valued at approximately £2bn.
3.15	Since 2016, Brookfield, a global institutional investment fund with whom we had a series of meetings with at MIPIM, has invested over £100m in purpose built student accommodation, a new asset class in Belfast. 2018 saw a significant increase in interest in residential development with proposals coming forward on a number of build to rent schemes and follow up visits from funds and companies who are working through planning etc to bring forward a number of schemes. Officers have also held follow up meetings in Belfast with institutional investors, including Legal and General and Aviva, and facilitated connections to project sponsors. Visits have also taken place from interested development companies such as Bruntwood and Generate who have carried out significant mixed use developments and innovation districts in the North of England.
3.16	A number of major regeneration projects which would not otherwise come forward without long term investment are currently in discussions with institutional investors and first met via MIPIM. While these types of processes can take a number of years to complete, they are likely to result in over £1 billion investment when fully delivered. Invest NI are also following up with a number of corporate occupiers who expressed interest in Belfast at MIPIM. Thus, the collaborative approach between Council and city partners has assisted in attracting investment to deliver projects in the city.
3.17	In addition, private sector partners have secured business and investment as a result of relationships brokered at MIPIM. Commercial sensitivities preclude us from providing some of the specific examples which are currently under negotiation, however it is evident from the growing number of sponsors, and level of repeat sponsors, that city partners see value in attending MIPIM at part of the Belfast delegation.
3.18	Positively influence perceptions of the city showing its investment potential

	<p>Attending MIPIM has necessitated the Belfast delegation to develop a shared investment narrative for the city and communicate this message globally, causing a step change in market awareness of Belfast as a destination for investment. All messaging has been developed in line with the Belfast brand and is incorporated into other marketing activities undertaken by Council to promote investment. In addition, through proactive PR, Belfast has received high quality media coverage in international, national and regional publications.</p>
3.19	<p>Create and continue to foster a strong public-private sector collaborative effort and strengthening relationships with international and city partners</p> <p>Belfast at MIPIM is delivered as a public private partnership. The Belfast delegation includes project sponsors for key city regeneration and development projects, and BRCD partners. This collaborative approach across public and private sector leaders provides potential investors with a comprehensive overview of the opportunities and benefits of investing in Belfast, and provides confidence of stability through a strong civic leadership presence.</p>
3.20	<p>Delivering Belfast's international ambitions relies on strong collaboration with Department for International Trade (DIT), the City of London, Northern Ireland Office and Invest NI. Invest NI co-fund Belfast at MIPIM. DIT have a significant presence at MIPIM and invite Belfast to participate on panel discussions with other UK regions and promote the Northern Ireland Investment Portfolio. Through relationships fostered at MIPIM, the Chief Executive was invited to join the DIT Capital Investment Advisory Board in May 2018.</p>
3.21	<p>Shared learning from other UK and European Cities</p> <p>Representatives from national, regional and city governments attend MIPIM, including London, Manchester, Liverpool, Leeds, Newcastle, Scotland Development International, Sheffield City Region, Midlands UK and Dublin City Council all participate at MIPIM.</p>
3.22	<p>Through MIPIM officers have built relationships with city leaders from other UK and European cities. This has facilitated shared learning and better working relationships across officers and elected Members. Examples include:</p> <ul style="list-style-type: none"> • Invite from Liverpool City Council to join the European Waterfront Cities Network resulting in best practice exchanges on Waterfront development. • Engagement with Homes England to share how they are accelerating house building in England. • Input from Edinburgh City Council to inform the City Centre Connectivity Study

	<ul style="list-style-type: none"> Engagement with Dublin City Council to support the Belfast Dublin Economic Corridor.
3.23	<p>In addition, guest speakers are invited to participate in events to inform industry best practice. In 2019, City of Edinburgh Council and Cardiff Capital Region shared learnings from their respective City Deals; award winning regeneration company Urban Splash participated on a city living panel and Bruntwood, a key development partner for the Manchester Innovation District, joined an innovation district panel discussion.</p>
3.24	<p>Deliver an initiative which reflects the ambitions of the Belfast Agenda;</p> <p>While progress has been made over the past number of years, Belfast faces a number of challenges to growing the city, including unlocking inclusive city centre living to increase the city centre residential population and addressing aging infrastructure. It is essential that the city continues to promote Belfast as an attractive location for investment and development to enable the shared and inclusive growth of the Belfast Agenda.</p>
3.25	<p>Belfast has won a series of awards and accolades which help position us as a business friendly city and raise profile within the investment and real estate community. The annual FDI awards organised by the FDI Magazine are held during MIPIM. In 2019, Belfast received 8 awards including being ranked number one for business friendliness and second globally to Hong Kong for FDI Strategy. Other awards include being ranked within the overall top 10 for mid and small sized cities, economic potential, human capital and lifestyle, cost effectiveness, connectivity and within the top 25 emerging and developing global markets.</p>
	<p>MIPIM 2020</p>
3.26	<p>In April 2019 Committee agreed the need for immediate planning for MIPIM 2020 and authorised officers to commence preparations, including budget spend, for MIPIM 2020.</p>
3.27	<p>Plans are well underway for MIPIM 2020. The official launch was held on the 6 September and 19 sponsors are so far confirmed. Invites have been issued to institutional investors for a pre-MIPIM Investor Event in London in November. It would be at significant financial cost to Belfast City Council and reputational risk to the city to not attend MIPIM 2020.</p>

3.28	The City Solicitor has reviewed the vendor contractual commitments for MIPIM 2020. The value of these are £189,506 in respect of stand hire and build, event management, marketing, communication and logistics.
3.29	It should be noted that as per Committee agreement in April 2019 accommodation and delegation passes have been booked.
3.30	Work is ongoing to secure sponsorship. Belfast at MIPIM 2020 was successfully launched on the 6 September at Belfast Harbour Studios with over 100 people representing private, public and third sectors were in attendance. At the time of writing, £249,000 of private sector sponsorship has been raised from 19 sponsoring organisations including Belfast Harbour Commissioners, Invest NI, Queens University Belfast and Translink.
3.31	Plans are underway to develop the 2020 programme. A number of national and international speakers have been approached to participate on panel discussions. HBO and Sky have been approached to provide a high profile Belfast prop to drive stand footfall.
3.32	Pinsent Masons and CBRE are hosting a pre-MIPIM Investor Event in London on the 19 November with invites issued to over 50 institutional investors.
3.33	<p><u>Finance and Resource Implications</u></p> <p>Belfast at MIPIM is delivered as a public private sector sponsorship fund. The total sponsorship target for MIPIM 2020 is £430,000 with £350,000 from private and public sector partners which equates to approximately 80% of total income, and £80,000 from Council. Council funding was previously agreed by the Committee and is contained within existing departmental budget.</p>
3.34	Income by way of sponsorship matches expenditure each year. Therefore the more sponsorship that is raised, the more value can be added to the programme. Members are asked to note that at time of writing £249,000 sponsorship income has been secured from public and private partners. As in previous years this is expected to increase significantly.
3.35	A report outlining options on the Council's role and contribution to MIPIM 2021 onwards will be brought to Committee in November enabling members to consider how they may wish to take advantage of the opportunities presented by MIPIM in the future.

3.36	<u>Equality, Good Relations and Rural Needs Implications</u> None associated with this report.
4.0	Appendices
	None

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Subject:	IABA Request to Realign Funding
Date:	9 October 2019
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Gerry Copeland, City Events Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If YES, when will the report become unrestricted	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Sometime in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report
1.1	On the 12 th September 2018, Members agreed to support the staging of the Elite All Ireland Boxing Championship in the 2019/2020 financial year, along with endorsing that Council Officers would facilitate and assist the Irish Athletic Boxing Association (IABA) in the staging of the event. After a lengthy period of engagement between Council officials and the IABA, it is now clear that this event cannot be staged within the timeframe. Therefore, the IABA is asking Members to agree to the re-alignment of the Council's support, and financial contribution, circa £70,000, to the staging of the 2020 European Schoolboys and School Girls Championship, which has been offered to the IABA by the European Boxing Confederation (EUBC). The total cost of staging this event would be circa £200,000 - £250,000.

2.0	Recommendations
2.1	<p>It is recommended that the Committee:</p> <ul style="list-style-type: none"> • Agrees to support the staging of the EUBC schools competition and the transfer of circa £70,000 in this regard, which is part of the 2019/2020 budgets. • Noes that the above would be subject to the IABA securing additional support from the Belfast Boxing Strategy, Tourism NI and Sport NI, plus other partners, in order to make up the finance to stage the 2020 European Schoolboys and Schoolgirls Championship. • Agrees to a further report to be brought back to Committee in order to update Members on this matter.
3.0	Main Report
3.1	<p>In March 2018, via a Notice of Motion, the Council agreed that its Officers would engage with the IABA to explore the possibility of bringing the All Ireland Boxing Championships to Belfast. A further report, in September 2018, was presented to Members in which they agreed to that Officers would continue to work with IABA in the staging of the Elite All Ireland Championship in 2019/2020. Despite the best efforts of IABA and Council officials it has not been possible to deliver on this.</p>
3.2	<p>The key issue being the scheduling of the Elite All Ireland competition vis a vis programming dates set by the Amateur International Boxing Association (AIBA) and the International Olympic Committee connected to the qualifying schedule for the 2020 Tokyo Olympics – an issue flagged in September 2018's Committee report.</p>
3.3	<p>Due to this diary programming issue, the IABA have requested that Council support the staging of the 2020 European Schoolboys and Schoolgirls Championship instead. This event is estimated to cost circa £350,000 and if staged would take place over the first two weeks in July or the last two weeks in August of next year.</p>
3.4	<p>This event would attract fighters from 30 nations, with female and male competitors aged 13-14 years old, fighting over 20 weight categories. The IABA estimate the total number of boxers, coaches, support staff and officials to be circa 600, with an need for four hundred bedrooms across a 10 day period. Given the nature of the event, it would be deemed that this event would elevate Belfast's status within the international boxing fraternity and provide a platform for any possible future bids for European or World boxing competitions.</p>
3.5	<p>There are no current existing economic statistics attached to this competition. However, it is estimated, by the IABA, that the EUBC finals would attract a daily audiences of approximately 2,000 people, alongside the competitors/official numbers mentioned above. Given these figures IABA estimate the visitor spend to be around £1.7m. The IABA have also stated that EUBC may welcome a bid from Belfast for the staging of a future European Youth Championship, subject to the schools competition being staged successfully in the city.</p>

	Members are reminded that Belfast has previously hosted the AIBA's World Championships in 2001.
3.6	<p><u>Operational Requirements for the European Schoolboys and Schoolgirls Championships</u></p> <p>Key elements required to stage this event are as follows:</p> <ul style="list-style-type: none"> • Venue: Any venue must be able to seat 2,000 plus, be able to operate two competition rings in the same area, with adequate space for judges, officials and coaches around the ring's aprons. The venue should also have adequate meeting rooms, changing & shower facilities, rooms for medical & doping and areas for officials to meet. • Warm-up Areas: The venue will need to accommodate dedicated spaces where boxers can prepare for their bouts. Such areas will need to be within the competition venue. • Training Venue(s): In addition, there needs to be a training venue(s) which can host up two rings so boxers can prepare while in the host city. These could be facilitated within Belfast clubs.
3.7	<p><u>Belfast City Council Boxing Strategy</u></p> <p>In 2012, Belfast City Council created a strategy to assist in the sports development. This strategic vision recognises the important role which amateur boxing plays in the life of Belfast and its working class communities in particular. The document highlighted four key strategic challenges: Pathways to the sport (boxers, coaches and officials); Coach education and development; Club support and development and Governance. A Steering Group was established to develop and oversee the implementation of the Strategy – this included representatives from IABA, Ulster Council, Co Antrim Boxing and Sport NI. This steering group (with the exception of Sport NI) continues to meet to oversee the delivery of the strategy and its related action plans. A contribution of £200,000 per year over 3 years from April 2013 was agreed by the Council to enable the implementation of the strategy's action plans. Due to a delay in recruiting staff the funding was spread over a longer period and this funding ceased on 31st March 2017. The Council agreed to directly fund the Irish Athletic Boxing Association (IABA) to deliver elements of the strategy during the financial year 2017/18. The Strategic Policy & Resources Committee agreed further funding on January 5th 2018 of £200,000 for the implementation of the Belfast Boxing Strategy through the IABA and this amount is now included within the City and Neighbourhood Services revenue budgets for the strategy.</p>
3.8	<p><u>Finance and Resource Implications</u></p> <p>The financial request from IABA is to seek Council's approval to re-align its commitment from Elite All Ireland Championship, £70,000, to the 2020 European Schoolboys and Schoolgirls Championship. The total costs associated with hosting the event in Belfast would be between £200,000 and £250,000. At this stage, no other funders have committed to supporting this project, although Tourism NI and Sport NI have been approached in this regard. In addition, IABA would intend to approach the Belfast Boxing Strategy Steering Group to seek support.</p>

3.9	<u>Equality & Good Relations Implications/Rural Needs Assessment</u> The IABA event would be open to all and as such has the potential to promote good relations & equality by bringing together people from a wide range of backgrounds. There are no perceived Rural Needs implications connected to this project.
4.0	Appendices
	None