



City Growth and Regeneration

Committee Plan 2023- 2024



Belfast
City Council

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Introduction

The City Growth and Regeneration Committee is responsible for the development and implementation of strategies, policies, programmes and projects directed to the regeneration and growth of the city in the context of the outcomes agreed in the community and corporate plans and other corporate strategy.

Its specific functions, as outlined within the Belfast City Council Constitution Appendix 3 – Standing Orders, include:

- Influencing and contributing to regional regeneration and growth strategies and activities
- Developing and implementing city-wide economic strategies and policies
- Managing and maximising the impact of major physical developments in the city
- Coordinating and promoting major city-wide events
- Sourcing and providing support to attract and utilise European and other grants which contribute to the growth of the city
- Providing support for economic development initiatives
- Supporting the development of culture, heritage and the arts
- Working with other agencies to promote Belfast as a key investment and tourism opportunity
- Developing programmes and actions to support local businesses and attract inward investment
- Managing the Council's markets and maximising their benefit to the city
- Influencing and contributing to strategies and policies affecting skills, employability, transportation and energy in the City
- Overseeing the delivery of the following services:
 - Economic Development;
 - Tourism;
 - Culture and Arts;
 - European and International Relations;
 - City Markets;
 - City Events;
 - Belfast Castle;
 - Malone House;
 - Belfast Zoo;
 - City Centre Development; and
 - The transferring car parks.

Committee Members



Councillor Clíodhna Nic Bhranair (Chair)
Party: Sinn Fein
DEA: Collin



Councillor Matt Garrett
Party: Sinn Fein
DEA: Collin



Councillor Andrew McCormick
Party: DUP
DEA: Ormiston



Alderman Ron McDowell (Deputy Chair)
Party: TUV
DEA: Court



Councillor John Gormley
Party: Sinn Fein
DEA: Botanic



Councillor Emmet McDonough-Brown Gormley
Party: Alliance Party
Ward: Botanic



Councillor Sarah Bunting
Party: DUP
DEA: Balmoral



Alderman James Lawlor
Party: DUP
DEA: Ormiston



Councillor Ian McLaughlin
Party: DUP
DEA: Court



Councillor Claire Canavan
Party: Sinn Fein
DEA: Court



Councillor Donal Lyons
Party: SDLP
DEA: Balmoral



Councillor Ross McMullan
Party: Alliance Party
DEA: Ormiston



Councillor Sammy Douglas
Party: DUP
DEA: Titanic



Councillor Conor Maskey
Party: Sinn Fein
DEA: Castle



Councillor Micky Murray
Party: Alliance Party
DEA: Balmoral



Councillor Joe Duffy
Party: Sinn Fein
DEA: Collin



Councillor Fiona McAteer
Party: Alliance Party
DEA: Titanic



Councillor Séanna Walsh
Party: Sinn Fein
DEA: Collin



Councillor Anthony Flynn
Party: Green Party
DEA: Ormiston



Councillor Áine McCabe
Party: Sinn Fein
DEA: Black Mountain

Belfast City Council Priorities

The [Belfast Agenda](#) has shaped and will continue to shape the plans of council and those of our partners. Our corporate plan, which is aligned to the Belfast Agenda, sets out the work we will do to contribute to the shared city's commitments and what we will do as an organisation to continually improve and develop and focus on continuing to deliver excellent services.

In addition to the Belfast Agenda related priorities, our corporate plan also contains several organisational priorities designed to create the type of organisation we need to be to support the ambitions in the Corporate Plan and Belfast Agenda. This includes work to: develop and build the capacity of our people and Elected Members; manage our assets, data and finance; enhance partnership working and drive equality; and work to improve our services and customer care.

The City Growth and Regeneration Committee Plan for 2023-24, which is aligned to the Corporate Plan, outlines the key areas of work that this committee will be responsible for delivering. These are set out on the following pages, under the strategic objectives:

- 1) Inclusive Economic Recovery; and
- 2) Community Recovery.



Key Programmes of work

1. Inclusive Economic Recovery

Strategic Priority	In Year Deliverables (In 2023-24 we will
Cultural Strategy Senior Responsible Officer: John Greer	<p><u>Progress the 'A City Imagining Plan' and:</u></p> <ul style="list-style-type: none"> • Deliver year 4 of cultural multi-annual funding programme (CMAG) to deliver an annual programme of activities • Provide grant support to organisations through 8 different grant streams • Deliver a programme of sectoral development and strategic partnerships to develop the sector • Develop a heritage audit and roadmap for development • Progress cultural animations activities including Belfast Canvass, City as a Gallery, and city centre spaces. • Design and deliver wraparound support programmes including leading sector forums for festivals, visual arts and sustainability • Design launch and deliver a range of capacity building initiatives for the sector including initiatives designed to increase accessibility and cultural participation • Complete review of strategic review of artist studios and maker-spaces in Belfast and provide support to these organisations • Develop report on the impact of culture and cultural participation <p><u>Implementation of "Music Matters" Music Strategy and:</u></p> <ul style="list-style-type: none"> • Deliver the UNESCO City of Music actions • Deliver actions within the Music Strategy 4 strands: <ul style="list-style-type: none"> ○ Theme 1: Place artists at the heart ○ Theme 2: Nurture the Sector ○ Theme 3: Ignite the IRL experience ○ Theme 4: Unlock the unifying power of UN <p><u>Belfast 2024 Year of Cultural Celebration for Belfast</u></p> <ul style="list-style-type: none"> ▪ To continue to develop and deliver this ambitious programme the Belfast 2024 team will: <ul style="list-style-type: none"> ○ Launch and deliver the Governance Model ○ Commission and contract Anchor Signature Partners ○ Finalise Open Call Design Contest and commission up to 30 local projects. ○ Deliver Engagement Plan ○ Develop and Deliver Evaluation Plan ▪ Support 10 Artists through the competitive bursary programme
City Recovery, reopening the city and support for businesses Senior Responsible Officer: Cathy Reynolds	<p><u>Revitalisation Fund: Physical interventions</u></p> <ul style="list-style-type: none"> ▪ Deliver the remaining projects under the DfC Covid Recovery Revitalisation Programme. ▪ Deliver ongoing support for the business and community sectors via projects under: <ul style="list-style-type: none"> ○ the Sustaining Vibrant Business Destinations,

Strategic Priority	In Year Deliverables (In 2023-24 we will
	<ul style="list-style-type: none"> ○ Vacant to Vibrant Pilot Capital Grant Scheme, ○ Future City Centre Programme, ○ Belfast City Centre Regeneration and Investment Strategy ○ City Development and Investment, including facilitation of the FCC Leadership Group and ○ Positioning the City for Investment
<p>City Development and Investment</p> <p>Senior Responsible Officer: Cathy Reynolds</p>	<ul style="list-style-type: none"> ▪ Take forward the Regeneration Framework for the prioritised city project business cases to attract necessary investment to enable the delivery of the city's regeneration and development priorities. ▪ Take forward the recommendations within the Lobby paper seeking to secure Belfast's additional investment and funding to realise the city and Region's growth ambitions. ▪ Undertake a review and purpose of the City Centre Investment Fund to align with delivery of city development aspirations. ▪ Continue to progress the Expression of Interest process to attract an institutional investor / development partner to bring forward investment at scale for the delivery of housing led placemaking regeneration, including the inclusion of identified Council property assets – "seed sites". ▪ Provide Council input and strategic direction to major regeneration and development projects. ▪ Continue to progress citywide strategic opportunities relating to the strategic use of BCC assets including housing led regeneration. ▪ Progress the future use options for 2 Royal Avenue in line with objectives of the Future City Centre Programme. ▪ Promote the Sixth investment & development opportunity. ▪ Management of the Regeneration Assets in line with the objectives of the City Centre Investment Fund. ▪ Chair and drive forward the transitioning of the Ulster University Community Campus Regeneration Forum. ▪ Take a civic lead on A Bolder Vision for Belfast aimed at a significant transformation of the city centre streets and places, including leading on supporting governance strands, identifying BCC led projects and scoping innovative funding mechanisms.
<p>Increase tourism spend through sustainable tourism products</p> <p>Senior Responsible Officer: John Greer</p>	<p>Delivery year 2 of the 10-year Tourism recovery plan "Make Yourself at Home" including:</p> <p><u>Experience Belfast</u></p> <ul style="list-style-type: none"> ▪ Neighbourhood Tourism Investment Programme. ▪ Developing Council Assets. ▪ Accessible Tourism. ▪ Food Tourism. ▪ Visitor Pass. <p><u>Research and development</u></p> <ul style="list-style-type: none"> ▪ Audit of Visitor Signage, Wayfinding, Street Dressing. ▪ Develop a prioritised plan for enhancing the visitor experience.

Strategic Priority	In Year Deliverables (In 2023-24 we will
	<p><u>Positioning Belfast</u></p> <ul style="list-style-type: none"> ▪ Business Tourism - Conference Subvention. ▪ Positioning of Belfast in national and international Markets and Gateway role of Belfast for Visitors with partners. ▪ Strategic Oversight / Implementation Group. <p><u>Encouraging Sustainable Tourism</u></p> <ul style="list-style-type: none"> ▪ Global Destination Sustainability Index & Actions for Sustainable Tourism work including certification. ▪ Working with the supply chain to incentivise change programmes, raise awareness and pilot projects. <p><u>Delivering the Annual Events programme</u></p> <ul style="list-style-type: none"> ▪ Building on the developmental work which started with Christmas 2021/2022 & St Patrick's 2022. ▪ Maritime / Made in Belfast ▪ Lord Mayors Day ▪ International Events - working with partners to plan & develop bids. <p><u>Small Grants</u></p> <ul style="list-style-type: none"> ▪ Continuing to provide grants for community-based sporting events.
<p>Encourage business start-ups and support indigenous business growth</p> <p>Senior Responsible Officer: John Greer</p>	<p><u>Provide 'Starting a Business' services by:</u></p> <ul style="list-style-type: none"> ▪ Delivering the 'Go For It' programme to support new businesses, social enterprises and cooperatives across the city to September, then; ▪ with the other councils, launching the new Entrepreneurship Support Service (ESS) in September 2023. <p><u>Support social enterprises and co-operatives by:</u></p> <ul style="list-style-type: none"> ▪ Finalising the refresh of our social economy action plan based on research and engagement with sector partners such as SENI, Cooperative Alternatives and Trademark. ▪ Introducing a new financial incentive (with Community Finance Ireland CFI) to improve the financial management skills of new and growing social enterprises. ▪ Provide a range of additional support interventions including mentoring, workshops and event. <p><u>Provide 'Growing a Business' services by:</u></p> <ul style="list-style-type: none"> ▪ Using the previously mentioned new Entrepreneurship Support Service to also help existing businesses. ▪ Pending the introduction of the new service, continuing to provide mentoring and guidance support to Belfast based businesses. ▪ Delivering a series of workshops and events on issues such as Website and SEO basics, E-commerce essentials, Sales and Marketing, Investment Readiness, Writing a Winning bid, Strategy and Business Planning and Introduction to Innovation. ▪ Providing a range of support services to advice small businesses on critical issues such as environmental sustainability and cyber awareness. ▪ Working with InterTrade Ireland and Invest NI to increase the number of businesses engaging in export activity.

Strategic Priority	In Year Deliverables (In 2023-24 we will
	<p><u>Scaling Support and Innovation by:</u></p> <ul style="list-style-type: none"> ▪ Focusing on the priority sectors as identified in the Economic Strategy (Fintech and Financial Services, Creative and Digital, Life and Health Sciences, and Advanced Manufacturing, and opportunities through green transition and a drive for more sustainable investment). ▪ Working with the City Innovation Team to build capacity among local businesses, with a particular focus on helping them to access challenge funds and alternative funding sources, including those coming from the Belfast Region City Deal. ▪ Working with key partners including Digital Catapult, Ulster University, Queen's University, Catalyst and Invest NI to increase the number of innovation driven enterprises and scaling businesses. <p><u>Progress the Belfast-Dublin Corridor by:</u></p> <ul style="list-style-type: none"> ▪ Supporting delivery of key interventions within the strategy and plan. ▪ Supporting the completion of the feasibility studies on innovation and circular economy that have been funded through the Shared Island Unit.
<p>Support City Markets</p> <p>Senior Responsible Officer: John Greer</p>	<p><u>Enhance St George's Market by:</u></p> <ul style="list-style-type: none"> ▪ Undertaking a development and investment plan to support the sustainability of the market in the future – this will include additional activities such as Twilight Markets and externally-organised events in order to drive additional revenue to support investment in new equipment and facilities. We will also invest in additional visitor insights in order to improve the customer experience at the market. <p><u>Deliver Continental Market by:</u></p> <ul style="list-style-type: none"> ▪ Supporting the delivery of the annual Christmas Continental Market at City Hall and will explore opportunities for additional markets, with a particular focus on alignment with other events and activities taking place in the city. <p><u>Support external markets by:</u></p> <ul style="list-style-type: none"> ▪ Continuing to encourage and support other markets taking place across the city, particularly where these align with and support wider cultural, animation and tourism activity.
<p>Promote and market the city internationally</p> <p>Senior Responsible Officer: Cathy Reynolds</p>	<p><u>Positioning the City to Compete, by:</u></p> <ul style="list-style-type: none"> ▪ Playing a lead role in the Renewed Ambition Programme public/private partnership, participating in a programme of events, active engagement and advocacy to promote inclusive real estate development and investment and addressing barriers to investment. ▪ Facilitating investment and development related visits aimed at positioning the city to compete and promote inclusive growth and development for the city. ▪ Implementation of the Building Impact Report, which examines the role the built environment /real estate plays in delivering Social, Economic and Environmental benefits to Belfast and the wider Belfast City Region, including the development of a targeted action plan. ▪ Collating and monitoring the City Development Tracker and market intelligence. ▪ Maintaining and developing the Invest in Belfast website.

Strategic Priority	In Year Deliverables (In 2023-24 we will)
	<ul style="list-style-type: none"> ▪ Ongoing management of the CRM system to manage the database of investment and development contacts.
<p>Future City Centre Programme and Belfast City Centre Regeneration & Investment Strategy</p> <p>Senior Responsible Officer: Cathy Reynolds</p>	<p>Continue to progress the Future City Centre Programme and priority areas under the Belfast City Centre Regeneration & Investment Strategy including:</p> <ul style="list-style-type: none"> ▪ Partnership working and engagement with city stakeholders across the public, private and third sectors to include the Community Planning Partnership: City Development Board, Future City Centre Leadership Group, UU Community Campus Regeneration Forum the High Street Task Force and relevant developer led fora ▪ Oversee the delivery of the Future City Centre (FCC) Programme six pillars: <ul style="list-style-type: none"> ○ Regeneration and connectivity - including City centre living, Bolder Vision; maximising major developments reimagining public realm connectivity and active travel; tactical regeneration etc and continue to deliver physical regeneration and environmental improvements e.g. the Entries Programme, Cathedral Gardens redevelopment and others. Progress the city centre Vacant to Vibrant Capital Grant pilot to address vacancies; ○ Business and Investment; ○ City Centre Vibrancy; ○ Position the city to compete; ○ Digital & Innovation; and ○ Clean, green, inclusive and safe. ▪ Undertaking a refresh of the overall FCC programme based on ongoing work across the pillars to ensure that the programme takes account of changing local and global situations. Considering the vision, objectives of the programme and pillars, refreshed data / performance metrics <p><u>Belfast City Centre Regeneration & Investment Strategy (BCCRIS)</u></p> <ul style="list-style-type: none"> ▪ Continue to progress (with partners) projects and interventions identified within BCCRIS and undertake a review of the priorities within the BCCRIS Action Plan. <p><u>Regeneration Projects</u></p> <ul style="list-style-type: none"> ▪ Lead the Joint Regeneration Group with other partners to prioritise and drive key regeneration initiatives ▪ Provide strategic input as appropriate with private and public sector developments via established Regeneration Project Reference Groups ▪ Delivery of the Tactical Regeneration programme including Grey to Green, Active Travel Enablers, 5C's Revitalisation Programme and Entries Phase 2 programme. ▪ Lead the Community Planning Partnership and City Development Board on the identified priorities of housing led regeneration; connectivity, active and sustainable travel; Future City Centre; and City-wide regeneration & investment. ▪ Continue to develop the Cathedral Gardens physical project by creating a multi-use civic space in the city centre and ▪ Deliver Phase 2 of the Belfast Entries project comprising environmental enhancements in the city centre.

Strategic Priority	In Year Deliverables (In 2023-24 we will
	<u>Developer Contributions</u> <ul style="list-style-type: none"> Monitor and analyse valid planning applications to bring forward projects and infrastructure proposals utilising developer contributions.
City Infrastructure Senior Responsible Officer: Cathy Reynolds	<ul style="list-style-type: none"> Continue to champion the Council's preferred position for major infrastructure projects. Continue to represent Council and play a key role on city wide boards facilitating, enabling and influencing major infrastructure development and investment including: <ul style="list-style-type: none"> York Street Interchange; BRT Phase 2; Belfast Streets Ahead; and Weaver's Cross.
Committee Assets Senior Responsible Officer: John Greer	<u>Continue to operate and seek ways to improve the main assets associated with this committee, including:</u> <ul style="list-style-type: none"> Belfast Zoo; Belfast Bike Scheme Malone House; and Belfast Castle.
Belfast Stories Senior Responsible Officer: Wendy Langham	<ul style="list-style-type: none"> Complete the abandonment of adopted alleyway at the site. Appointment of the professional services teams (Integrated Design Team (IDT), Interpretative Planning and Exhibition Design Team (IPEDT) and Project Management and Design Assurance Team PMDAT). Complete Belfast Stories Audit. Deliver Stories collection trial project. Draft RIBA 2 design and commence RIBA 2 design consultation. Deliver 2023/24 Engagement and Communications Plan, including further stakeholder and community consultation. Complete Consumer testing of RIBA 2 design proposals. Draft OBC 2 / RIBA 2 agreed by BCC for approval.
Access, Connectivity, Active and Sustainable Travel Senior Responsible Officer: Cathy Reynolds	<u>Active Travel and Connectivity</u> <ul style="list-style-type: none"> Develop an overarching programme, including feasibility stages to coordinate our approach to access, active and sustainable travel and connectivity aligned to corporate priorities across policy, project delivery, programming and partnership working (including the Belfast Agenda City Development Board) and the Bolder Vision for Belfast, development of greenways, Access to the Hills and other initiatives. <u>A Bolder Vision for Belfast</u> <ul style="list-style-type: none"> Finalisation of strategy, SEA consultation and Action plan Focused work with partners in terms of mitigating the risk around alignment on the Vision for the Civic Spine within the Client / Translink Team – outworking of the BMTP and Climate Risk Action Plan Belfast Urban Greenway (BUG): Complete the BUG study, ensuring engagement with internal and external stakeholders to agree the next steps around feasibility and delivery.

Strategic Priority	In Year Deliverables (In 2023-24 we will
	<ul style="list-style-type: none"> Support the delivery / integration of the joint working approach with DfC/DfI for delivering key projects. Identifying priority projects to bring to business case and identify funding opportunities including a focus on Embracing the River and connecting to the Civic Spine. Work with delivery partners to develop and deliver Bolder Visions projects. <p><u>Horizon Europe Urban Planning 2030</u></p> <ul style="list-style-type: none"> Lead the Horizon Europe UP2030 including research, training and policy development to create a framework for a net zero district <p><u>Waterfront Proposition – Belfast Waterfront Promenade</u></p> <ul style="list-style-type: none"> Progressing the Belfast Waterfront Promenade Proposition in conjunction with the Waterfront Task Group <p><u>Belfast – Cork Harbour Cities</u></p> <ul style="list-style-type: none"> Support on the feasibility around a joint bid for investment with Cork City Council under the Shared Island fund focused on Waterfront area aligned to A Bolder Vision “Embrace the River” <p><u>Sustainable Travel Initiatives</u></p> <ul style="list-style-type: none"> Continue to implement the various active travel projects currently underway and further pending award of funding <p><u>Belfast Bikes</u></p> <ul style="list-style-type: none"> Expansion of the Belfast Bikes scheme network. <p><u>Car Parking Strategy</u></p> <ul style="list-style-type: none"> Continue to monitor and review the implementation of the city centre Car Parking Strategy in conjunction with DfI and other stakeholders. <p><u>Access to the Hills/ Connectivity Programme</u></p> <ul style="list-style-type: none"> Access to the Hills – Develop a plan for enhanced access to the Hills including exploring the creation of further access points into the Hills and Continue to create a more connected city by using existing and new greenways, urban greenways and existing and enhanced green spaces connecting the North, South, East and West of the city as well as the city centre.
Educational underachievement Senior Responsible Officer: John Greer	<ul style="list-style-type: none"> Continue to deliver our GCSE support programme. Deliver the Youth Support programme for those most at risk of disengaging from formal education. Work with the Partnership Boards and the Education Inequalities sub-group to secure longer-term options to support young people.
Access to employment	<p><u>Deliver Employment academies in areas such as:</u></p> <ul style="list-style-type: none"> Practical sectors such as logistics, construction, utilities, fibre. Professional services such as administration, business and tech.

Strategic Priority	In Year Deliverables (In 2023-24 we will
<p>Senior Responsible Officer: John Greer</p>	<ul style="list-style-type: none"> ▪ Care and education sectors including classroom assistants, health and social care, childcare and playwork. ▪ Customer service sectors such as leisure and tourism. <p><u>Improving demand side support by:</u></p> <ul style="list-style-type: none"> ▪ Working with public sector bodies and key employers in priority sectors to increase the use of academies to match jobs to people
<p>Upskilling opportunities</p> <p>Senior Responsible Officer: John Greer</p>	<p><u>Progress the Belfast Labour Market Partnership (LMP)</u></p> <ul style="list-style-type: none"> ▪ Gateway to Choices to support 1200 individuals to move into training or employment. ▪ Development work to be undertaken to progress the Labour Market Observatory. ▪ Extension of the Digital Badging initiative to an additional 20 organisations/employers. ▪ Bridges to Progression to support 180 young people engaging on Training for Success/Skills for Life & Work.

2. Community Recovery

Key 2022/23 deliverables

The following list of deliverables will be reported on a six-monthly basis to Committee to demonstrate progress and explain if progress has been delayed.

Strategic Priority	In Year Deliverables (In 2022-23 we will:)
Maximising housing development and regeneration opportunities Senior Responsible Officer: Cathy Reynolds	<p><u>BCC Housing Led Regeneration Programme</u></p> <ul style="list-style-type: none"> Continue to bring forward regeneration, and development options for BCC assets in conjunction with wider public and private sectors, to include the ongoing strategic site assessment of BCC lands for regeneration purposes including housing. Work with city wide partners to maximise residential development opportunities jointly working to overcome obstacles to increasing residential development including city centre living. Identify and progress as appropriate potential external funding opportunities to help facilitate housing led regeneration schemes. <p><u>Citywide strategic opportunities</u></p> <ul style="list-style-type: none"> Continue to work through the Community Planning Partnership Housing Led Regeneration Group to collate public sector land data and undertaking an analysis of public sector lands utilising the LDP Urban Capacity Study and Housing Monitor to identify public sector land opportunities for housing. Progress next steps for development of each of the identified sites, including Member engagement planning and site appraisals, feasibility and progress development options as appropriate for identified BCC sites. Continue working with relevant public and private sector bodies to identify wider potential housing development opportunities and identify and help unblock challenges to delivery via Housing Led Regeneration. <p><u>Strategic City Centre Cluster Sites</u></p> <ul style="list-style-type: none"> Manage the Development Brief marketing and development process for the INW Northern Cluster Continue to progress development options for each of the cluster sites (inc placemaking concept plans, planning etc) at: <ul style="list-style-type: none"> INW (Southern); Exchange St/Corporation Street; Ormeau Avenue; Dunbar; Gloucester Street; and Ravenhill. Progress next steps, following the launch of the EOI process for an Institutional investor / development partner, , including potential delivery vehicle opportunities for the identified housing led and mixed-use regeneration sites.

Strategic Priority	In Year Deliverables (In 2022-23 we will:)
	<p data-bbox="528 297 791 327"><u>City Centre Living Vision</u></p> <ul data-bbox="528 331 1398 434" style="list-style-type: none"> <li data-bbox="528 331 1398 434">▪ Alignment of finalised Vision with the implementation of the LDP, including next steps / recommendations / engagement / Outward document and comms.

Key Expenditure

The expenditure for the 2023-24 City Growth and Regeneration Committee Plan is based on a total planned investment of £20.45 million, as agreed at the Strategic Policy & Resources committee meeting on 20 January 2023, as follows:

Service	Budget (£) 2023 - 24
Off-Street Car Parking	-989,113
City Regeneration	1,852,268
Place and Economy Directorate	2,214,726
Economic Development	17,367,473
Total	20,445,354



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