

**Between Titanic Quarter Limited & Belfast City Council  
To Promote  
PARTNERSHIP AND REGENERATION**

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## 1. Purpose

Titanic Quarter Limited and Belfast City Council recognise that the Titanic Quarter is a key economic asset and a future catalyst for high quality investment which will support the continued revitalisation of Belfast and Northern Ireland.

There are clearly significant benefits to be realised through a more collaborative approach to taking forward the regeneration of Titanic Quarter. We seek to ensure that everyone within the city has fair access to the opportunities which emerge and that investors have direct access to the human resources and skills base available in Belfast.

This document outlines the declaration, objectives and principles that together form the basis of a mutual partnership agreement between Titanic Quarter Limited and Belfast City Council.

## 2. Declaration

In signing this Memorandum of Understanding both parties are committed to working in partnership with public, private, voluntary and community sector organisations to create the necessary conditions to **optimize the city and community benefits of the Titanic Quarter development, to demonstrate good corporate citizenship and provide a recognised route for Titanic Quarter Limited's engagement with the city and community.**

## 3. Objectives

The practical outcomes sought from the execution of the MOU include:

1. To promote Titanic Quarter as a prime employment option for local people and improve the skills of local people in accordance with employers' needs
2. To ensure that appropriate mechanisms are put in place to improve community awareness, engagement and ownership of the Titanic Quarter development
3. To plan and deliver, with support from other relevant bodies, a comprehensive package of regeneration benefits for local people and communities including the adjoining East Belfast.
4. To develop better connectivity/linkages between the Titanic Quarter, the city centre and local communities.
5. To ensure that the Titanic Quarter contributes to enhancing the wider tourism product of the city.
6. To ensure a focus on achieving sustainable outcomes that contribute to the enhancement of environmental, social, cultural and heritage values of the city.
7. To support the establishment of sustainable communities through the adequate provision of affordable and social housing and the provision of necessary social infrastructure.

## 4. Principles

The following principles will underpin the Memorandum of Understanding and guide the activities of the co-signatories.

- **Leadership:** recognise that successful cities demonstrate a quality of strategic leadership that nurtures a shared commitment to a strong, clear vision of the future
- **Partnership:** recognise that we cannot deliver everything on our own and are committed to working in partnership to ensure co-ordinated solutions are developed in response to the challenges facing the city
- **Engagement:** recognise that effective community involvement and development is essential for successful regeneration. Local people should continue to be at the heart of the process
- **Commitment:** ensure that everyone has fair access to the economic, social, environmental and physical regeneration benefits to emerge from the development of Titanic Quarter
- **Transparency:** ensure greater openness and communication with key stakeholder groups on relevant issues
- **Integration:** ensure that the regeneration of the Titanic Quarter supports and complements the wider regeneration of the city
- **Sustainability:** ensure that the investment decisions and infrastructure we build today leave a lasting legacy for future generations

## 5. Priority Themes for Action

In order to achieve the objectives set out within the Memorandum of Understanding there are a number of priority areas which need to be taken forward. These include:

- 1) Employment, Education and Skills
- 2) Accessibility and Transport
- 3) Community outreach
- 4) Housing
- 5) Tourism development and promotion
- 6) Quality Open Space and Public Art

## 6. Process

A suite of detailed **Thematic Action Plans** will be developed, in partnership with other key stakeholders including the community sector and relevant statutory service providers, for each of the priority themes identified above. These action plans will feed into an overall **Implementation Plan** which will be attached as an addendum to the MOU with its implementation monitored.

Refer to Appendix 1 for initial working drafts of the Thematic Action Plans with indicative actions identified.

## 7. Management Arrangements

A three tier governance structure comprising of a Strategic Advisory Board, a Co-ordinating Steering Group and Thematic Working Groups, will be established to take forward the development, implementation and monitoring of an overall Implementation Plan and its sub-component action plans.

### 7.1 Strategic Advisory Board

Comprise of key representatives from the community sector, Government Departments, Belfast City Council and Titanic Quarter Limited

Roles and Responsibilities

- Provide an overall guiding body and a forum for constructive dialogue to discuss and resolve issues/conflicts as they arise.
- Provide strategic guidance and advice.
- Liaise and feedback to the TQL Board, Belfast City Council and NI Executive as required
- Oversee, monitor and scrutinise the agreed outputs in the Implementation Plan

### 7.2 Co-ordinating Steering Group

Comprise of officials from Titanic Quarter Limited, Belfast City Council and the East Belfast Partnership Board as a managing agent on behalf of the Belfast Area Partnership Boards.

Roles and Responsibilities

- Drive forward and manage the MOU.
- Monitor progress.
- Review and update Implementation Plan
- Undertake risk assessment to identify barriers and opportunities.
- Identify tasks and delegate to Working Groups
- Evaluate information from the Working Groups
- Resolve issues arising
- Feedback to Advisory Board

### 7.3 Thematic Working Groups

Comprise of representatives from relevant Government Departments, statutory service providers, the community sector, officials from Belfast City Council and Titanic Quarter Limited.

Roles and Responsibilities

- Development of a programme of work and detailed action plan
- Co-ordinate the implementation of the projects and programmes arising from the action plan
- Engage relevant partners and support the integration and alignment of existing mainstream programmes
- Review the work plans periodically and feedback to the Co-ordinating Steering Group on a quarterly basis.

## 8. Monitoring & Review

Both parties agree that Belfast City Council, as the civic leader for the city, will provide overall oversight of the implementation of the MOU and in so doing will meet formally with TQL on a bi-annual basis to review progress against the actions contained within the associated Implementation Plans. This meeting will be informed by formal feedback from the Co-ordinating Steering Group and Strategic Advisory Board.

To provide further transparency within the process, Belfast City Council will have nominated elected representatives on the proposed Strategic Advisory Board which has responsibility for overseeing, monitoring and scrutinising the agreed outputs in the Implementation Plan and ensure that the benefits underpinning the MOU are realised.

Both Titanic Quarter Limited and Belfast City Council will designate a lead liaison officer who will be the central point of contact between both parties and who will participate on and support the work of the Co-ordinating Steering Group.

## 9. Legal Status

The Memorandum of Understanding will be incorporated as a condition of funding within the Funding Agreement the Council's funding within the funding agreement to be entered into by Titanic Quarter Limited, the Northern Ireland Tourist Board, the Department of Enterprise, Trade and Investment and Belfast City Council in relation to the Titanic Signature Project.

The MOU shall operate upon signature by both parties and shall remain in effect for a maximum of 5 years. The MOU will be reviewed by the parties annually and may be amended or terminated by written agreement between the parties.

Any disagreement arising from the interpretation of this MOU should be considered within the spirit implicit in the co-operation arrangements. Sensible negotiation of disputes assures continuation of the development and prevents the collapse of the project and consequently the waste of public funding.

Whilst it is intended that the arrangements in this MOU should apply generally, it is recognised that some circumstances will require special handling. Nothing in this MOU prevents the making of arrangements to meet specific exceptional needs.



Signed .....  
[Name & Position]

Date: ...../...../..2008



Signed .....  
[Name & Position]

Date: ...../...../..2008

## Appendix 1: DRAFT Thematic Action Plan

### Employment, Education and Skills

*Titanic Quarter presents one of the most significant employment and business opportunities facing the city during its construction and subsequent operation.*

*It is anticipated that the regeneration of TQ will result in more than 20,000 new jobs within the city comprising of a huge variety of employment opportunities.*

*Titanic Quarter are committed to ensuring that local people have the necessary skills to avail of the job opportunities which arise from Titanic Quarter*

	Action	Expected Outcomes / Targets	Project Lead	Project Support	Timescale
<b>Employment, Education and Skills</b>	<b>1. Employment and Employability Strategy</b>				
	1.1) Develop an Employment and Employability Strategy which seeks to enable people to access the employment opportunities which will emerge on TQ.	<ul style="list-style-type: none"> <li>Employment and Employability developed.</li> </ul>	TQL	Department for Employment and Learning & BCC (i.e. provision of support and advice in drafting Strategy)	January 2009
	1.2) Establishment of an inter-agency delivery structure 'TQ Work' (which includes community representation) to take forward the actions and commitments set out within the Employment and Employability Strategy.	<ul style="list-style-type: none"> <li>Establishment of 'TQ Work Group'</li> </ul>	TQL	Department for Employment and Learning; Department of Enterprise Trade and Investment; Belfast City Council ; Belfast Metropolitan College; Sector Skills Council; Belfast Employer Service Team; LEMIS; Business in the Community; Belfast Area Partnership Boards; relevant community representatives	November 2008
	1.3) Raise awareness among existing employers within TQ of the Employment and Employability Strategy and seek their commitment to its delivery.	<ul style="list-style-type: none"> <li>75% percentage of current employers signed-up to the delivery of the Employment and Employability Strategy</li> </ul>	TQL	Existing TQ Employers	Ongoing
	1.4) To inform all new TQ Employers, once they commit to locating on TQ, about the Employment and Employability Strategy and seek their commitment to its delivery.	<ul style="list-style-type: none"> <li>75% percentage of new employers signed-up to the delivery of the Employment and Employability Strategy</li> </ul>	TQL	Future TQ Employers	Ongoing

<p>1.5) Engage with Belfast City Council to examine the opportunities presented by the Paint Hall to align with the Council's programme of support for the creative industries within the city.</p>	<ul style="list-style-type: none"> <li>▪ Specific creative industries programme linked to Paint Hall to be developed and supported by TQL</li> <li>▪ Enhanced support and facilities for the creative industries sector within Belfast, as relates to TQ.</li> </ul>	<p>Belfast City Council</p>	<p>Belfast City Council; TQL; Invest NI; DECAL</p>	<p>March 2009</p>
<p><b>2. Pre-Employment Programmes</b></p>				
<p>2.1) Undertake and share assessment of the anticipated number of jobs, types of jobs, timeline for delivery and the associated skills required which are to be located within TQ to inform future training and employability schemes.</p>	<ul style="list-style-type: none"> <li>▪ Completion of labour market analysis of job creation on Titanic Quarter</li> </ul>	<p>TQL</p>		<p>November 2008</p>
<p>2.2) Design, implement and manage pre-recruitment training schemes which provide a bespoke response to the needs of current/prospective employers in TQ and the long-term unemployed and economically inactive people in the Belfast City Council area.</p>	<ul style="list-style-type: none"> <li>▪ To support the provision of 3 customised training/pre-recruitment training programmes for existing TQ Employers and new TQ employers</li> </ul>	<p>DEL (provision of demand led training and support programmes)</p>	<p>CITI; Belfast Metropolitan College</p>	<p>October 2009</p>
	<ul style="list-style-type: none"> <li>▪ Development and implement a pre-recruitment training schemes for financial service industry</li> </ul>	<p>DEL (to lead on demand led training and support programmes)</p>	<p>Department for Employment and Learning; Belfast Metropolitan College; Investment Northern Ireland</p>	<p>TBC</p>
	<ul style="list-style-type: none"> <li>▪ Develop and implement a pre-recruitment training schemes for creative media sector, based at TQ</li> </ul>	<p>DEL (to lead on demand led training and support programmes)</p>	<p>Department for Employment and Learning; Belfast Metropolitan College; Investment Northern Ireland</p>	<p>TBC</p>
	<ul style="list-style-type: none"> <li>▪ Develop and implement pre-recruitment training schemes for the hospitality and tourism sectors</li> </ul>	<p>DEL (to lead on demand led training and support programmes) Belfast City Council's HARTE - retailing and hospitality support programme</p>	<p>Department for Employment and Learning; Belfast Metropolitan College, Belfast City Council; Investment Northern Ireland</p>	<p>TBC</p>

2.4) Encourage uptake of apprenticeships schemes within TQ	<ul style="list-style-type: none"> <li>▪ % of apprenticeships introduced</li> <li>▪ Established 'apprenticeship pool' for TQ companies</li> </ul>	TQL	Department for Employment and Learning (i.e. demand led training and support); Sector Skills Council; Construction Skills Training Board	March 2009
<b>3. Recruitment</b>				
3.1) Create an awareness of the range of employment opportunities available to unemployed people and the economically inactive.	<ul style="list-style-type: none"> <li>▪ To have 1,500 permanent jobs located in TQ. (Note Changed)</li> </ul>	TQL / TQ Employers	Department for Employment and Learning/ Investment Northern Ireland / Sector Skills Councils	October 2009
	<ul style="list-style-type: none"> <li>▪ TQ vacancies to be advertised by DEL through its Jobs &amp; Benefits Offices, Job Centres and through DEL kiosks in the intermediary labour market providers and Jobcentre Online</li> </ul>	TQL / TQ Employers	Department for Employment and Learning	Ongoing
	<ul style="list-style-type: none"> <li>▪ encourage TQ employers to register on the Jobcentre's Employers' Online System which supports awareness raising of job opportunities</li> </ul>	TQL / TQ Employers	Department for Employment and Learning	Ongoing
3.2) Focus activity towards those areas of the city with high levels of unemployment, long-term unemployment, economic inactive and low-skilled employment.	<ul style="list-style-type: none"> <li>▪ Targeted approach to skills and employability</li> </ul>	TQL	Department for Employment and Learning (i.e. provision of labour market information) Belfast City Council	Ongoing
3.3) Engage with the Belfast Metropolitan College to advance education and in particular promote opportunities for training linked to employment opportunities emerging on the site.	<ul style="list-style-type: none"> <li>▪ BMC to work closely with TQL in developing TQ's programme for skills and employability</li> </ul>	TQL	Belfast Metropolitan College	Ongoing



3.4)	To work alongside BMC to supply its graduates to TQ Employers via existing programmes e.g. 'Collaborate' and 'Jobclub'	<ul style="list-style-type: none"> <li>Specific programme put in place to support student engagement</li> </ul>	TQL	Belfast Metropolitan College	Ongoing
3.5)	To work alongside BMC to supply undergraduates to TQ Employers via existing programmes e.g. 'Placement' projects.	<ul style="list-style-type: none"> <li>5% of undergraduate student placements to be secured within Titanic Quarter</li> </ul>	TQL / TQ Employers	Belfast Metropolitan College	Ongoing
<b>4. Supporting collaborative inter-agency planning and intervention to maximise engagement of Target Groups</b>					
4.1)	TQL will actively participate in inter-agency planning and intervention to maximise engagement with the unemployed, long-term unemployed and economic inactive.	<ul style="list-style-type: none"> <li>Raise awareness of the Employment and Employability Strategy to the city wide network of employment support services and associated employers.</li> </ul>	TQL	Employment Support Services / Department for Employment and Learning	January 2009
		<ul style="list-style-type: none"> <li>TQL to engage with and be represented on appropriate forums and to provide regular updates on employment opportunities emerging on TQ.</li> </ul>	TQL (e.g. Belfast Area Partnership Boards, Inner East Forum, Inner east Neighbourhood Partnership, Future East etc)	Employment support services and TQ Employers	Ongoing
<b>5. Education</b>					
5.1)	Address the issues of pupils leaving school without formal qualifications and to ensure adequate education provision for TQ residents and the local areas.	<ul style="list-style-type: none"> <li>Support the development of 'Vocational Enhancement Programme' which seeks to enhance education and training for 14-19 year old to ensure that young people are aware of the choices available to them.</li> </ul>	DEL (provision of demand led training and support programmes)	Department for Employment and Learning; Department of Enterprise, Trade and Investment; Belfast Metropolitan College	Ongoing
		<ul style="list-style-type: none"> <li>Presentations to school career teachers on the employment opportunities emerging from TQ.</li> </ul>	TQL	Department of Education	Ongoing
5.2)	Support the provision of local facilities or the potential for there future development in the TQ area. Especially nursery or primary provision.	<ul style="list-style-type: none"> <li>Demonstrate that steps has been taken to support the provision of local facilities or the potential for there future development in the TQ area.</li> </ul>	TQL		Ongoing



<b>6. Marketing and Promotion</b>					
6.1)	Develop and implement a media and promotional programme to raise awareness of both the Employment and Employability Strategy and the employment/training opportunities arising within TQ.	▪ Regular updates of TQL Websites	TQL		Ongoing
		▪ Development of a detailed promotional circulation database which includes relevant stakeholders and community representatives	TQL		January 2009
		▪ Promote TQ employment & employability initiatives via press/TV/publications/TQL email alerts 'ezines' at minimum 5/ per year	TQL		Ongoing
		▪ Production and circulation of an employment and employability flyer for TQ employers	TQL		May 2009
		▪ Production and circulation of an employment and employability flyer targeted at encouraging those who are unemployed and economically inactive to avail of the job and training opportunities arising in TQ.	TQL		May 2009
		▪ Deliver presentations to relevant groups on - at minimum 10/ per year	TQL		Ongoing
		▪ Host at minimum 2/per year awareness events that serve to promote 'TQ Work'	TQL		Ongoing
<b>7. Monitor and Review</b>					
7.1)	Review and monitor progress on Employment and Employability Strategy on a regular basis and provide feedback to interested stakeholders	▪ Update reports provided to key stakeholders on Strategic Advisory Board and Co-ordinating Steering Group	Employment, Education and Skills Thematic Working Group	BCC to provide strategic oversight of the action plan.	Ongoing

## DRAFT Thematic Action Plan

### Accessibility and Transportation

Titanic Quarter is situated within a 'shatter zone' fragmented from both the city centre and its surrounding communities by transportation infrastructure. Enhancing the connectivity and linkages to Titanic Quarter will be fundamental to ensuring that the opportunities arising from this key economic driver are accessible to the whole community. There should be a choice of routes forming a network and providing connections for all modes of transport. Furthermore, accessibility must be considered within the context of future residents accessing local facilities.

Accessibility and Transportation	Action	Expected Outcomes / Targets	Project Lead	Project Support	Timescale
	1) TQL to engage with Translink in early discussions and planning for the introduction of a high frequency metro bus service which links TQ with the City Centre.	<ul style="list-style-type: none"> <li>▪ Whilst it is anticipated that the metro service would be in place and fully functional by 2010, in line with the relocation of the Belfast Metropolitan College onto Titanic Quarter consideration should be given to the earlier introduction of the service (albeit at a reduced level) to enable access to the site for potential employees and visitors</li> </ul>	TQL	Translink; Department for Regional Development; Department of Environment	2010
		<ul style="list-style-type: none"> <li>▪ TQ to be included as part of the Translink's "Metro Inner City Travel Zone" which would result in reduced fares for those travelling from City Centre.</li> <li>▪ Increased uptake in the use of public transport which has associated environmental benefits.</li> </ul>	TQL	Translink; Department for Regional Development; Department of Environment	TBC
	2) TQL to undertake a comprehensive "Transport Assessment" which would influence and inform the form of infrastructure provided and the timescales for delivery.  Access and connectivity to both the surrounding neighbourhoods and wider city should be considered as part of this assessment and factored into the overall development of the site.	<ul style="list-style-type: none"> <li>▪ Completion of a comprehensive "Transport Policy" for TQ which supports its connection to the wider city.</li> </ul>	TQL	Translink; Department for Regional Development; Department of Environment; Strategic Investment Board; Belfast City Council	TBC

	<p>On completion this “Transport Assessment” would form the basis of TQL’s engagement with relevant agencies (e.g. DRD, NIR, Translink) regarding the provision of adequate infrastructure and access to TQ.</p>	<ul style="list-style-type: none"> <li>TQL to provide clarification of the phasing for the specific transportation proposals identified within the TQ Regeneration Framework and the early initiation and funding of public transport requirements and pedestrian and cycle access.</li> </ul>	TQL	<p>Translink; Department for Regional Development; Department of Environment; Strategic Investment Board; Northern Ireland Rail</p>	TBC
3)	<p>TQL to commit to those measures which promote the physical connectivity of the site to the city centre and adjacent neighbourhoods, for other than car. The inclusion of cycle routes through and within TQ including, for example, the riverfront walkway is a good example of such connections. Other options for connecting to the existing infrastructure should be pursued e.g. rail, bus routes etc.</p>	<ul style="list-style-type: none"> <li>The inclusion of cycle routes through and within the TQ including the riverfront walkway will contribute to the overall connectivity of the site.</li> </ul>	TQL	<p>Translink; Department for Regional Development; Department of Environment; Strategic Investment Board; Northern Ireland Rail</p>	TBC
4)	<p>Encourage TQ employers to participate in a “Cycle to Work” scheme similar to BCC</p>	<ul style="list-style-type: none"> <li>Development and implementation of a “cycle to work scheme”</li> </ul>	TQL	TQ Employers	Ongoing
5)	<p>TQL to examine with DRD the potential for connecting TQ with the existing Belfast Urban Area Park and Ride sites - TQ being designated as a “destination” for “Park and Ride” travellers coming into the city.</p>	<ul style="list-style-type: none"> <li>TQ designated as a “destination” for “Park and Ride” travellers e.g. look at how existing Park and Ride routes such as Sprucefield to Belfast City Centre could be extended to TQ.</li> </ul>	TQL	<p>Translink; Department for Regional Development;</p>	TBC

	<p>6) TQL to engage with the ongoing work of the Strategic Investment Board in taking forward the development of the “East Belfast Infrastructure Led Regeneration Strategy” (formally referred to as the “Shatter Zone” project) which it is intended will “improve the physical connectivity for the residents of East Belfast, Titanic Quarter and Belfast City Centre”.</p>	<ul style="list-style-type: none"> <li>▪ Active engagement and commitment of TQL to the “East Belfast Infrastructure Led Regeneration Strategy”</li> </ul>		<p>Strategic Investment Board; East Belfast Partnership Board</p>	<p>TBC</p>
	<p>Opportunities exist to improve linkages and release development opportunities through the provision of new ‘street’ connections between Titanic Quarter and adjacent communities. For example:</p> <ul style="list-style-type: none"> <li>▪ Templemore Avenue (linking across the Sydenham Bypass/Railway from the junction at Newtownards Road into Titanic Quarter)</li> <li>▪ Dee Street - straightening the street and improving the capacity of the bridge</li> </ul>		<p>TQL</p>	<p>Department for Regional Development; Department of Environment; Strategic Investment Board</p>	<p>TBC</p>
	<p>7) TQL to engage with DRD, at an early stage, regarding the upgrading of the primary road access to TQ - discuss future provision and expansion requirements.</p>	<ul style="list-style-type: none"> <li>▪ Active discussion between TQL and DRD</li> <li>▪ Upgrade primary road access to TQ</li> </ul>	<p>TQL</p>	<p>Department of Regional Development</p>	<p>Early 2009</p>
	<p>8) TQL to engage with DRD, at an early stage, regarding the upgrade of the Queens Quay entrance to a boulevard.</p>	<ul style="list-style-type: none"> <li>▪ Active discussion between TQL and DRD</li> <li>▪ Queens Quay upgrade</li> </ul>	<p>TQL</p>	<p>Department of Regional Development</p>	<p>Early 2009</p>
	<p>9) TQL to engage with DRD at an early stage regarding the</p>	<ul style="list-style-type: none"> <li>▪ Active discussion between TQL and DRD</li> </ul>	<p>TQL</p>	<p>Department of Regional Development</p>	<p>Early 2009</p>

	remodelling of the Sydenham bypass and the potential to provide a new footpath/cycle lane.	<ul style="list-style-type: none"> <li>Ensure that the provision of the footpath/cycle land is integrated with the development of TQ.</li> </ul>			
	10) TQL to progress discussions with NIR, at an early stage, concerning the upgrading of Bridge End rail halt	<ul style="list-style-type: none"> <li>Upgrading and modernising of Bridge End station linked to the enhancement of a connection from TQ to adjacent community.</li> </ul>	TQL	Northern Ireland Rail	TBC
	11) TQL will inform and if required participate in forums concerning projects which will improve the local and immediate road infrastructure for planning purposes	<ul style="list-style-type: none"> <li>TQL will provide 'support- in- kind' to relevant projects e.g. Connswater Greenway Project; Newtownards Road 2012 to regenerate and link into Belfast's busiest arterial routes etc..</li> </ul>	TQL	Department for Regional Development; Department of Environment; Strategic Investment Board	TBC
	12) TQL to mutually agree with Connswater Community Greenway proposals for the provision of a "Landmark Bridge" with pedestrian/cycle provisions connecting TQ with the Connswater Greenway Project.	<ul style="list-style-type: none"> <li>Agreed scheme to connect TQ with the Connswater Greenway Project</li> </ul>	TQL	Connswater Community Greenway; Belfast City Council; Department of Social Development	TBC

## DRAFT Thematic Action Plan

### Housing

Titanic Quarter offers a unique opportunity to provide a mixed tenure and mixed income development as part of the regeneration mix aimed at creating a sustainable and vibrant community. The provision of affordable and social housing should be considered as an integral part of the overall residential development of the Titanic Quarter.

	Action	Expected Outcomes / Targets	Project Lead	Project Support	Timescale
<b>Housing</b>	1) A minimum of 15% of the residential accommodation shall be allocated for affordable housing of which a minimum of 10% shall be allocated within the Phase 2 area in compliance with the Design Principles document date stamp received 18 June 08. The remainder of the affordable housing provision may be in 'off-site' locations in the Belfast Metropolitan area. All of the 'off-site' affordable housing shall be provided prior to the occupation of 70% of the residential accommodation located within Phase 2.	<ul style="list-style-type: none"> <li>▪ See attached phasing map, which is part of the planning approval for Phase 2</li> <li>▪ TQ will engage with the DSD, NIHE and relevant housing associations to ensure the planned delivery of its commitment to providing integrated affordable and social housing.</li> </ul>	TQL	NIHE; Housing Associations; Department for Regional Development; Department of Environment	TBC Phase 2 Completion
	2) Similar provisions for affordable housing will be incorporated within future phases.		TQL	NIHE; Housing Associations; Department for Regional Development; Department of Environment	TBC
	3) TQL will accommodate community facilities and provision of local services through the identification and reservation of sites within the overall Titanic development. Facilities should include local retail, business support facilities, health care, educational, crèches and day nurseries.	<ul style="list-style-type: none"> <li>▪ The provision of local facilities and amenities or the opportunity for provision which cater for residents and provide support services for the business population of TQ</li> </ul>	TQL		TBC

## DRAFT Thematic Action Plan

### Community Outreach

It is important that the views of local communities and their aspirations are given a high level of priority when taking forward major regeneration projects within the city. For regeneration projects to be owned by communities, people need to be consulted and involved.

Community Outreach	Action	Expected Outcomes / Targets	Project Lead	Project Support	Timescale
	1) TQL to establish a 'Strategic Advisory Board' which will act as a community sounding board regarding the development of proposals for the Titanic Quarter.	<ul style="list-style-type: none"> <li>An Advisory Panel report will be presented to the TQL Board of Directors bi-annually.</li> </ul>	TQL	Belfast City Council; Community representatives (e.g. Belfast Area Partnership Boards); Titanic Quarter Limited; Statutory Service Providers; Government Department	December 2008
	2) TQL to develop a programme of events which improves engagement and communication with local communities.	<ul style="list-style-type: none"> <li>TQL to host relevant community events at Titanic Quarter - minimum of 4 events/per year</li> </ul>	TQL		Ongoing
		<ul style="list-style-type: none"> <li>TQL to have exhibitions at relevant community events (e.g. jobfairs, community information sessions etc) - minimum 5 events /per year</li> </ul>	TQL		Ongoing
		<ul style="list-style-type: none"> <li>TQ to deliver presentations to the community - minimum of 5/per year</li> </ul>	TQL		Ongoing
	3) TQL to provide clarity on its intentions for the provision of community related facilities as part of the overall Titanic Quarter development.	<ul style="list-style-type: none"> <li>Statement of intent for the provision of community facilities within Titanic Quarter</li> </ul>	TQL		TBC
4) TQL to establish a 'Community Fund' with an annual limited funding contribution of £60,000 to support relevant community related and employability projects which are connected to Titanic Quarter.	<ul style="list-style-type: none"> <li>Establishment of Community Fund.</li> </ul>	TQL		TBC	



## DRAFT Thematic Action Plan

### Tourism Development and Promotion

Titanic Quarter should be both a tourism attraction and support the wider tourism project of the city and that of adjacent communities.

Tourism Development and Promotion	Action	Expected Outcomes / Targets	Project Lead	Project Support	Timescale
	1) To engage with the key agencies a Tourism Strategy that promotes both the tourism potential of TQ and its contribution and connection to the wider tourism offering of Belfast and Northern Ireland.	<ul style="list-style-type: none"> <li>▪ TQ to be centrally featured in Belfast City Council’s new Integrated Tourism Development Strategy for Belfast.</li> <li>▪ Detailed programme of activities put in place which enhances the tourism potential of the TQ and its connection to the wider industrial and maritime heritage of Belfast.</li> </ul>	TQL	Belfast Visitor & Convention Bureau; NI Tourist Board; Belfast City Council	TBC
	2) In partnership with the Belfast Visitor and Convention Bureau, Belfast City Council and the Northern Ireland Tourism Board, develop a programme of tourism trails which promotes the maritime and industrial heritage of TQ and connects with other tourism landmarks within the city.	<ul style="list-style-type: none"> <li>▪ Enhanced programme of tourism trails which promotes the maritime and industrial heritage of TQ and connects with other cultural and tourism landmarks within the city.</li> </ul>	TBC	Belfast Visitor & Convention Bureau; NI Tourist Board; NI Science Park; Belfast City Council; Community East Belfast Partnership Board; Community Representatives	Ongoing
	3) Engage with relevant representatives from adjacent communities to examine the potential role of TQ in supporting community tourism development and integrating the Titanic offering into existing and/or emerging community tourism trails and itineraries.	<ul style="list-style-type: none"> <li>▪ Enhanced programme of Community Tourism activities</li> <li>▪ Linkage to wider facility and signature structures.</li> </ul>	TBC	Community Representatives; East Belfast Partnership Board; Belfast City Council; Belfast Visitor & Convention Bureau; NI Tourist Board	TBC
	4) Provide and maintain Belfast City Council signage/information boards throughout the TQ area to promote the cities tourism offering.	<ul style="list-style-type: none"> <li>▪ Tourism signage and information boards located in TQ maintained</li> </ul>	Belfast City Council		Ongoing

	<p>5) Restoration of the Thompson Dock and Thompson Pump-house as a key visitor attraction and events location. TQL will continue to work with the Northern Ireland Science Park to develop the Titanic heritage trail.</p>	<ul style="list-style-type: none"> <li>Restored Pump-House and creation of new visitor facility</li> <li>Enhanced programme of tourism trails which promotes the maritime and industrial heritage of TQ and connects with other tourism landmarks within the city.</li> </ul>	TQL	NI Science Park; Belfast Visitor & Convention Bureau; NI Tourist Board; NI Science Park; Belfast City Council	Completed
	<p>6) Using leading edge technology (e.g., via the multi-media virtual guided tour “The Titanic Trail”) TQL will extend the reach and accessibility to its tourism offering and ensure, where possible, its connection with Belfast’s rich industrial and maritime heritage.</p>	<ul style="list-style-type: none"> <li>Keep updated multi-media node</li> <li>Enhanced cultural and tourism offering to those who live in, work in, study in and visit Belfast.</li> </ul>		NI Science Park; Belfast Visitor & Convention Bureau; NI Tourist Board; NI Science Park; Belfast City Council	TBC
	<p>7) TQ is committed to supporting the development of a Titanic Signature Project which will be a major tourism attractor.</p> <p>It is estimated that the Titanic Signature Project would bring:</p> <ul style="list-style-type: none"> <li>An average of 400,000 visitors annually</li> <li>165,000 <u>new</u> visitors to Belfast</li> <li>Annual visitor spend of £30 million in the local economy</li> </ul>	<ul style="list-style-type: none"> <li>Titanic Signature Project agreed and implemented.</li> </ul>	Department of Enterprise Trade and Investment	Department of Enterprise Trade and Investment; NI Tourist Board; Belfast City Council; Titanic Quarter Limited; Belfast Harbour Commission	2012
	<p>8) TQL to engage with Invest NI to raise international awareness of the Titanic Quarter through media and promotion programme to encourage inward investment</p>	<ul style="list-style-type: none"> <li>Increased awareness among international communities of Belfast and the TQ area in particular as an attractive investment location.</li> </ul>		Invest NI / DETI / NITB / BVCB / BCC	Ongoing

## DRAFT Thematic Action Plan

### Quality Open Space and Public Art

Quality Open Space and Public Art contribute to the prosperity and quality of life of local people and can be a catalyst to support regeneration activity within an area.

	Action	Expected Outcomes / Targets	Partners		Timescale
Quality Open Space and Public Art	1) Provision of Quality Open Space and Public Art	<ul style="list-style-type: none"> <li>The promotion of locally sourced art within the premises of TQ Employers as well as in the open spaces of the Titanic area to enhance visual appeal.</li> <li>Public Art procured locally through open competition and funded by TQL.</li> <li>Areas of open space to be designated and their potential use stated (e.g. public realm, recreational, public space, trails and parkways etc.</li> </ul>	TQL / Harcourt	Department of Culture, Arts and Leisure; Belfast City Council	TBC
	2) Provision of recreation facilities	<ul style="list-style-type: none"> <li>Provision of necessary recreation facilities to assist in improving the health and well being of local residents and employees within the Titanic area.</li> <li>Children play areas to be designated as part of the overall residential development on Titanic Quarter.</li> </ul>	TQL / Harcourt	Department of Culture, Arts and Leisure; Belfast City Council; Private Sector	TBC