

Appendix 1

City Growth and Regeneration Committee Plan 2015-17 – Update on Progress

September 2016

Ref	Activity	Responsible	Update
2	Business and the economy		
2.1	Attract investment into Belfast		
2.11	Develop a city investment and development proposal (City Deal)		
.1 .2 .3 .4 .5 .6	Initial research into City Deals Engagement with Core Cities and councils that have secured City Deals Negotiations with central Government Appoint specialist expertise to develop a city deal proposal Compile research and the evidence base to support proposals for a city deal e.g. updating the 'Competitiveness Study' Produce a city deal proposal	Suzanne Wylie, Chief Executive Team: Sharon McNicholl, Caroline Wilson	Following the Notice of Motion raised at Council in February 2015, Committee considered a report on taking forward a potential Belfast City-Region Growth Deal in April 2016. Specialist expertise has been commissioned into developing a city-region growth deal proposal. In addition to discussions at Committees, discussions have taken place with Party Leaders, Belfast MPs, the Secretary of State and Permanent Secretaries to test and build the concept of developing a city-region growth deal. Initial research into city deals presented to SP&R Committee and CGR Committees in Quarter 1. Officers are continuing to engage with 'core cities' and councils who have secured city deals. Engagement is underway with surrounding councils at an officer and political level to assess the appetite and potential opportunities to take forward a collaborative approach on identified issues. This work is being factored in to the Council's response to the draft programme for Government Outcomes Framework and associated Economic, Investment and Social Strategies as well as ongoing ministerial engagements. Political bi-lateral meetings are scheduled with city-region party group leaders and the city-region workshop will be held in late 2016. Plans are in place to undertake an advocacy strategy including wider business sector stakeholders and Westminster briefing. Work will continue towards developing a city region growth deal proposal in early 2017.
	Deliver the International Relations Framework		
.1 .2 .3	Deliver the action plan (agreed by Development Committee August 2013) Review the completed programme and develop options for future work Deliver new framework as appropriate (subject to the review)	Donal Durkan, Director of Development Team: Lisa Toland, Laura Leonard & EUID	In February 2016, Committee noted the progress and completion of the International Relations Framework 2012-2015 and approved the development of a new framework. It's estimated that £4 in every £10 of sales by Belfast Companies (INI clients) are exports; overnight tourists contribute £278M to the economy; and Belfast has secured over 20,000 inward investment jobs in the past decade. While these figures are encouraging, the new Framework will allow Council officers to work with City partners to further promote Belfast proactively on the international stage to attract more trade and investment, increase visitor and student numbers and build the networks necessary to support growth. This will build on recent activity such as MIPIM, the China and USA visits. It also

Ref	Activity	Responsible	Update
			considers internal resource and organisational issues to ensure we are in a position to deliver on commitments and take advantage of future opportunities. Committee have received the presentation on initial findings for comment and input in September 2016.
Deliver the 'Go to Market' programme			
.1 .2 .3 .4 .5 .6 .7	Develop a business case for attending MIPIM Sponsorship programme for MIPIM Attend MIPIM Evaluation of MIPIM Research and scope requirements for a City investment Portal Trial draft portal Launch portal at MIPIM	Donal Durkan, Director of Development Team: City Centre Development	Council successfully led a city delegation to MIPIM on 14-17 March 2016. 53 delegates from 23 organisations attended, with £163,000 of private sector sponsorship secured. 100% of delegates agreed MIPIM provided a robust profile for the city, and 91% strongly agreed it helped them develop new connections. As reported to Committee in May 2016; three key outcomes have been achieved: <ul style="list-style-type: none"> the strong Belfast proposition has put the city back on the investment map; the coherence of the Belfast partnership has been strengthened; and 15 expressions of interest from significant investors were received. Committee have agreed £60k to support MIPIM 2017. Following feedback from delegates a larger 50sqm stand has been booked; and tenders for a combined events management, PR & Comms, and Design contract is currently being evaluated (appointment mid-October). A sponsor's launch event is scheduled for mid-November, with public launch in Feb 17. To support MIPIM an online investment portal was launched in March 2016. This contains up to date marketing collateral, including information about the sectors we want to attract, investment opportunities in the city, a map of ongoing developments, Belfast's key selling points, and contact details. Property agents have recently agreed to contribute to a new section hosting strategic development and investment opportunities across the city. http://www.belfastcity.gov.uk/business/investinginbelfast/investinginbelfast-about.aspx
City Centre Regeneration & Investment Strategy			
.1 .2 .3 .4 .5 .6 .7	Take a phased approach to developing detailed plans for the identified Special Action Areas e.g Linen Quarter Vision, East Bank and Western Quarter. Supporting City Development, including Transport Hub and Royal Exchange. Utilise the City Centre Investment fund for key strategic regeneration investments e.g. Belfast Telegraph Building Develop Proposals for a City Centre Visitor Attraction Support the retail sector	Suzanne Wylie Chief Executive / Nuala Gallagher Team: City Centre Development	Since Council published the City Centre Regeneration & Investment Strategy in September 2015 work has been underway to establish a city centre development team and deliver the aims of the Strategy. The Linen Quarter Public Realm Vision and Analysis has been developed and finalised and is beginning to influence emerging development in this part of the city including multiple hotel and office developments. A consultant team has been appointed to take forward a Development Framework for the East Bank area as identified in the City Centre Strategy. Western Quarter is currently benefiting from positive private sector investment, including the Primark extension, purchase of Norwich Union House, and planning for a boutique hotel in Bank Square. To support this a three stage action plan is being developed, incorporating marketing of the area to improve footfall, taking steps to address ASB, and animating the area with projects for meanwhile use.

Ref	Activity	Responsible	Update
.8	Car Parking Strategy		<p>The City Centre team are actively engaging with public and private developers on key city projects, including the £150m Transport Hub and the proposed mixed use development at Royal Exchange. We aim to integrate this with emerging activity within the city centre strategy to ensure a consistent vision and approach.</p>
.9	3D Model		<p>Council officers have been working with McAleer & Rushe to set up an appropriate partnership to jointly take forward the council approved CCIF investment in the Belfast Telegraph site. Council have now entered into a partnership arrangement with McAleer & Rushe and in early October 2016 the site was acquired by the partnership as part of the project's first phase. Phase 2 of the Belfast Telegraph project will focus on developing proposals for the site.</p> <p>The vision for a new international tourist attraction is centred around the Belfast Story. One option is to create an experiential based attraction that showcases the best of Belfast music, art and literature. The option of a municipal or regional art gallery will also be evaluated. One of the key aims is to drive tourism to the city, with an objective to double average tourist nights from 1 to 2. Next steps for the project are to progress stakeholder engagement, develop the funding model, and take forward the master planning of the wider site (to integrate with other developments and provide a consistent approach to the area).</p> <p>In 2015 Javelin Group, a retail consultancy owned by Accenture, completed a retail positioning study for Belfast City Centre to help inform the City's approach to proposed retail development in the North-East Quarter and other potential developments. To help us fully understand issues originally identified and what impact they are likely to have on the City Centre Council recently asked Javelin to undertake a further retail study as an addendum to their 2015 retail positioning piece. This work is now in the final stages of completion and Committee will be receiving a presentation from Javelin on the report's key findings.</p> <p>To assist in shaping future developments and regeneration plans, the Committee recently supported the initial development of an interactive 3D Model of the City which will also enhance the ongoing promotion of Belfast as a place to invest (September 2016).</p> <p>Council Departments are jointly working on the Car Parking which is currently out for public consultation until November this year and looks to improve car parking in the city and assess what opportunities current car park sites provide for city regeneration.</p>

Ref	Activity	Responsible	Update
2.2 Foster business growth in Belfast			
Manage the transfer and transformation of business start-up programmes			
.1	Complete Regional Economic Appraisal	Donal Durkan, Director of Development Team: Lisa Toland, Colin McCabrey & Economic Development	In the first year (to March 2016) of statutory responsibility being transferred to Council, the number of jobs promoted through start-up activity was 445 (against a target of 325). The ERDF funding application has been appraised and is being reviewed by Invest NI for consideration of future funding. Delays with the appraisal process and the implication of BREXIT means that the regional programme will not be in place by the conclusion of the existing Regional Start Initiative (RSI) by October 2016. Officers have developed an interim solution to be operational from October 2016, until the regional programme is in place. Aligned to this, the Council is scoping out a central CRM solution for the region. Lisburn & Castlereagh City Council are leading on the staffing and procurement of the new programme and Derry City and Strabane District Council are managing marketing and communications. In addition Officers are continuing to deliver pre-enterprise activities across Belfast and in June launched a Social Enterprise Support Programme 'Go Social'. Work is underway to develop proposals to deliver the Council's 'Notice of Motion' to support start up and expanding small business, as agreed by Committee in August 2016. This includes options such as a Small Business Commissioner, an investment fund, rates incentives, and expert support for start-ups.
.2	Secure Committee approval for preferred option		
.3	Submit funding application for ERDF/LED and INI funding		
.4	Develop plans for interim business start up provision		
.5	Submit scoping documents for ERDF/LED and INI funding		
.6	Agree and implement interim arrangements for business start up provision		
.7	Submit joint ERDF funding application with other Councils		
.8	Respond to any ERDF requests for further information on application (If ERDF application succeeds) Commence procurement process for replacement business start-up programme		
.9			
.10	Manage small business programme delivery		
Deliver business growth initiatives			
.1	Deliver various programmes such as superconnected, smarter procurement, go for growth and BEN, etc	Donal Durkan, Director of Development Team: Lisa Toland, Colin McCabrey & Economic Development	We continue to offer a range of programmes to support businesses and encourage growth. From April 2015 to March 2016 there was attendance of over 2,200 people on our business support programmes and networking events. This helped to support almost 550 new jobs. The range of programmes was reviewed through a series of workshops with previous delegates. Programmes now include, among others - Interim Mentoring, Procurement Advancement, Business Growth, Interim marketing, Start Up Marketing, Social Economy, Pre Enterprise Activity, BEN, Enterprise Awareness, Creative Accelerator, Creative Entrepreneurs Club, Women's Tec, WIB, Springboard, Digital DNA, and BID Development. Work has also started on options to deliver the Council's 'Notice of Motion' to support start up and expanding small business, which was considered by Committee in August 2016.
.2	Workshop with previous users to determine appropriateness of programmes and identify potential new programmes		
.3	Support the delivery of economic infrastructure projects including the Innovation Centre and Cleantech Park		
Increase local procurement with Belfast based suppliers			

Ref	Activity	Responsible	Update
.1 .2 .3 .4 .5 .6 .7 .8 .9	Complete analysis of spend Undertake review of procurement unit Develop a sustainable procurement strategy Launch the next wave of the Smarter Procurement Programme Calculate the economic impact of expenditure for the 2014/15 financial year Explore market testing pre-qualification/tender Deliver information raising and capacity building workshop and information sessions Develop Outcomes Framework in line with overall Investment Programme Outcome Framework	Gerry Millar, Director of Property & Projects Team: Donal Rogan, Procurement & Economic Development	The local multiplier, has identified that for every £1 of council expenditure 70 pence is spent or re-spent in the Belfast economy, which improves to 96 pence when considering the wider Greater Belfast economy, and £1.34 across the regional economy. In January 2016, it was agreed that this would be the baseline position on which future reviews would be based. Comparisons with other council areas suggest that, spending with local suppliers by Belfast City Council exceeds the benchmarks of other councils for local purchasing within Northern Ireland and the rest of the UK. Based on this work, Council agreed that a key area for development is to view procurement as a tool to create social value rather than just purchasing which will be taken forward through the development of a Social Value procurement Framework. This will be developed in the context of the Belfast Agenda. The 2016 figures are currently being validated.
Develop a Creative Sector Strategy			
.1 .2 .3 .4 .5 .6	Initial research into the current position and opportunities for the sector Engagement with the sector Develop TOR for a 'task force' of key players to take forward improvements Establish the task force Develop and agree an action plan Deliver action plan	Donal Durkan, Director of Development Team: Lisa Toland, Colin McCabrey & Economic Development	A meeting took place in May 2016 at Google Innovation Labs with the Council and the key Creative and Digital Industry (CDI) stakeholders in the City. The purpose was to consider recommendations detailed within Belfast City Council commissioned report ' <i>Accelerating the Creative & Digital Sector in Belfast</i> '. Attendees included: NI Screen, Belfast Metropolitan College, Ulster University, BBC, UTV, Creative and Cultural Skills, Invest NI, PWC, Belfast City Council, Deloitte & MakeMatic. Other invitees to the group include Kainos, Queens University, Generator NI, 16 South, Inlifesize and the Oh Yeah Music Centre. It was recommended that the Council (& stakeholders) identify primary sub-sectors within the wider creative digital sector to focus on as key to the local economy. These included animation, children's television production, app / mobile development, games development and music. It was also recommended that the group identify three priority actions to successfully deliver within the first year. This included the availability of creative industries workspace as the provision of suitable office space for the sector was vital for the growth of the sector. Opportunities are currently being investigated to identify potential options to support/provide collaborative workspace. All of this will help to support growth and job creation in animation, app/mobile development, games development, music and children's television production.
2.3 Strengthen business relationships			
Support the process to create Business Improvement Districts (BIDS)			
.1	Engage with Belfast BID teams to determine	Donal Durkan,	BIDs provide a mechanism for businesses to form an arrangement to decide on the

Ref	Activity	Responsible	Update
.2	process Establish base line service provision for frontline services in Belfast BID area	Director of Development	improvements they want to make to an area, how they will manage and deliver the improvements and the associated costs.
.3	Establish options for BID ballot and secure council agreement	Team: Lisa Toland, Colin McCabrey &	Following the successful ballot for the Belfast One BID in 2015, permission was obtained at December's Committee to subcontract management of the BID ballot to Electoral Reform Services. The ballot for the Cathedral Quarter BID was held on 15th April 2016 and was agreed by an 84% majority by number and 91% by rateable value. The Belfast One bid is expected to deliver more than £5 million pounds of additional investment over the next five years. Destination CQ expects to generate £1.7 million over the five years.
.4	Commission 'Belfast One' BID ballot process	Economic Development	The Cathedral Quarter BID levy will be collected using the same approach as used for Belfast One (i.e. BCC managing the process). Both BIDs now have BID managers in post.
.5	Secure council agreement on how to vote on the 'Belfast One' BID		BCCM have also instigated the development of a BID for the Linen Quarter and the Council has agreed to fund a BID Development Manager post for a period of one year from summer 2016. The vote is currently planned to take place in March 2017.
.6	Establish baseline for discretionary spend services in BID 'Belfast One'		
.7	Vote on 'Belfast One' Bid		
.8	Establish base line service provision for frontline services in CQ BID area		
.9	Establish baseline for discretionary spend services in BID (CQ Bid)		
.10	Vote on CQ BID		
.11	Oversee the management of the CQ Bid Ballot (Cathedral Quarter)		
.12	Establish options for BID levy collection		
.13	Ongoing support as required		
4	Working and learning		
4.3	Improve skills and employability		
	Deliver the Employability and Skills Framework and establish an Employability & Skills Partnership		
.1	Secure Committee approval of draft framework	Donal Durkan, Director of Development	After extensive consultation, the revised Employability and Skills Framework was adopted by the Strategic Policy & Resources Committee in June 2016; along with an associated year one action plan and budget. The Framework aims to help an estimated 14,200 Belfast residents into work by 2025. An employability pathway model was also approved. In particular; this includes further development of partnerships and projects that facilitate the pathway model for supporting those furthest from the labour market into a job. Engagement will continue with key city stakeholders to develop this.
.2	Complete consultation and equality screening of framework	Team: Lisa Toland, Colin McCabrey &	The pathway model includes a wide range of projects and activities but initial efforts will involve a joint pilot with Sport Changes Life, Active Communities, and other such projects with a track record of delivery, as approved by SP&R Committee in August 2016. We will also be working with key employment sectors to capture potential jobs for those who go through the pathway, including a tailored skills development pilot project with the hospitality sector.
.3	Review consultation responses and amend framework	Economic Development	
.4	Secure Committee approval for final framework		
.5	Develop an action plan to deliver the framework		
.6	Engage with key city stakeholders		
.7	Secure agreement for the Employability and Skills framework		
.8	Deliver action plan		

Ref	Activity	Responsible	Update
5	City development		
5.1	Attract tourists to Belfast		
	Deliver the Tourism Strategy "Tourism Growth Plan"		
.1	Implementation - agree Delivery Plan with partner agencies	Donal Durkan, Director of Development	<p>Tourism is estimated to support 9,300 full time jobs in the city. Our current strategy aims to double the value of visitors' spend in the city by 2020. The Year 2 action plan was approved by Committee in May 2016. Projects and plans with associated budgets are now being delivered by officers. Key activities include delivery of the business tourism subvention fund; developing an approach for the Ideas Factory using lessons from the pilot project; investigating the Beyond Peace proposal; promoting the Year of Food initiative; and establishing a Leadership Academy for the industry.</p> <p>Additionally we have developed a Hotel Prospectus, which was launched at MIPIM in 2015. The prospectus has since been utilised to proactively contact hotel brands and also in response to specific development queries. The prospectus is currently being circulated to property agents in the City. Since the Council assumed planning responsibility, it has granted planning permission for 11 new hotel developments. The average monthly hotel occupancy level for the first six months of this financial year was 84.1%.</p> <p>In terms of specific events, we have delivered a range of events in support of the NI Year of Food. These include the 'Focus on Food' conference and a second Twilight Market in May. This helped to boast the footfall in St George's Market to 248,599 (target 205,000) for the first quarter of the year. This makes St George's one of the top attractions in the region and helps to directly support over 350 jobs.</p> <p>To measure progress with the Strategy, officers are working with NISRA and have an agreed approach to monitoring visitor numbers and spend in the City.</p>
.2	Develop place positioning narrative (see 5.2.1)		
.3	Secure Business Tourism Subvention Fund 15/16		
.4	Scope options for a tourism leadership programme	Team: Lisa Toland & TCHA Unit	
.5	Scope options for the 'Beyond Peace' agenda		
.6	Complete Hotel Survey		
.7	Approve 'Ideas Factory' concepts		
.8	Put in place 'Year of Food' Plans		
.9	Agree action plan for the 'Beyond Peace' agenda (with key partners)		
.10	Determine new research brief		
.11	Put new conference subvention scheme in place		
.12	Develop a Tourism Leadership Programme for the city		
.13	Provide recommendations to address hotel bedroom deficit in the city by 2020		
.14	Progress an economic appraisal for a Contemporary Arts Gallery in the City		
.15	Develop and deliver further actions to deliver the Tourism Strategy 2015-2020		
	Develop a framework for city events and festivals		
.1	Agree scope of project with stakeholders	Donal Durkan, Director of Development	<p>Highlights of the 2015-16 City Events programme include the successful delivery of the Tall Ships and the Sports Personality of the Year. An evaluation of Tall Ships estimated that it attracted 520,000 visitors to Belfast Harbour over the four days and another 130,000 to the Tall Ships Parade; it generated an estimated £16 million for the local economy, which equated to a £12.30 return for every £1 of the Council's investment.</p>
.2	Develop and issue quotation specification		
.3	Assess applications		
.4	Appoint consultants		
.5	Sign off Project Initiation Document	Team:	

Ref	Activity	Responsible	Update
.6	Carry out desk based research	Lisa Toland/ Gerry Copeland	The events programme for 2016-17 approved by Committee in February 2016 included the regular annual events plus the UK National Pipe Band Championships (delivered in June) and the All Ireland Irish Dancing Championships. The annual events to date (April-Sept) have attracted attendance of 94,450 with an economic impact of £1,678,643. Attendance for the themed events to date is 163,810 with an economic impact of £4,512,100. (Note: these do not include the figures for the Carl Frampton event or the Boucher Road Euro Fanzone, which have still to be validated). Currently officers are working to establish financial options to attract and support future international events to be considered by Committee.
.7	Carry out stakeholder research/consultation		
.8	Produce draft recommendation report		
.9	Secure Committee approval of draft framework		
.10	Equality screen draft Framework		
.11	Issue draft framework for public consultation		
.12	Review consultation response and amend as necessary		
.13	Secure Committee approval of final framework		
.14	Apply framework to future decision making		
Deliver the Cultural Framework			
.1	Take forward the remaining actions within the framework	Donal Durkan, Director of Development Team: Lisa Toland & TCHA	Committee approved the development of the action plan to deliver the existing Cultural Strategy and Vision up to 2020. Estimates have suggested that the sector support approximately 1,000 jobs in the city. Through our various support mechanisms we expect that, for every £1 we invest, a further £8 will be generated. This will support 300 full time jobs a year. Progress against the original strategy was reviewed and extensive consultation was undertaken with the sector to determine how best to address the outstanding priorities from the strategy. The draft action plan was approved for consultation by Committee in December 2015. The consultation closed in March 2016. At least 84% of respondents fully or mostly agreed to the proposed plans and actions within each theme. The revised Cultural Framework Action Plan 2016-20 was approved by Committee in April 2016. The actions 2016/17 are designed to deliver on four main themes: <ul style="list-style-type: none"> ▪ Distinctly Belfast - Deliver a "City as a Gallery" initiative launched in September 2016; develop international support programme to showcase Belfast's culture, arts and heritage. ▪ Inspiring Communities - conduct an audit of cultural activity; deliver capacity building programme for community-led arts projects; develop artists in communities programme. ▪ Attracting Audiences - set up Strategic Attracting Audiences Steering Group; develop and deliver audience development and marketing initiatives; create opportunities for collaborative marketing and clustering to increase the profile of events across the year. ▪ Strengthening the Sector – deliver skills development & training programme and review non-core funding streams to launch revised programme. 90 grants were awarded in quarter 1 (2016/17) to support the culture and arts sector.
.2	Secure Committee approval to develop an action plan 2016-20		
.3	Secure Committee approval for multi-annual funding 2016-20		
.4	Open call for small grants and multi-annual grants		
.5	Engage with the community on the new action plan		
.6	Evaluate the programme to date and develop a draft action plan for Committee consideration		
.7	Conduct public consultation on the draft plan		
.8	Obtain Committee approval of the new plan		
.9	Launch new action plan 2016-20		
.10	Assess and award new grants		
Deliver an improvement plan for key			

Ref	Activity	Responsible	Update
	Commercial assets e.g. Castle, Malone House, Stables and the Zoo		
.1 .2 .3 .4 .5 .6	Pre market testing on catering contract Tender process for catering contract Commercial review of assets including performance review and benchmarking analysis Draft improvement plan Identification of quick wins, income growth opportunities, use of promotions, pricing and programmes, etc to increase throughput Ongoing improvement	Rose Crozier, Assistant Director of City & Neighbourhoods Team: Jacqui Wilson, Parks & Leisure	An update on the improvement plan was presented to June Committee and further work has been requested in relation to the longer term options for the Zoo which will be presented to Committee in the next couple of months. A tender process is underway to replace the catering arrangements at the 4 sites which will include investment from the contractor and a focus on improving the performance of the sites.
	Support the expansion and ongoing success of Belfast Waterfront		
.1 .2	Support the expansion of the Waterfront and ensure marketing and programming are in place for launch. Ongoing management of the Belfast Waterfront up to and beyond the building extension programme.	Donal Durkan, Director of Development Team: Susie McCullough & WF Team	Under oversight of the Board of Directors and the Shareholders Committee the Belfast Waterfront is now operational with Quarter 1 of 2016 delivering on all targets. A one year plan, within the context of a five year strategy up to 31st March, 2021, was approved by Committee on 21st June, 2016. This included the financial plan for the management company. The future business plan will be presented to the Shareholders Committee on the 21st November 2016 along with an update on the performance of the company in Quarter 2. Members have been advised that the focus of the 2016/17 Business Plan was to generate increased income and as such it was important to be able to sell Belfast as a destination as well as the venue itself. The Company have been working with Visit Belfast to update information and marketing materials regarding travel connections to the city, in order to challenge perceptions about Belfast's accessibility in the international conference market. The Business Plan also includes details of the Corporate Social Responsibility elements, which include reduced rates for charities and not-for-profit events; and promoting work experience for local young people, offering experience in the catering industry, front-of-house, sales and marketing with low barriers of entry. The Company will also nominate a charity each year and ensure that the venues were used to benefit that charity as much as possible. As part of the conditions of the funding, targets were set for the company to achieve by 2020. These are: <ul style="list-style-type: none"> attract 50,000 delegate days (35,000 of which should be from out-of-state); host an average of 6 Large/National Association and 6 European/International Conferences per annum; and reduce the annual operating deficit by £1.6m from the baseline.

Ref	Activity	Responsible	Update
			In terms of the ICCA (International Congress and Convention Association) league rankings, Belfast Waterfront is doing well in its first year, when compared to similar sized cities.
5.2	Promote and position the city		
	Develop a 'city positioning' narrative and implementation plan		
.1 .2 .3 .4 .5 .6 .7 .8	Consult with key city stakeholders Produce an initial draft narrative Host Member workshop on emerging key themes Position Belfast to attend MIPIM in 2016 (see 2.1.3) Develop an implementation plan Secure Committee approval for the narrative and implementation plan Confirm the stakeholders for the 'Place Board' Commence 'Place Board'	Donal Durkan, Director of Development Team: Lisa Toland, TCHA & City Centre Development	Working with key city partners, an initial City Narrative has been developed and tested with stakeholders and others at various events during the year. Central to this has been on ensuring that the narrative is authentic, takes account of Belfast's unique characteristics and history, embodies the changes taking place in the City and capture a shared ambition for the future. This is currently being refined to focus on developing a number of sector specific propositions; focusing on investment, tourism and education. An outline implementation plan/framework has been developed which includes action plan. This is being reviewed by senior officers and will be brought to Committee for consideration.
5.3	Key strategic projects and policies		
	Deliver Renewing the Routes		
.1 .2 .3 .4 .5 .6	Project initiation for York 2 and Shankill 1, presentation of condition survey, initial drawings Value engineering and agreement of final costs Legal agreements, final drawings in place Commencement of onsite works for York Road and Shankill Road Ongoing delivery of Renewing the Routes on York Road and Shankill Road Job completion and end of project letters sent	Donal Durkan, Director of Development Team: Urban Development	The 2015/16 Renewing the Routes programme on York Road and Shankill Road was completed on target. Following the analysis on potential future schemes, it was agreed that the RTR programme would not go forward at this time, and should be considered in the context of the Council's approach to area working, city centre development and the realignment of staff resource as a result of the Council's new responsibilities in terms of planning.
	Develop the operating model for the Forthriver Innovation Centre (Innovation Factory)		
.1 .2 .3	Commence construction Development of spec for competitive dialogue process Commence competitive dialogue process to appoint operator	Donal Durkan, Director of Development Teams involved:	The new £9.1m Innovation Factory on Springfield Road will officially open at the end of September. This will be a pioneering creative business space for start-up businesses and expanding firms specialising in innovation, research and development and other creative solutions. It will support up to 400 jobs in a deprived area of the city. The Innovation Factory will be operated by Oxford Innovation (OI), a company with

Ref	Activity	Responsible	Update
.4 .5	Continue construction Appointment of operator	PMU, Estates, Procurement, & Economic Development	experience in running similar innovation centres across the UK. Community engagement, shared space and social regeneration plans have been developed and consulted upon. The contract will be closely monitored to ensure that the Innovation Factory delivers on the key objective, particularly job creation. It is expected it will support at least 145 jobs by 2018 and 187 by 2020.
6	Infrastructure and services		
6.1	Physical regeneration of the city		
	Support the development of effective policies and plans to shape the development of the city and neighbourhoods		
.1 .2 .3	Receive and input to regular updates on progress with key policies and plans for city and neighbourhoods development Ensure a co-ordinated approach to the development of the city and neighbourhoods across Council Provide strategic investment frameworks and initiatives at key sites across the city centre e.g. Linen Quarter, Western Quarter	Phil Williams Director of Planning and Place Team: Planning & Place, City Centre Development, Property & Projects, Development	Members have instigated the delivery of a major programme of capital investment and physical improvement across our neighbourhoods. In total this represents some £300 million of investment, including significant investment in the Council's leisure estate, some of which is in the heart of our most challenged communities. Council officers have been working with partners to secure synergies with other major capital schemes, e.g. the stadia. People and Communities Committee have been looking at how these assets can improve the achievement of outcomes for local people in terms of reduced health inequalities and improvements to quality of life. There are opportunities to optimise the achievement of economic opportunities, including employability opportunities and the creation of better local tourism product. This will be a key issue moving forward to ensure that an integrated approach to development across the city is planned and implemented. The Committee has been working with key partners to shape, influence and better coordinate improvement activity and priorities across the city. For example, presentations and representations from NI Water/DRD re the city's infrastructure. Additionally, progress has been made with the implementation of the City Centre Regeneration & Investment Strategy and updates are regularly reported to the CGR Committee. Key projects include the Cultural Hub, Western Quarter and Linen Quarter.
6.3	Ensure fit for purpose infrastructure		
	Develop a car parking & transport strategy		
.1 .2 .3 .4	Complete a baseline review Undertake an analysis of current issues, challenges and trends Complete an assessment of options Formulation of strategy and action plan	Nigel Grimshaw Director of People & Neighbourhoods/ Siobhan Toland Assistant Director of City &	The draft Car Parking Strategy and action plan was approved by Committee in June 2016 for public consultation which will close on 21 November 2016. Following the analysis of the consultation results, a revised strategy will be brought back to Committee for consideration. The draft strategy has 4 main objections: <ul style="list-style-type: none"> Ensuring appropriate provision and location of car parking to support and improve the economic vitality of the City Centre and district centres.

Ref	Activity	Responsible	Update
.5	Finalise draft strategy through consultation and member approval	Neighbourhoods Team: City Centre Development, Urban Development, Planning & Place	<ul style="list-style-type: none"> Ensuring car parking provision does not encourage less sustainable commuter travel, especially for journeys into the City Centre and supports access by public transport, cycling and walking. Minimising the potentially negative impacts of parking on residential communities in the city particularly in inner city areas. Working with stakeholders to improve the quality of parking and information available, ideally through technology and in particular develop a new parking signage and information system that supports parking and wider applications. <p>These are supported through a number of recommendations that the Council will undertake with its partners.</p>
Manage and develop future plans for the Belfast Bike Share scheme in the city centre			
.1 .2 .3 .4 .5 .6	Launch the new scheme Market and promote the scheme Develop options to expand the scheme into new areas Start construction of additional bike stations in key areas Monitor usage of the scheme, costs and performance Explore options for future expansion	Donal Durkan, Director of Development Team: Urban Development and Property & Projects	<p>The bike share scheme has been in operation since April 2015 and consists of 35 docking station across the city centre. During the first 15 months 4,000 annual subscribers, 3,000 casual memberships and 250,000 journeys have been made. We have recently launched a survey to gain public feedback on the scheme and ideas for improvement.</p> <p>Due to the success of the scheme, Committee approved plans to expand it across the city. In August, new docking stations were opened at both the Royal and City hospitals. A third station, at the Mater Hospital, will come online in the autumn 2016. The new stations mean that the number of docking stations, and bikes, has increased by 20% since the scheme was launched.</p> <p>Discussions are ongoing about options to extend the scheme. BSuC funding has also been secured to provide stations in Lower Shankill & Brown Square, Lower Oldpark (inc one at Girdwood Hub) and Lower Falls. Options for expansion depend on securing additional resources and Council approval. A Members workshop on the future approach is scheduled for October 2016.</p>
7	Fundamental enablers of success		
7.1	Strong city leadership		
	Ensure that key strategies and plans align and deliver on the economic growth agenda for the city e.g. Belfast Agenda, Local Development Plan etc.		
.1 .2	Ongoing representation of economic information, programmes and progress at regional, city and council planning events Influence and shape the development of key	Suzanne Wylie, Chief Executive Team:	Members have played a leading role in shaping the Belfast Agenda, the community plan for Belfast. The Belfast Agenda has at its core a commitment to inclusive growth. The Committee has played a key role in ensuring that the narrative of the agenda balances the need for economic growth with the purpose of this growth – to connect people to

Ref	Activity	Responsible	Update
	strategies e.g. developing of the Belfast Agenda, Local Development Plan, planning and development proposals etc.	City Centre Development, City & Neighbourhood Services, Development Planning & Place, Property & Projects,	<p>opportunity and reduce inequality.</p> <p>The process for the Local Development Plan is a four year process and Members will have key role in shaping this as it progresses.</p> <p>Internally, officers have been working to ensure that the various activities across Council are aligned with each other and the overall Corporate Plan and Belfast Agenda.</p> <p>The Committee Planning Workshop in the autumn 2016 will provide a key opportunity to input to the future priorities for the Committee in terms of the key strategies to deliver economic growth for the city.</p>
7.2 Work close together			
	Implement regular 'strategic' committee meetings to consider key strategic issues for the city e.g. transport, city infrastructure, housing etc.		
.1	Finalise arrangements for bi-monthly strategic committee sessions	Suzanne Wylie, Chief Executive	<p>These are now firmly established and provide the opportunity for Committee to receive updates on key developments and to inform and influence strategic issues and the work of key partners in the city. This helps the Council to fulfil its city leadership role and ensure that key city stakeholders are aware of and aligned to our priorities. Sessions to date have included presentations and representations from NI Water/DRD relating to the city's infrastructure; exploratory drilling at Woodburn Forest; the public realm improvement works which have formed the first phase of the Streets Ahead programme; Student Accommodation; the 'Bike Life' Report; car parking; public hire taxis; and Transport NI.</p> <p>The Committee's agreement in August 2016 to secure support to develop a specification for a City Infrastructure Plan will be a significant piece of work moving forward that will help to ensure that the City's infrastructure plans can support the scale and pace of development in Belfast.</p>
.2	Ongoing strategic sessions with key partners on major city issues such as transport, housing, skills, etc.	Team: Democratic Services and other services across Council	