



The Belfast Agenda

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# City Development Board

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**Programme Brief**  
April 2021



## Document History

**Document Owner:** The owner of this document is: ***The City Development Board on behalf of Belfast's Community Planning Partnership***

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## 1. Background

The Belfast Agenda, the city's first community plan, was published in November 2017, and provides a long-term framework for how community planning partners will work collaboratively to deliver an ambitious and inclusive vision that will create a better quality of life for all citizens in Belfast.

## 2. Our Shared Vision, Ambitions & Outcomes

Our vision for Belfast in 2035 is:

*"Belfast will be a city re-imagined. A great place to live for everyone. It will energise and drive a successful economy where everyone can reach their potential. Beautiful, well connected and culturally vibrant, it will be a city shared and loved by its people and admired around the world. It will be a producer of and magnet for talent, investment, innovation and creativity – a compassionate place where people create value and are valued."*

Residents and city partners identified five key outcomes they want to achieve working together:



Through the Belfast Agenda we want to deliver the following bold ambitions

Our economy supports  
**46,000**  
additional jobs.

Our city is home to an additional  
**66,000**  
people.

There will be a  
**33 per cent**  
reduction in the life expectancy gap between the most and least deprived neighbourhoods.

Every young person leaving school has a destination that fulfils their potential.

### 3. Governance – A City Leadership Model

The Community Planning Partnership (Partnership) was established in February 2018, under the auspices of the Local Government (NI) Act 2015, and the associated guidance issues in 2015 for the operation of Community Planning in Northern Ireland. The aim of the partnership is to improve the economic, social and environmental wellbeing of the district through encouraging and enabling joined up planning and collaborative delivery across partners.

The Partnership has adopted a City Leadership approach to the governance and management of the Belfast Agenda with a focus on building support for the shared vision and outcomes, facilitating collaborative delivery based on data/intelligence, analytics and agreeing priorities as well as promoting and enabling innovation and sharing good practice. We have established four 'delivery focused boards' to drive collaboration across partners and deliver the agreed priority areas for focus.

As a partnership, we are responsive and adaptive to change. For example, we have established a resilience and sustainability board to drive activity in this area and more recently have acknowledged that there is a greater alignment between the growing the economy and working & learning strands of the Belfast Agenda, and have established a new City Development Board to focus on these priorities.

Each delivery board will have the ability to form Task and Finish Sub-Groups to give focus and drive forward specific priority areas, seek to problem solve, innovate and develop a focused action plan.



These boards meet on a quarterly basis and are supported by sub groups as required, to drive action and impact for priority areas of focus.

### 4. Purpose of the City Development Board

The City Development Board will provide strategic oversight with respect to the delivery of programmes and projects that fall under the City Development strand of the Belfast Agenda, reporting on outcomes related issues and the capacity of Community Planning Partners to deliver agreed actions, projects and outcomes aligned with community planning aspirations.

The purpose of the City Development Delivery Board is to manage and monitor progress against the relevant outcomes and priorities of the Belfast Agenda. The Board will oversee the delivery of programmes and projects that seek to ‘turn the curve’ on a number of population indicators (outlined below) which measure the progress of our outcomes over the long-term.

Belfast Agenda Outcome	Population Indicator
Everyone in Belfast benefits from a thriving and prosperous economy	<ul style="list-style-type: none"> <li>City productivity levels</li> <li>Investment into Belfast</li> <li>City competitiveness</li> <li>Total spend by external visitors</li> <li>Supply of Housing</li> </ul>
Everyone in Belfast experiences good health and wellbeing	<ul style="list-style-type: none"> <li>Number of population living in decent homes</li> <li>Number of households in housing stress</li> </ul>
Belfast is a vibrant, attractive, connected and environmentally sustainable city	<ul style="list-style-type: none"> <li>Air quality</li> <li>Percentage of all journeys which are made by walking, cycling or public transport</li> <li>Number of miles of cycle lanes, footways and footpaths</li> <li>Proportion of homes that are energy efficient</li> <li>Satisfaction with Belfast as a place to live</li> </ul>

The Community Planning priority areas relating to the City Development Board will be defined in collaboration with partners and may focus initially across the following themes:

- i. City Regeneration & Investment
- ii. Housing Led Regeneration
- iii. Future City Centre Programme
- iv. Active Travel & Connectivity

The City Development Board will be required to examine these priority areas further, explore the key challenges and/or opportunities which may exist, define potential scope and identify those key actions and interventions that deliver collaborative gain and improved outcomes through a partnership approach. Consideration will also be given to the resource implications attached to proposed areas for action.

## 5. Principles and Shared Values

The shared values underpinning the Belfast Agenda (as set out within the Community Plan and terms of reference for the Community Planning Partnership) are as follows, and will apply to the City Development Board and its sub-groups:

- ‘A focus on outcomes for people – ensuring investment in services, programmes and projects delivers positive impacts on people’s wellbeing.
- Partnership for collaborative gain - ensuring partnerships achieve more by working better together.
- Equality and good relations – ensuring equality of opportunity and diversity are valued, and ensuring promotion of good relations.
- Inclusiveness, care and compassion – ensuring no-one is left behind: focusing on inclusive growth and ensuring the needs of the vulnerable are met.
- Sustainable development and respect for our environment – taking a balanced approach to improvements in economic, social and environmental wellbeing to protect our city and its environment for future generations.
- Resilience for the future.
- Innovative people centred design and delivery.
- Decisions driven by evidence – ensuring that strategies, plans and programmes for and relating to the city are informed by robust, shared intelligence and analysis.’

## 6. Functions of the City Development Board

Within the scope of the Co-chairs mandate, the functions of the Programme Board are:

- i. To hold Community Planning Partners to account for the delivery of the outcomes, benefits and projects within the programme;
- ii. To be accountable (through the Co-chairs) to the Community Planning Partnership Board;
- iii. To build and secure consensus on priorities for collaborative action;
- iv. To create opportunities and an environment for innovation and testing of new approaches
- v. To assure the overall health of the delivery activity and programmes of work;
- vi. To establish a framework for collective responsibility for the delivery of outcomes, including the development of common frameworks for monitoring and reporting progress
- vii. To recognise the risks and issues affecting the delivery, including monitoring current and forecast use of funding and resources against agreed budgets, and ensure appropriate mitigations are in place;
- viii. To escalate issues that cannot be managed within this Programme Board with recommended action to the Community Planning Partnership;
- ix. To raise issues with recommended action to the Community Planning Partnership where delivery activity has, or is predicted to, go outside of approved tolerances;
- x. To align the communication of programme delivery and success with the wider Belfast Agenda portfolio;
- xi. To receive, consider and assess the impact of new change requirements from the Belfast Agenda portfolio or from within the programme;
- xii. To specify requirements for resources and programme support from the portfolio or Community Planning Partnership;
- xiii. To celebrate success and encourage sharing learning and good practice;
- xiv. To support the city recovery ambitions in response to the Covid-19 pandemic and the recovery plans
- xv. To support the Community Planning Partnership by identifying potential funding and resource requirements, and assessing the relative priorities for committed and potential change activities;

## 7. Membership

The Board has adopted a co-chair model with Alistair Reid, Strategic Director of Place & Economy in Belfast City Council and **(a nomination to be confirmed by the Board )** being the convening leads (Senior Responsible Officers) for the Board.

Partners from the following organisations will support the delivery of agreed actions and outcomes. Representation from each organisation should have the authority to agree actions and commit resources if agreed appropriate.

ORGANISATION	Nomination (TBC)	Position
1. Belfast City Council	Alistair Reid	Strategic Director Place & Economy
2. Belfast City Council	Cathy Reynolds	Director City Regeneration & Development
3. Department for Communities	Ciaran Donnelly	Director of Belfast Regeneration
4. Department for Infrastructure	Liz Loughran	Director of Transport Policy
5. NI Housing Executive	Grainne Long/ Elma Newberry	Chief Executive
6. Belfast Chamber of Trade and Commerce	Simon Hamilton	Chief Executive
7. Belfast Harbour	Graeme Johnson	Director
8. VCSE Panel Nomination	Craig Mc Guicken	Chief Executive (NI Environment Link)
9. VCSE Panel Nomination	Joan Devlin	CX Belfast Healthy Cities
10. Eastside Partnership	Maurice Kinhead	Chief Executive
11. West Belfast Partnership Board	Geraldine McAteer	Chief Executive
12. Forward South Partnership	Briege Arthurs	Chief Executive
13. Greater Shankill Partnership	Jackie Redpath	Chief Executive
14. Queens University Belfast	Alistair Stewart	Acting Head of Public Engagement
15. Ulster University	Rafaella Folli	Provost
16. Sustrans	Anne Madden	Policy Manager
17. Titanic Quarter	James Eyre	Commercial Director
18. Tourism NI	Martin Graham	Regional Development Manager
19. Visit Belfast	Gerry Lennon	Chief Executive
20. Urban Villages	Stephen McGowen	
21. NI Federation of Housing Associations	Ben Collins	Chief Executive
22. Translink	Damian Bannon	Belfast Area Manager
22. Developers / Private Sector (x 4)	TBC Confirmed	

## 10. Frequency, Timing and Venue of Meetings

Meetings of the City Development Board will be held quarterly and take place, where possible, at Belfast City Council or community planning partner offices. Meetings of sub-groups will be aligned with the timing of the City Development Board to allow for the efficient flow of information, decisions and issues through the Board to the Community Planning Partnership. When required, meetings may be called by the chair on a more regular basis.

During the Covid-19 Pandemic meetings will be held remotely via MS Teams based on available health advice and guidance from the government. Remote attendance via MS Teams will also be facilitated at other times if required.

## 11. Chair Responsibilities & Requirements

A co-chairing model has been established for the City Development Board, which embeds the ethos of partnership working within Community Planning structures. Alistair Reid (Belfast City Council) and **(TBC)** have been appointed as co-chairs for the Board with primary responsibilities as follows:

- Chairing Board meetings and other action planning meetings as required;
- Setting the agenda for Board meetings and ensuring all items are covered;
- Leading on the discussion of highlight reports and business items ensuring necessary actions are assigned along with consideration of issues, risks and resources;
- Seeking to ensure that adequate resources are in place to support effective delivery across priority areas;
- Leading on the decision making at Programme Board level if required;
- Reporting to the Community Planning Partnership.

## 12. Secretariat

Belfast City Council's Portfolio Office will provide the secretariat function for the City Development Board and its sub-groups, providing a co-ordination role for programmes of work as they emerge. Key Responsibilities are as follows:

- Ensuring the appropriate scheduling and management of Board and sub-group meetings, including logistics and ensuring supporting information is issued in a timely manner;
- Preparing, in liaison with relevant partners, presentations, highlight reports and other updates for submission to the Board as required;
- Ensuring agreed actions from the Board are assigned to relevant officers and implementation follows with progress updates to be submitted to the Chair and Board as required;
- Managing interdependencies across the wider Community Planning portfolio and resolve issues and conflicts as they arise;
- Working with the chair and partners to identify and secure adequate resources to support delivery of priority areas;
- Providing advice and recommendations to the chair and Board to enable informed decision making;
- Working collaboratively with partners and other stakeholders to progress priority areas of focus.

## 13. Board Members Responsibilities

Delivery of the Belfast Agenda priorities is taking place across a wide range of city partners who are committed to using community planning to enhance how we work together, challenge organisational silos, find new collaborative solutions that will deliver added value and in creating real impact and improvements in well-being and quality of life for people in Belfast.

Members of the City Development Board are therefore committed to:

- Attending and actively participating in City Development Board and sub-group meetings and if this is not possible nominating a representative with relevant authority to attend;
- Endeavoring to deliver all decisions/actions agreed by the Board and assigned to them, taking account of resource implications;

- Participating in action planning, decision making, outcomes monitoring and in shaping the strategic direction of the City Development priority areas;
- Exploring how resources can be secured to successfully deliver the collective ambitions outlined in the Belfast Agenda, particularly with respect to the priorities of the City Development Board;
- Supporting efforts to engage with citizens, sectoral groups and wider stakeholders whose views are fundamental in shaping the development of a long-term action plan to improve City Regeneration and development in the city;
- Supporting the statutory review of the Belfast Agenda and associated monitoring and reporting requirements against key programmes of work and activity.
- Raising awareness of the work of the Board and Community Planning, including dissemination of relevant information, within their respective organisations & wider networks.

#### 14. Quorum Requirements

A minimum of six Board members are required for the meeting to be recognised as an authorised meeting for the recommendations or resolutions to be valid.

Depending on the decisions required, the Chair reserves the right to defer a decision until a wider quorum is available

#### 15. Review Timetable

A review of the effectiveness of the Board will be undertaken within 12 months and recommendations brought forward for consideration of the Board, alongside any required updates to the Programme Brief.

The Belfast Agenda

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# City Development Board

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## Reconfiguration of Board



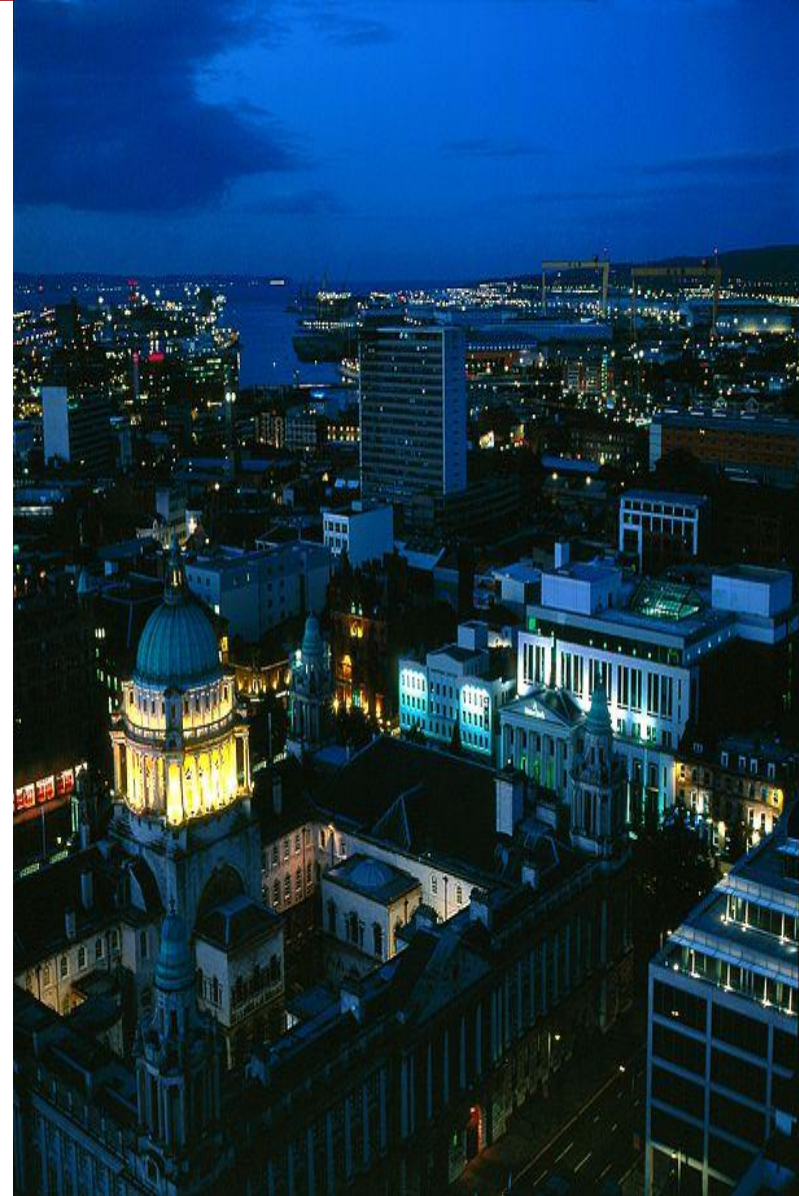
**Alistair Reid**  
26 April 2021





# Context.. Drivers for change

- Covid-19 Pandemic and need to reassess
- Widening inequalities across the city
- Scheduled refresh of the Belfast Agenda
- Ensure better alignment
- Desire to synergise across Boards
- Effectively utilise Partner's energy and time



# Reconfiguration of Boards



The Belfast Agenda

City Development Board

Living Here Board

Growing the Economy &  
City Development Board

Working and Learning  
Board

Resilience Board

## Alignment and synergies across boards

City Development

1. City Regeneration and Investment
2. Housing led Regeneration
3. Future City Centre Programme
4. Access, Travel and Connectivity

Jobs & Skills Board

1. Enterprise & Business Growth
2. Supporting tourism, culture, arts, entertainment & hospitality
3. Skills and Employability
4. Educational Underachievement (*to be further discussed*)

# Challenges & Opportunities



The Belfast Agenda

City Development Board



City Regeneration & Investment



Future City Centre Programme



Housing Lead Regeneration



Access, Travel & Connectivity

# Role of Delivery Board (RECAP)



The Belfast Agenda

City Development Board

## Programme Brief

- Community Planning 'owned' by the Partnership
- Collective Leadership Model
- Build consensus for priorities for collaborative action
- Create opportunities for innovation & testing new approaches
- Collective responsibility for delivery and improving outcomes.
- Unlock potential blockages impacting delivery.
- Support the city recovery ambitions in response to the Covid-19 Pandemic



# Refining our focus for ACTION



The Belfast Agenda

City Development Board

- **Short-Term** – Refining the focus and priority areas for action over the next 6-12 months
- **Medium/Long Term** – Informing and shaping Refresh of the Belfast Agenda and sustaining action

## Partners Insights

April - May 2021

Completion of Pro-forma  
by Board Members

## Review & Alignment previous Action Plan(s)

April - May 2021

## Inaugural Board Meetings

April - May 2021

Boards to agree ToR  
and action planning  
approach

## Co-design Workshops

June – July 2021

Facilitated co-design  
sessions with Boards,  
sub-groups to inform  
action plans

## Agreed Priorities & Actions

Sept – Oct 2021

Consideration of draft  
Action Plans by respective  
Boards & CPP

## Feeding into Review of BA

Oct 2021 - Early 2022

Supporting the refresh of  
the Belfast Agenda and  
future focus of the boards

# Determining Community Planning Focus

What is considered Community Planning activity? What should be driven/owned by the CPP and delivery Boards?

## ✓ Outcomes focussed

Delivery should make a contribution to delivering the Belfast Agenda's **long term outcomes** - turning curves on our population indicators.

## ✓ Partnership & collaboration

Delivery requires collaboration of **more than one** Community Planning Partner organisation.

## ✓ Creating added value

Delivery shouldn't be considered business as usual activity. Actions should be **new** initiatives, or enhance existing activity through greater collaboration, joint resourcing and focusing on impact. May also include actions where partnership focus is need to 'unblock the system'.

## ✓ Impact oriented

Emphasis of delivery should be on **practical interventions** that deliver impact (as opposed to creating new plans and strategies). Partners involved will need to monitor impact by measuring contribution of actions through performance measures.

## ✓ Community involvement

Community stakeholders should be engaged to help shape the understanding of what actions are needed, or to identify opportunities for other stakeholders to contribute to delivery?

## ✓ Resourcing

Delivery should require joint resourcing and effort – this could be staff time, services or investment (Ultimate aim should be pooled budgets, but not necessarily a pre-requisite).

## ✓ Evidence informed

Data, research and evidence should **support the rationale** for the priorities/actions to deliver the impact required.

# Belfast Agenda Review

**John Tully**, Belfast City Council  
City Development Board  
Monday 26 April 2021



# Belfast Agenda Review: Drivers for change

**Belfast**

- **Legislation** - LG Act specifies a statutory duty for CPP to review community plan 4 years from the first community plan (by Nov 2021)
  - DfC letter (circulated to partners in advance) indicates the Department is not specifying a form the review should take, but rather they're content the review is ongoing. Requesting a more formal review by Apr 2022, to align with PfG.
- **COVID Recovery** - As the effects of the pandemic emerge, we need to ensure our city economy and communities are able to rebuild in the coming months and years.
- **Continuous Improvement** – challenging ourselves to improve how we work better together to deliver more meaningful impact (or outcomes) for all Belfast residents. What is the quality, quantity, and impact of our work?

## Defining Scope of the Review

- By end March 2022, produce an updated Belfast Agenda ‘city strategy’ document underpinned by separate Delivery Action Plans.
  - A. The city strategy document contains the long-term vision and outcomes, population indicators and 4-year priorities.
  - B. New CPP Delivery Action Plans will highlight actions to deliver the 4 year priorities and will be based on a number of criteria such as:
    - ✓ Partnership activity providing collaborative gain / not business as usual activity;
    - ✓ Designed to contribute to the Belfast Agenda outcomes; and
    - ✓ Include ‘area specific’ elements making the ‘Belfast Agenda’ more meaningful to communities.

## Planning Assumptions

- Our collective role is to improve outcomes for local people.
- A positive and asset based approach to action planning.
- Co-design approach to development and delivery, including a bottom-up approach, to ensure that people have more of a stake in the community planning process.
- Build upon evidence and data, using local insights and knowledge.
- Partners provide resources for the review process and align resources to the agreed Delivery Action Plans.
- Partners engage in continuous improvement.

## Values and Principles

- Partnership - equal voice and influence, processes that reflect and enable this
- Connected - to people and communities across the city
- Continuous improvement - apply learning from our experience and that of other places to improve what we do and how we do it
- Accountability - ensure we are all accountable for delivering what we have agreed
- Additionality – its not business as usual

## The Refresh Journey - Timelines





**Belfast**  
City Council

# Future City Centre

**Cathy Reynolds**

*Director of City Regeneration & Development*



## AMBITIONS & VISION



SUPPORTING  
CULTURAL  
RECOVERY

## BY 2035

- Deliver **31,600** new homes
- Develop 550,000 sq m of **employment floor space**
- Increase population by **66,000 people**



## OUR GOAL

- To transition to an **inclusive, zero-emissions, climate-resilient economy** in a generation.
- **1st plan** of kind in NI



# Belfast City Centre Regeneration & Investment Strategy

- 1) Increase **Employment** Population
- 2) Increase **Residential** Population
- 3) Manage **Retail** Offer
- 4) Maximise **Tourism** Opportunity
- 5) Create **Learning** and Innovation Centres
- 6) Create a **Green, Walkable, Cyclable** centre
- 7) **Connect** to city around
- 8) A **Shared** Space and **Social** Impact

Special Action Areas created and  
Regeneration Taskforce established.



# Future City Centre Programme

## Regeneration & Connectivity

- Creating the physical built environment to create vibrancy; sustain our economic recovery and support an inclusive, accessible and connected city centre.
- **Examples:**
- Major Regeneration Developments
- City Centre Living
- Connected Spaces & Places
- Lighting & Tactical Regeneration
- Connectivity & Active Travel
- Culture & Built Heritage

## Business & Investment

- To support and sustain existing and new businesses, and attract new businesses.
- **Examples:**
- Business Support Programmes
- City Investment Service

## City Centre Vibrancy

- To encourage vitality, vibrancy and increased footfall; maximising our cultural and tourism offering, building on the ten year cultural strategy, A City Imagining
- **Examples:**
- 2023 Year of Culture projects
- Animation & events, pop up activities.
- Enhanced use of public realm & environmental improvements to encourage footfall and increased dwell time
- Meanwhile use

## Position the City to Compete

- To build on our reputation as a unique destination for investment, tourism and development.
- **Examples:**
- Renewed Ambition – public private partnership
- Vacancy interventions

## Digital Innovation

- Maximising and deploying digital technology and innovation solutions to position the city as a key location for innovation and support indigenous and new businesses to thrive and grow.
- **Examples:**
- Smart District
- 5G and Wireless opportunities

## Clean, Green & Safe (Multi-Agency)

- To enhance the city centre experience through a clean, accessible, safe and pleasant environment.
- **Examples:**
- Providing enhanced city cleansing regimes
- Imaginative use of open & civic spaces particularly to support retail / hospitality sectors
- Support the provision of parklets and greening the city initiatives

# Housing led regeneration



# Inclusive City Centre Living



# City Centre Living Vision

## Work Stream 1

### Opportunities and challenges

- Review existing Policy and Plans and identify key issues or gaps.
- Social and Physical Infrastructure
- Repurposing existing Buildings
- Existing planning consents
- Impact of Covid/Brexit

## Work Stream 2

### Understanding market demand and supporting new and existing communities

- Understanding market driven demand
- Existing communities and engagement
- Future City Centre Innovation

## Work Stream 3

### Investor demand and Council intervention

- Investor Demand
- Funding
- Obstacles to Delivery
- Site Viability
- Options appraisal

# Housing Led Regeneration

## Major Residential Led Opportunities

“Belfast City Council is committed to working collaboratively with public and private sector partners to deliver a once in a generation opportunity to deliver up to 1,600 city centre homes; contributing to the Belfast Agenda’s ambition to attract 66,000 new residents to the city by 2035”



Ormeau  
Avenue

Linen Quarter



Smithfield

Inner North West



Corporation  
Street

Greater Clarendon



Dunbar  
Street

Cathedral Quarter



Gloucester  
Street

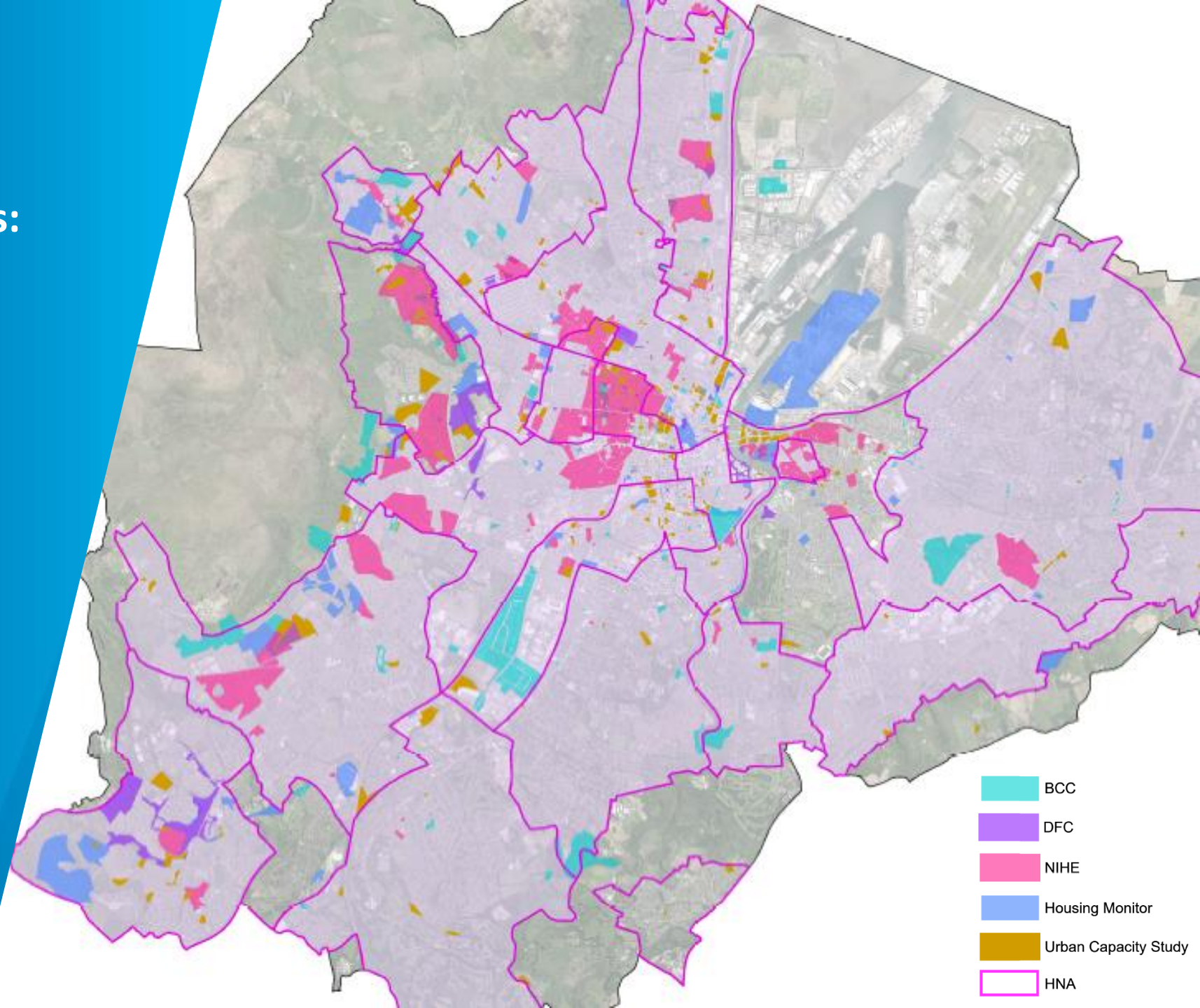
Victoria Square



Gasworks

Gasworks

## City wide public sector lands: opportunities?



# City Centre Development Tracker 2015-2020

## City Regeneration & Development



### OFFICE

1,500,000ft<sup>2</sup>  
completed

1,000,000ft<sup>2</sup>  
under  
construction



### PBMSA

3,200 beds  
completed

4,500 beds  
construction



### RESIDENTIAL

300 units  
completed

Over 4,000 at  
various stages  
of planning



### HOTEL

1,500 beds  
completed

0 beds under  
construction

# Major Developments



TRIBECA



WATERSIDE



WEAVERS CROSS



TITANIC QUARTER



Destination Hub



CITY QUAYS 3



SMITHFIELD YARD



THE SIXTH

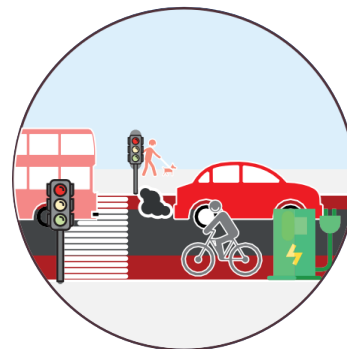
# Bolder Vision - Themes for Change



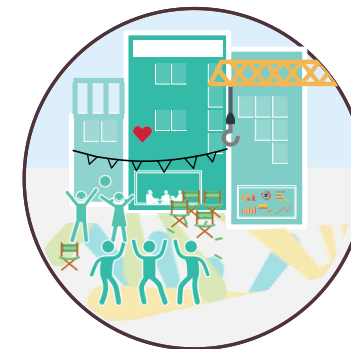
City Centre as an  
Inclusive Place to Live,  
Work and Visit



Embracing our  
Rivers



Remove Reliance  
on Car Travel



Community Focused  
Regeneration



Active and Inclusive  
Public Realm and Green  
Spaces



Vibrant and Safe  
Streets



Prioritise Walking,  
Cycling & Public  
Transport



Overcoming Severance  
with Surrounding  
Communities

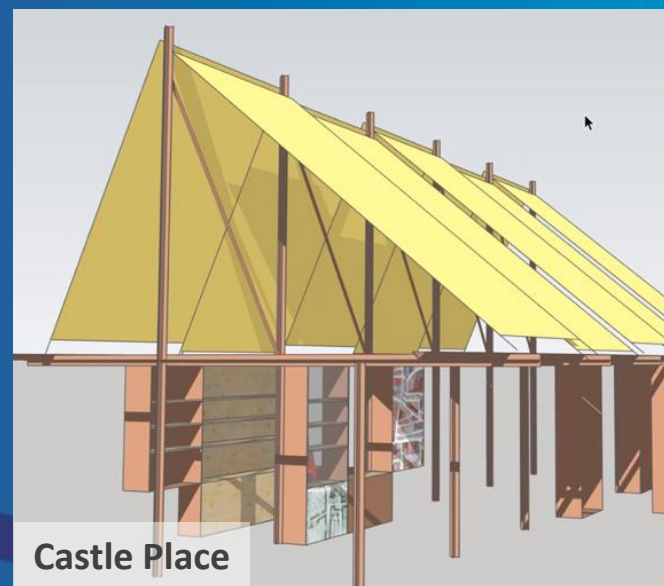
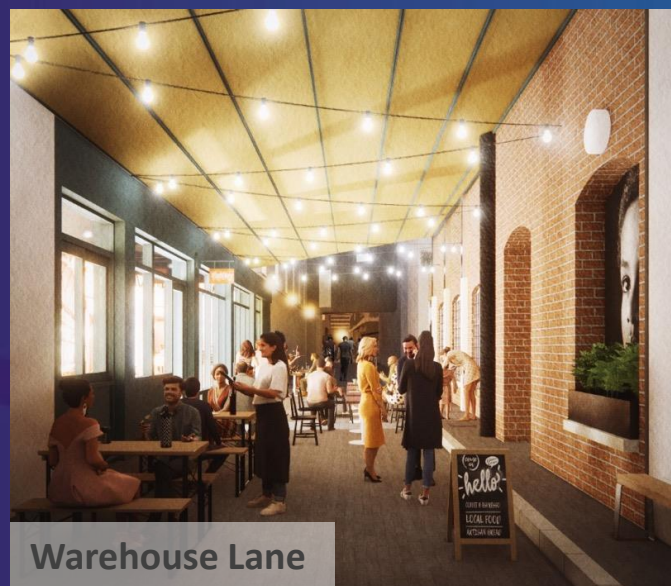
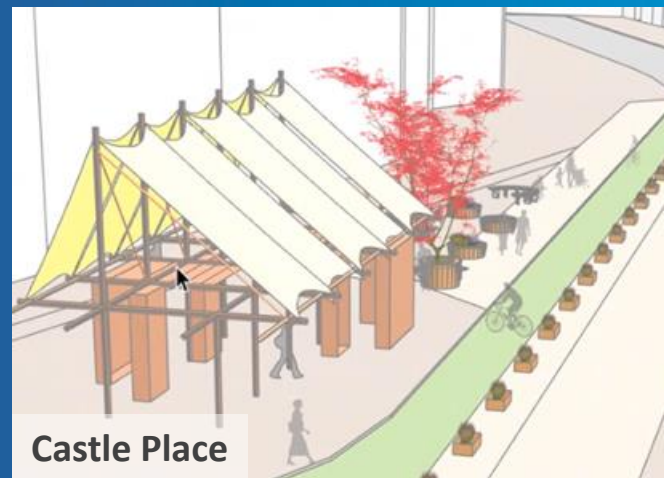
# Bolder Vision - Indicative timelines

- Phase 2: April – September 21 – baseline and vision review; scenario development/options with potential interventions. Note - opportunity for pilot projects being brought forward in tandem with progression of final strategy and delivery plan. Thematic workshops and targeted stakeholder engagement and analysis, and draft strategy report for consultation in Phase 3.
- Phase 3: September 21 – April 22 – 12 week public consultation on Draft Strategy report and Delivery Plan, Strategic Outline Business Case, and Monitoring Strategy.



# Reimagining Public Realm / Connected Spaces and Places





# Reimagining Public Space - Business Cluster & Community Grants



## Future City Centre Programme

### Reimagining Public Space – Belfast Entries



#### A LUMINOUS CITY

12 NEW LED LIGHTING INTERVENTIONS



#### A LUMINOUS CITY

CITY WIDE PROGRAMMING



#### A CITY IMAGINING

33 STREET ART COMMISSIONS



#### CLEANER

7 ENTRIES REFRESHED



#### WAYFINDING

24 NEW INTERPRETIVE & BUSINESS PANELS



#### CLEAN & GREEN

60+ NEW PLANTERS



# Addressing Vacancies

High Street Stores with a presence in Belfast CC – **Closed**

Cath Kidston  
Oasis & Warehouse  
Easons  
Laura Ashley  
Tesco Metro (Royal Ave)  
Carphone Warehouse  
D W Sports  
T. M. Lewin  
Victoria's Secret  
LK Bennett  
Hawkins Bazaar  
Topshop and Topman (VS)  
Miss Selfridge  
Debenhams (CC)  
Burton  
Dorothy Perkins  
Wallis  
Argos (Rosses Court)  
Thorntons  
Flying Tiger

DEBENHAM'S

LAURA ASHLEY

Argos

Thorntons

TOPSHOP  
TOPMAN

Miss Selfridge

OASIS

Carphone Warehouse

Cath Kidston®

WAREHOUSE

Monsoon

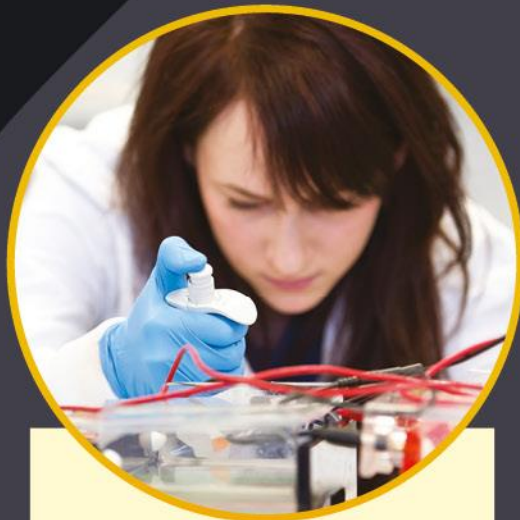
# Building foundations and supporting longer-term recovery





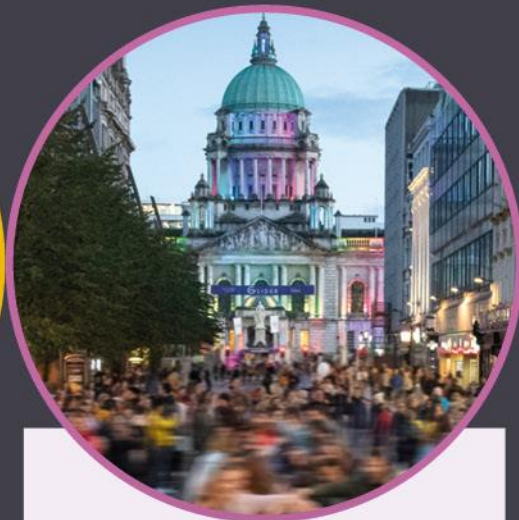
# SMART Belfast

- £350m investment in digital and innovation including the Belfast Smart District
- AI and Big Data, Life and Health Sciences, Clean Growth
- £60m Challenge Funds
- £40m Investment in Advanced Wireless Infrastructure



## The Innovation District

- World-class hub for research, innovation and entrepreneurialism
- Space for 30,000 jobs and 25,000 academics and students
- Key clusters in FinTech, Cybersecurity, Health Tech and Clean Tech



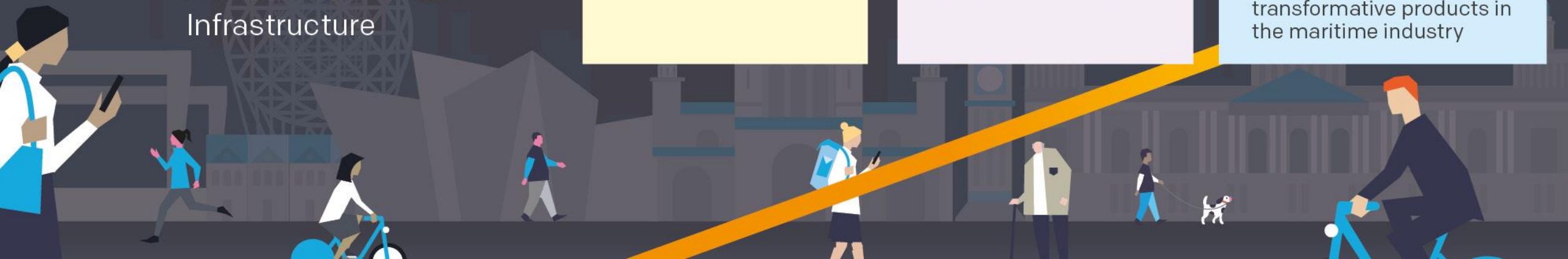
## The Smart City Core

- Supportive real-world environment to trial innovative urban services
- Key projects on smart healthy neighbourhoods, clean energy economy and future mobility
- Offers an 'urban sandbox' that reduces barriers to innovation



## The Smart Port

- Belfast Harbour aims to become a Smart Port, Green Port and the world's best regional port
- UK's first 5G private network for ports, accelerating digital transformation
- Use of digital twin technology to support delivery of high value transformative products in the maritime industry



# Renewed Ambition

Programme:  
Let's Talk Belfast



Engagement &  
Advocacy



Media &  
Communications



Research



Real Estate Social Impact Piece:

Wider economic, social and environmental impact of Real Estate Investment in the Belfast City Region

3 lenses:

- Local and Direct Economic impacts
- Social impacts
- Environmental impacts

# Clean, Green and Safe

- Enhancing the city centre experience through a clean, accessible, safe and pleasant environment.
- Strategic Stakeholder Engagement Study and Action Plan for a Belfast City Centre Clean, Green, Inclusive and Safe Initiative.
- Includes online survey that will offer the opportunity to feedback on ideas and priorities to help enhance the city centre, with a framework developed to engage with a range of key stakeholders.
- It is intended that this work will inform the development of an action plan that will be embedded within an overall approach to the re-opening and future of the city centre and the longer-term priorities within the overall FCC programme.



# Connecting the City

- Connect city centre to city neighbourhoods
- Create a green, walkable, cycable centre



# Business and Investments

- Key priority: supporting and sustaining existing and new businesses, and attracting new investment
- A number of sectors that have remained more resilient eg tech based
- Holistic approach of the FCC work – not only looking at the city centre as a business location but also a tourism destination, a leisure space and a place where people live – will be critical for its long-term economic success. Place-based approach
- While the tech and digital sectors are likely to drive the city's economic growth in the coming years, it is essential that we retain a focus on inclusive economic growth in order to ensure that our residents can benefit from the developments in the city.
- Taking account of planned investments such as the Innovation District, we will work with employers to develop targeted interventions to support those furthest from the labour market or with specific challenges to access employment and skills development support and find a job.
- A key focus of our work will be to support the revival of tourism and hospitality in the city centre, as well as a restructured retail offer focused on the uniqueness of Belfast and building on the wider work to reimagine and reshape the city core. Alongside this, we will be working with businesses outside the city centre to support business recovery in a drive to enhance their future resilience and sustainability.

# City Vibrancy

## Belfast Canvas



## Window Dressing

# City Vibrancy

## UNESCO City of Music



2023 year of culture – Urban Forest

# Considerations

1. Are there other priorities and/or opportunities we should pursue?
2. Scale of challenge will require enhanced and sustained partnership
3. Maximising opportunities and benefits for city and local communities
4. Consider through multiple lens – investment, employment, social value



## NOTE OF BOARD MEETING

**Date:** Monday 26 April 2021, 2pm-4pm

**Venue:** via MS TEAMS

### Attendance:

Belfast City Council	Alistair Reid (CHAIR)
DfC	Ciaran Donnelly
NI Housing Executive	Grainia Long
NI Housing Executive	Ailbhe Hickey
Belfast Chamber of Trade and Commerce	Simon Hamilton
Belfast Harbour	Graeme Johnson
VCSE Panel Nomination	Craig Mc Guicken
VCSE Panel Nomination	Joan Devlin
Eastside Partnership	Chris Armstrong
Greater Shankill Partnership	Nicola Verner
Queen's University	Alistair Stewart
Titanic Quarter	James Eyre
Tourism NI	Martin Graham
Visit Belfast	Gerry Lennon
Urban Villages	Stephen McGowan
NI Federation of Housing Associations	Tracey Ellis
Translink	Damian Bannon
West Belfast Partnership	Joe Duffy
Department for Infrastructure	Simon Wells
Belfast City Council	Cathy Reynolds
Belfast City Council	Kevin Heaney
Belfast City Council	John Tully
Belfast City Council	Claire Patterson
Belfast City Council	Michelle Bagnall
Belfast City Council	Jamie Uprichard
Belfast City Council	Naomi Doak

### Apologies:

Sustrans	Anne Madden
Ulster University	Rafaella Folli
WB Partnership Board	Geraldine McAteer
FS Partnership	Briege Arthurs
DfI	Liz Loughran

Item	Discussion	Action & Lead(s)
1.	<b>Reconfiguration of Belfast Agenda Boards and Programme Brief</b>	
1.1	Alistair Reid welcomed partners to the meeting. An update presentation was given on the reconfiguration of the Belfast Agenda boards and the Programme Brief which had been circulated to partners. Kevin Heaney advised that we would not be starting the process of action planning with a blank sheet but with a legacy of the work that had been carried out by the previous boards.	Note
2.	<b>Discussion on impact of Covid pandemic on city growth</b>	

2.1	During discussions the following key points had been highlighted by partners:	
	<p><u>Ciaran Donnelly (DFC)</u></p> <ul style="list-style-type: none"> <li>• A significant programme of work had been carried out to date</li> <li>• Revitalisation Programme - £4.5m investment in this period</li> <li>• Housing led regeneration – work on-going in a cluster of sites</li> <li>• Ongoing engagement with Belfast CC on the Inner North West development</li> <li>• Car parking - comprehensive regeneration scheme / some interest from institutional investors</li> <li>• Writers Square - seeking Ministerial approval to move to development brief</li> <li>• Queens Quay - housing led scheme - planning approval for next year</li> </ul> <p>Follow-up discussion to be arranged on Writers Square development.</p> <p><u>Gerry Lennon (Visit Belfast)</u></p> <ul style="list-style-type: none"> <li>• Tourism massively impacted upon by pandemic</li> <li>• Vaccination critical and creating a new sense of positivity</li> <li>• Huge pent up demand for travel / significant personal disposable income</li> <li>• Oven ready campaigns to secure visitors</li> <li>• Tourism NI – implementing campaign in GB promoting NI as destination</li> <li>• Huge number of leads for potential conference events. Awaiting confirmation of release date to further pursue.</li> </ul> <p><u>James (Titanic Quarter)</u></p> <ul style="list-style-type: none"> <li>• Football has doubled over last year along maritime walkway and use of open space for recreational purposes.</li> <li>• Significant investment planned to enhance site infrastructure and access.</li> <li>• Key developments - Amazon distribution centre and sold to Pension Fund Investment   Olympic House and employment space for 1500 people.</li> <li>• Emerging projects aquarium / hotel / new infrastructure investment / emerging residential scheme 800 units</li> <li>• Crucial to work collaboratively to relaunch the city and enable projects to happen</li> <li>• Need to accelerate through processes - planning, site, construction and occupation.</li> </ul> <p><u>Alistair Reid (Belfast City Council)</u></p> <ul style="list-style-type: none"> <li>• Provided an update on the ongoing work being delivered through the Revitalisation Programme in terms of environmental and physical enhancements, enhancing cleanliness and safety of city centre, introducing social distancing and safety measures (e.g. signage, hand sanitisers, Covid aware scheme)</li> </ul>	C.Donnelly / A.Reid
<b>3.</b>	<b>Future City Centre Programme</b>	
3.1	Cathy Reynolds (BCC) provided a presentation outlining the priorities and focus of the Future City Centre programme and alignment with the themes of identified for the reconfigured City Development board. It was emphasised that scenario planning was needed to see how partners can work together and make sure we are on the right track.	
3.2		

	<p>Alistair Reid (BCC) emphasised the huge task for the city centre but also the need to connect into wider city regeneration. During discussions the following key points had been highlighted by a number of partners:</p> <p><u>Simon Hamilton</u> (Chamber of Trade and Commerce)</p> <ul style="list-style-type: none"> <li>• Difficult time to be judging the state of the city centre due to pandemic</li> <li>• Hospitality and retail will be in different positions coming out of the pandemic and need for focused attention</li> <li>• Tale of two cities with areas such as FinTech booming. People who rely on footfall are challenged</li> <li>• How do we attract and retain talent within the city important</li> <li>• Pandemic has exposed, and in many cases enhanced, weaknesses that are already existing within the city</li> <li>• Highlighted the need that to identify opportunities to repurpose development opportunities / space for the post-pandemic world</li> <li>• Time is right for reimagining and enhancing the connectivity between the city centre and the surrounding communities and neighbourhoods</li> <li>• Important that we diversify the offering within the city centre and make a destination of choice – how can we use streets / open / public spaces in a reimagined way</li> <li>• More acute focus needed on addressing the underlying issues facing the city and impacting upon its viability and functionality, eg market failure to bring forward housing</li> </ul> <p><u>Ailbhe Hickey</u> (NIHE)</p> <ul style="list-style-type: none"> <li>• Keen to explore and maximise the role of housing in supporting recovery and supporting growth</li> <li>• Important that consideration is given to how all forms of housing can be brought forward across the city including e.g. social and affordable and integrated rent capacity</li> <li>• How can the NIHE link into the wider regeneration proposals within the city and seen as a key priority of our work going forward.</li> </ul> <p><u>Joan Devlin</u> (VCSE Panel)</p> <ul style="list-style-type: none"> <li>• How do we share the prosperity within the city and across the city</li> <li>• Digital technology - how we improve the community and social outreach and support those who may be suffering digital poverty.</li> <li>• Highlighted the Belfast Agenda ambition to 'reduce health inequalities by 33%' and the impact of Covid-19 on widening inequalities and need across communities and among vulnerable people (e.g. jobs losses and unemployment, mental health and emotional wellbeing, isolation and vulnerability etc).</li> </ul> <p>Alistair Reid thanked partners for their contributions and said that the roots of community planning were a balance of the three circles of economy, society and environment.</p> <p><b>ACTION</b> – BCC to ensure that the Board is a platform for partners to bring forward and identify priority issues, challenges and/or opportunities.</p>	A.Reid / BCC
<b>4.</b>	<b>Bringing Focus to Collaborative Actions</b>	
4.1	Alistair Reid outlined the process to be brought forward to collectively examine and identify those priority areas for collaborative focus for the Board going forward. Three staged approach including a review of previous actions plan and	

	identify those elements which remain relevant   seek direct input and engagement with Board members to shape emerging action plan   workshop session to further refine and focus the action plan.	
4.2	<p>During discussion the following points had been raised:</p> <p><u>Damian Bannon</u> (Translink)</p> <ul style="list-style-type: none"> <li>• Important that we explore how we can lock-in some of the benefits resulting from the restrictions introduced in response to Covid-19 (e.g. less car use, improved air quality)</li> <li>• Statistics has shown a a growth in traffic and road based travel alongside easing of restrictions</li> <li>• Need to prioritise climate - avoid car led recovery and impact on air quality</li> <li>• Need to look at the impact of the pandemic on the future viability of office space in City Centre with the likely move to blended working approaches. Is there scope to consider alternative use including housing options.</li> <li>• Need to consider the city centre as a destination as a destination may be less retail orientated. We should focus on events spaces and experiences particularly for the evening and night time economy</li> <li>• <b>Translink Plans</b> - new network of services focusing on evening and weekend (new markets)   opportunities from Sunday trading. New ticketing systems to remove barriers from travel   new zero omissions fleet   new shelters (living Shelters - e.g. green roofs - with real time information   Glider Phase 2 and Weavers Cross schemes coming forward.</li> </ul> <p><u>Chris Armstrong</u> (Eastside Partnership)</p> <ul style="list-style-type: none"> <li>• Positives and negatives across the city</li> <li>• Neighbourhoods have responded well. We can learn and share knowledge across the city. Identify what works and scale it out.</li> <li>• Need to examine why people want to go into the city centre and make it a destination of choice.</li> </ul>	
4.3	Alistair Reid advised that he would like to see the planning workshop pushed to late June/ July with the hope that status of restrictions and guidance would allow for partners to potentially meet in a physical setting safely.	
4.4	<p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>(i) Circulate the presentation slide-deck from Board meeting</li> <li>(ii) Pro forma to be re-circulate to board for consideration and completion</li> <li>(iii) Return of Pro forma by partners by Friday 7<sup>th</sup> May 2021</li> <li>(iv) Further consideration &amp; confirmation provided on proposed workshop</li> <li>(v) BCC to consider how the Board is utilised to identify and share good practice and how this informs future action.</li> </ul>	<p>N.Doak (BCC) N.Doak (BCC) ALL partners</p> <p>A.Reid / K.Heaney BCC</p>
<b>5.</b>	<b>Refresh of Belfast Agenda</b>	
5.1	John Tully (BCC) presented detail of the requirement for, proposed process and timescales for the refresh of the Belfast Agenda. Highlighted the work being taken forward to realign and refocus its priorities for action will input into and align with the refresh process.	Noted
<b>6.</b>	<b>A.O.B</b>	
6.1	Alistair Reid advised that it was discussed and approved by the Community Planning Partnership the need for representation and input from the private	Noted

	sector/developer would be seeking nominations for developers through the Renewed Ambition group and other forums.	
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