

# Public Document Pack

Democratic Services Section  
Chief Executive's Department  
Belfast City Council  
City Hall  
Belfast  
BT1 5GS



Belfast  
City Council

6th April, 2018

**MEETING OF CITY GROWTH AND REGENERATION COMMITTEE – REPORT TO FOLLOW**

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Wednesday, 11th April, 2018 at 5.15 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

**AGENDA:**

8. **Strategic and Operational Issues**

- (a) Committee Plan 2018-2019 (Pages 1 - 34)

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Subject:	Committee Plan 2018-2019
Date:	11 <sup>th</sup> April 2018
Reporting Officer:	Suzanne Wylie, Chief Executive
Contact Officer:	Nuala Gallagher, Director of City Development & Regeneration John Greer, Director of Economic Development

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	In February 2018, the Committee held a workshop to focus on the priority areas of work for the year ahead, to help deliver on the Belfast Agenda ambitions. This workshop provided an opportunity to identify priorities and activities within the Committee Plan, with a focus on Employability and Skills and City Centre Development; as well as encourage opportunities for Member engagement with a view to maximising the Committee's strategic leadership role in influencing the future growth and development of the city.
1.2	The Committee is familiar with the four main priorities in the Belfast Agenda, which demonstrates the centrality of growing and diversifying the local economy to improve

	<p>quality of life in Belfast. It sets out an ambition for growth and opportunity that includes four headline goals to focus on the sustainable economic and social growth of Belfast so that by 2035:</p> <ul style="list-style-type: none"> <li>- Our economy supports 46,000 additional jobs</li> <li>- Our city is home to 66,000 people</li> <li>- There will be 33% reduction in the life expectancy gap between the most and least deprived neighbourhoods</li> <li>- Every young person leaving school has a destination that fulfils their potential</li> </ul>
1.3	<p>As previously noted by Committee, with the changing global and economic context this engagement with Members helps to build our understanding of the key issues to lead to more informed decision-making on how to best allocate our resources to maximise the Committee's role in delivering on the Belfast Agenda.</p>
1.4	<p>Building on the work over the last year, the draft Committee Plan (attached as Appendix 1) draws together several annual delivery plans previously agreed by Committee in March 2018 (international relations, city events, tourism and the cultural framework action plans). It also includes key actions contained in the annual plans to support city centre development and the growing the economy (support to start and grow businesses) and working and learning (employability and skills) priority themes. These annual workplans are included as separate items on the agenda at this Committee meeting. The Committee Plan provides an overview of the various priorities and key activities that this Committee will oversee in the 2018/19 financial year to help deliver on the priorities and ambitions in the Belfast Agenda.</p>
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>- Consider and agree the draft Committee Plan 2018/19</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	<p><u>Key Issues</u></p> <p>The City Growth and Regeneration Committee is responsible for:</p> <ul style="list-style-type: none"> <li>- The development and implementation of strategies, policies, programmes and projects directed towards regeneration and growth of the city in the context of outcomes agreed in the community and corporate plans and other corporate strategy decisions.</li> <li>- Oversight of the exercise of Council functions in relation to economic development, urban development, tourism, culture &amp; arts, European and international relations,</li> </ul>

	<p>car parks, city markets, city events, Belfast Castle, Malone House and Belfast Zoo.</p>
3.2	<p>The draft Committee Plan outlines the key actions, milestones and Lead Director responsible for the delivery of programmes and projects. However, as the Committee is aware many of these programmes and projects are cross-cutting and there are opportunities to maximise impact by aligning relevant programmes and actions to areas such as the Smart Belfast Framework and city resilience. Delivering on the draft plan will therefore require the involvement of more than one Council service, as well as engagement and partnership with city partners and communities.</p>
3.3	<p>During the workshop, there was general support for the direction of travel for the city centre and employability and skills programmes of work. Comments referenced the importance of creating opportunities for engagement and participation of all ages in the development and delivery of programmes and projects. Members also emphasised the importance of supporting inclusive growth through economic and city development, the need to create a coherent and specific programme of work to reinforce and reinvigorate its role as key driver for the Council and the Committee.</p>
3.4	<p>There was recognition that the City Deal offers an opportunity for additional investment in a number of the Committee's priorities including Employability and Skills, Tourism Infrastructure, City Investment and Regeneration. In addition, Members have also previously noted the importance of relevant strategic briefing and engagement sessions on key issues to support the Committee's role in guiding and shaping the city's economic growth and development, particularly in the context of the global economic and social environment.</p>
3.5	<p>Last month the Committee noted the progress during 2017/18 to create jobs, improve skills and the development of the city centre. Through this work, 1,247 residents have entered into employment/self-employment. Building on this, the following provides an overview of the key programmes and activities, aligned to each of the Belfast Agenda priorities that are included the draft 2018/19 Committee Plan.</p>
3.6	<p><b>Growing the Economy</b></p> <ul style="list-style-type: none"> <li>- Support job creation priorities</li> <li>- Shape the development of a Council-wide Inclusive Growth Framework and programme of activities</li> </ul>

- Promotion and marketing of the city internationally, including at MIPIM and the launch of a standalone website promoting investment and development in Belfast
- Launch 'Belfast: City for Business' concept, along with the new concierge service and further develop opportunities for partnership working
- Continue to develop the city as a tourist destination, including production of an Outline Business Case for a second world-class visitor attraction
- International Relations - Further develop Belfast's Sister City Relationships and continue to build on the relationships with the City of London and with Dublin on the economic corridor

### **City Development**

3.7

- Deliver a City Centre Liveability Strategy by pursuing opportunities for City Centre Living, working with public and private sector partners to deliver high-quality mixed-tenure residential accommodation
- Deliver the City Centre Engagement Plan and improve the capacity of residents and groups to engage in the regeneration and development process
- Secure full planning permission for the development of the Belfast Telegraph site for a scheme targeted at the professional, creative and tech sectors
- Implement meanwhile use projects in the city centre, and influence the activity of other partners
- Work with partners to influence key developments in the city e.g. UU campus, Transport Hub, Belfast Streets Ahead, Hope Street, York Street Interchange. Royal Exchange, Sirocco, Queens Quay & Greater Clarendon etc.
- Work with city stakeholders, including DfI and the private sector, to implement the Car Parking Strategy and emerging Action Plan
- Secure approval and progress the East Bank and Inner North West masterplans
- Incentivise the development of Grade A office accommodation through the City Centre Investment Fund
- Work with Partners to deliver the proposed Belfast Region City Deal application including project selection & provision of supporting information including the Belfast Region Infrastructure Investment Plan
- Deliver the Belfast Infrastructure Plan to provide a holistic approach to assessing the critical interventions required to deliver the objectives of the Belfast Agenda & the Local Development Plan.

### **Working and Learning**

3.8	<ul style="list-style-type: none"> <li>- Ramp up and expand the Employment Academies across the city and across sectors</li> <li>- Increase engagement and early intervention with schools and with young people, both within and outside of the formal school setting</li> <li>- Pilot new approaches to increase engagement and opportunities for reskilling, retraining and apprenticeships for all ages</li> <li>- Deliver and further develop the phased approach to the Belfast Employability Pathway (Belfast Workplace)</li> <li>- Maximise the job and employment opportunities from planning and major redevelopment in the city</li> </ul>
3.9	<p><b>Living Here</b></p> <ul style="list-style-type: none"> <li>- Progress the City Events and Festivals Strategy and deliver the annual events programme</li> <li>- Develop and progress the ECoC Legacy Programme 2018-2023</li> <li>- Deliver a City Centre Liveability Strategy by pursuing opportunities for City Centre Living, working with public and private sector partners to deliver high-quality mixed-tenure residential accommodation</li> </ul>
3.10	<p>These actions are also contained in the annual delivery plans previously considered by Committee to form the basis of the draft Committee Plan, attached at Appendix 1.</p>
3.11	<p><u>Financial &amp; Resource Implications</u></p> <p>The Committee Plan will be delivered in accordance with the budgets previously agreed by Committee and approved by Council in February 2017.</p>
3.12	<p><u>Equality or Good Relations Implications</u></p> <p>Programmes and activities contained within the Committee Plan will be subject to appropriate equality and good relations considerations.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Appendix 1 – Draft Committee Plan 2018-2019

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## Introduction

The City Growth and Regeneration Committee's specific functions are listed in the Council's constitution. In summary the City Growth and Regeneration Committee is responsible for:

- The development and implementation of strategies, policies, programmes and projects directed towards regeneration and inclusive growth of the city in the context of outcomes agreed in the community and corporate plans and other corporate strategy decisions.
- Oversight of the exercise of Council functions in relation to economic development, urban development and regeneration, tourism, culture & arts, European and international relations, car parks, city markets, city events, Belfast Castle, Malone House and Belfast Zoo.

This includes:

- Influencing and contributing to regional regeneration and growth strategies and activities.
- Developing, influencing and contributing to strategies, policies and programmes affecting skills, employability, transportation and energy in the City.
- Setting the overall strategic direction for the Council in the areas of cultural and economic regeneration and growth.
- Oversee city marketing activities for investment and growth.
- Strategic oversight of the City Centre Regeneration and Investment Strategy, including its physical, social and economic development, and the delivery of associated targets set out in the Belfast Agenda.
- Improving connectivity between the city centre and its surrounding communities, and progressing a comprehensive engagement strategy with key stakeholders.
- Approving the commission, public consultation and final recommendations of strategic masterplans, in particular those covering the special action areas of the city centre.
- Integrating key development areas with the City Centre, including the North-East Quarter, Titanic Quarter, Weaver's Cross, and the Sirocco Works.
- Oversee the development of a new destination hub visitor attraction.
- Develop city centre infrastructure and transport strategies, including the implementation of a car parking strategy.
- Develop a strategy to improve city centre living, including new mixed-use housing developments in the city centre.
- Working with other agencies to promote Belfast as a key investment and tourism opportunity and overseeing the strategic marketing of the city.
- Developing and implementing city-wide economic strategies and policies.

- International relations programmes and actions.
- Developing programmes and actions to support new businesses to start, existing businesses to grow and attracting inward investment.
- Coordinating and promoting major citywide events.
- Supporting the development of culture, heritage and the arts, including funding programmes.
- Managing the Council's markets and maximising their benefit to the city.
- Approving projects for meanwhile use.
- Working towards designation as UNESCO City of Music.

**Committee Members**



Councillor  
Mairéad O'Donnell (Chair)  
**Party:** Sinn Fein  
**Ward:** Titanic



Councillor  
Jeffrey Dudgeon MBE  
(Deputy Chair)  
**Party:** UUP  
**Ward:** Balmoral



Councillor Ciaran Beattie  
**Party:** Sinn Fein  
**Ward:** Black Mountain



Councillor Declan Boyle  
**Party:** Independent  
**Ward:** Botanic



Councillor Aileen Graham  
**Party:** DUP  
**Ward:** Lisnasharragh



Councillor George Dorrian  
**Party:** DUP  
**Ward:** Titanic



Alderman  
Chris McGimpsey  
**Party:** UUP  
**Ward:** Lisnasharragh



Alderman Tom Haire  
**Party:** DUP  
**Ward:** Ormiston



Councillor Deirdre Hargey  
**Party:** Sinn Fein  
**Ward:** Botanic



The High Sheriff of Belfast  
Councillor Carole Howard  
**Party:** Alliance  
**Ward:** Lisnasharragh



Councillor Peter Johnston  
**Party:** UUP  
**Ward:** Ormiston



Councillor John Kyle MRCGP  
**Party:** PUP  
**Ward:** Titanic



Councillor JJ Magee  
**Party:** Sinn Fein  
**Ward:** Oldpark



Councillor  
Geraldine McAteer  
**Party:** Sinn Fein  
**Ward:** Balmoral



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



Councillor Kate Mullan  
**Party:** Independent  
**Ward:** Lisnasharragh



Councillor Charlene O'Hara  
**Party:** Sinn Fein  
**Ward:** Collin



Councillor John Hussey  
**Party:** DUP  
**Ward:** Ormiston



Alderman Brian Kingston  
**Party:** DUP  
**Ward:** Court



Councillor Séanna Walsh  
**Party:** Sinn Fein  
**Ward:** Collin

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# Belfast Agenda Priorities for the City Growth and Regeneration Committee

The City Growth and Regeneration Committee Plan supports the delivery of the Belfast Agenda. The Agenda has four key themes:



The following table summarises the main programmes of work that the Committee will undertake in 2018-19. More detail is provided from page 10 onwards.

	Belfast Agenda Priority	Ref	Committee programmes of work
<b>Growing the economy</b>			
1.1	Create employment and opportunity	1.1.1	Deliver an integrated, sustainable approach to inclusive economic growth and investment: <ul style="list-style-type: none"> <li>Belfast Economic Growth Forum &amp; Industrial Strategic Framework.</li> </ul>
1.2	Attract investment into Belfast	1.2.1	Build the city's position as a magnet for Foreign Direct Investment (FDI): <ul style="list-style-type: none"> <li>Work with partners including Invest NI</li> <li>Establish the Belfast: City for Investment Service</li> </ul>
		1.2.2	Maximise the city's connections worldwide to drive growth: <ul style="list-style-type: none"> <li>International Relations Framework</li> <li>Build city relationships with London and Dublin</li> </ul>
1.3	Foster business growth in Belfast	1.3.1	Make Belfast a great place to do business and supporting entrepreneurs and business starts: <ul style="list-style-type: none"> <li>Develop an Enterprise Framework for Belfast and implementation plan</li> <li>Suite of programmes for entrepreneurs to start new businesses</li> <li>Suite of programmes for existing local businesses to grow</li> <li>Sponsorship and support</li> <li>Suite of programmes that support businesses to invest and grow in the city</li> </ul>
1.4	Strengthen business relationships and make it easy to do business	1.4.1	Provide sector specific support: <ul style="list-style-type: none"> <li>Creative and digital, Cyber Security, Circular Economy, Legal Innovation, and Advanced Engineering.</li> </ul>
1.5	Maximise the impact of the city region	1.5.1	Drive city region sustainable growth through a Belfast region city deal: <ul style="list-style-type: none"> <li>Shape the development of the Growth Deal</li> <li>Seek devolution of comprehensive development powers</li> </ul>
1.6	Reduce economic inequalities	1.6.1	Work locally to drive inclusive growth and tackle challenges to economic equality: <ul style="list-style-type: none"> <li>Work with communities, private sector, and public agencies to tackle poverty, inequality and exclusion – Contribute to the development of the Council wide Inclusive Growth Framework.</li> </ul>
<b>Living here</b>			
2.2	Improve the city living experience	2.2.1	Deliver an integrated cultural and arts strategy: <ul style="list-style-type: none"> <li>Cultural Framework Year 3 Delivery Plan</li> </ul>
		2.2.2	Develop and deliver ECOG Legacy Programme
		2.2.3	Develop a City Centre Liveability Strategy by pursuing opportunities for City Centre Living (see also 3.2.3)



	Belfast Agenda Priority	Ref	Committee programmes of work
<b>City development</b>			
3.1	Promote and position the city to compete	3.1.1	Build citywide commitment to Belfast place positioning: <ul style="list-style-type: none"> <li>• Belfast place positioning approach</li> <li>• Market Belfast to Investment and FDI communities</li> <li>• Belfast at MIPIIM 2019 and other city promotional events</li> </ul>
3.2	Develop the city’s infrastructure and improve connectivity locally, regionally and nationally	3.2.1	Create a partnership and plan for sustainable urban infrastructure: <ul style="list-style-type: none"> <li>• Infrastructure strategy</li> <li>• Integrated Transport Strategy</li> </ul>
		3.2.2	Develop an integrated city transport plan: <ul style="list-style-type: none"> <li>• Car parking strategy</li> <li>• Belfast Bike Scheme</li> </ul>
		3.2.3	Increase the supply of mixed tenure housing: <ul style="list-style-type: none"> <li>• Develop a City Centre Liveability Strategy by pursuing opportunities for City Centre Living (see also 2.2.3)</li> </ul>
3.3	Drive the physical and cultural regeneration of the city centre	3.3.1	Develop a further world-class visitor attraction
3.4	Deliver key strategic physical projects and policies	3.4.1	Deliver city centre regeneration and investment projects: <ul style="list-style-type: none"> <li>• Lead regeneration activity in the city centre and deliver City Centre Masterplans and Frameworks</li> <li>• East Bank and Inner North West Masterplan</li> <li>• Deliver City Centre Animation and Meanwhile projects</li> <li>• Deliver the City Centre Investment Fund (CCIF)</li> <li>• Aid residents to engage with development &amp; regeneration opportunities</li> <li>• Belfast Telegraph site</li> <li>• Retail and residential market analyses</li> </ul>
3.5	Attract more tourists	3.5.1	Deliver the integrated tourism strategy: <ul style="list-style-type: none"> <li>• Deliver the actions for the Tourism Strategy</li> <li>• Manage the City Markets</li> <li>• Deliver the annual City Events Programme</li> <li>• Develop a new approach to events, festivals and culture</li> </ul>
<b>Working &amp; learning</b>			
4.1	Address educational inequalities and increase skills attainment	4.1.1	Deliver an integrated city programme to address educational inequalities <ul style="list-style-type: none"> <li>• Work with partners to build and support stronger links between schools libraries, etc</li> </ul>
4.2	Address barriers to employment	4.2.1	Deliver an integrated approach to employment and skills <ul style="list-style-type: none"> <li>• Remove barriers to employment, including enhanced delivery of Employment Academies</li> </ul>



	Belfast Agenda Priority	Ref	Committee programmes of work
4.3	Enhance & increase the skill levels of our residents & attract & retain even more skilled people	4.3.1	Maximise the benefits of our higher and further education offer <ul style="list-style-type: none"> <li>• Work with the FE and HE sector to link courses to employment opportunities</li> <li>• Work with business to ensure skills needs are matched</li> </ul>
		4.3.2	Establish a city pledge for our young people and a commitment to being a learning city <ul style="list-style-type: none"> <li>• Establish a City Pledge</li> <li>• UNESCO city of lifelong learning</li> </ul>
4.4	Match people and skills to opportunities across Belfast	4.4.1	Deliver the Belfast employability pathway model <ul style="list-style-type: none"> <li>• Deliver the Employability and Skills Framework</li> <li>• Establish an Employability and Skills Forum</li> <li>• Work with partners to develop an employability pathway – Belfast Workplace</li> </ul>
4.5	Reduce poverty and economic inactivity	4.5.1	Leverage the power of Belfast’s anchor institutions and city partners <ul style="list-style-type: none"> <li>• Work with the city’s anchors and other partners to leverage their power as employees, suppliers and contractors</li> </ul>
		4.5.2	Devolve funding to the city region for the delivery of a large scale skills and employability programme <ul style="list-style-type: none"> <li>• Shape opportunities relating to employability &amp; skills within the Belfast Region City Deal</li> </ul>

## City Growth and Regeneration Committee Key Actions 2018-19

The Committee Plan shows how our work supports the commitments in the Belfast Agenda. The headline priorities have been taken from page 21 of the Belfast Agenda and the activities are reflected in the work streams in pages 24-43.

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
	<b>Growing the economy</b>					
1.1	<b>Create employment and opportunity</b>					
1.1.1	<b>Develop and deliver an integrated, sustainable approach to inclusive economic growth and investment</b>					
.1	<i>Establish a Belfast Economic Growth Forum to create an effective industrial strategic framework for Belfast and the city region</i>					Chief Executive / Development
.a	Lead quarterly meetings of the core partners to form a Belfast Economic Growth Forum, aligned to the Belfast Agenda governance arrangements					
.b	Deliver the agreed programme of work with the Forum					
.c	Establish opportunities for regular input from key stakeholders to identify prospects for inclusive city growth and implement frameworks for growth sectors including Advanced Engineering, Cyber Security, Creative and Digital					
.d	Develop an Industrial Strategic framework for the city region to support the City Deal					
1.2	<b>Attract investment into Belfast</b>					
1.2.1	<b>Build the city's position as a magnet for Foreign Direct Investment (FDI)</b>					
.1	<i>Council will work with partners to attract and support investment</i>					Development
.a	Continue to work with Invest NI and other key partners to attract investment and support investors to mobilise in the city.					
.2	<i>Establish the Belfast: City for Investment Service</i>					Development / City Centre Development
.a	Implement the 2-year pilot to inform a future service and investment proposition.					
.b	Proactively work with investors, providing the professional and personal					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
	connections to help businesses be successful in Belfast.					
.c	Monitor progress, levels of business interest/feedback to report to Committee.					
1.2.2	<b>Maximise the city’s connections worldwide to drive growth</b>					
.1	<i>Deliver the International Relations Framework</i>					
.a	<b>China/Shenyang:</b> supporting the delivery of a Belfast/Shenyang tourism showcase in Shenyang; support the tourism programme “China Ready”; the Chinese Consulate Team on civic or political visits; HE and FE links with partner institutions in China; Smart Cities activity; the 2019 Chinese New Year event in Belfast and exploring a Fintech mission to Shenyang;					Development
.b	<b>Boston:</b> including a civic mission led by the Lord Mayor’s Office in April 2018; an inward mission by the Mayor of Boston; the 2018 4th Annual Friendship Four Ice Hockey tournament; the 2018 2nd Annual Basketball Hall of Fame tournament; work with the tourism sector to co-host familiarisation visits.					
.c	<b>Nashville:</b> including ‘Nashville in Belfast’ week in April/May 2018; work with Invest NI and the US State Department along with the Nashville Economic Development Team, to host a business mission to Belfast; support the HE and FE with education linkages with Belmont and Vanderbilt Universities; support educational exchanges between schools in both Cities.					
.d	<b>Additional activity</b> to promote the city internationally including support for Visit Belfast promoting tourism and Belfast Waterfront; supporting the Council-led delegation to MIPIM; helping local companies to export and develop an international presence at events such as SXSW; supporting the New York – New Belfast Conference and Homecoming Conference; and engaging with the Eurocities network.					
.2	<i>Build on our relationships with London and Dublin</i>					
.a	Work with <b>Dublin</b> City Council including: the Lord Mayor of Dublin visit in March 2018; explore the potential for a Belfast–Dublin Economic Conference; encourage trade between Belfast and Dublin by working with local companies to develop business leads; encourage joint inward and outward business investment activities.					Development
.b	Work with the <b>City of London</b> including: support for the financial services sector post-Brexit, by promoting links between London and Belfast and Belfast and Dublin; managing a lead development agency to build business to business					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
	networks between Belfast, London and Dublin.					
1.3	<b>Foster business growth in Belfast</b>					
1.3.1	<b>Make Belfast a great place to do business and supporting entrepreneurs and business starts</b>					
.1	<i>Develop an Enterprise Framework for Belfast and implementation plan to create a business eco-system for the city</i>					
.a	Work in partnership with enterprise and business growth stakeholders to address the city's key challenges in terms of business startup and contribute to the aims and objectives of the Belfast Agenda.					Development
.b	Present the outline framework to Committee for approval.					
.c	Launch the new framework.					
.2	<i>Deliver a comprehensive suite of programmes that support entrepreneurs to start new businesses</i>					
.a	<b>Enterprise Awareness programmes:</b> Support individuals in under-represented groups to understand and overcome the barriers to starting a business. To increase the number of student entrepreneurs and start-ups by providing support to explore business ideas and creativity, gain best practice from existing innovative businesses and develop business skills.					Development
.b	<b>Starting a Business Programmes:</b> Increase the number of new businesses through the provision of one to one mentoring to support the development of a business plan. Stimulate early stage social enterprise activity and supporting the creation of new social enterprises/cooperatives.					
.c	<b>High-growth business start-up:</b> Create new employment opportunities by supporting the development of new high growth businesses enabling them to become more competitive and sustainable. Support Belfast based High Growth Start Ups to access international opportunities through Mass Challenge and other networks.					
.3	<i>Deliver a comprehensive suite of programmes that support existing local businesses to grow</i>					
.a	<b>Generic Business Support (Think. Do. Be.) programmes:</b> Create new employment opportunities by strategically supporting small and micro businesses to become more competitive.					Development

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.b	<b>Promotion of Business Growth</b> via area working. This will use positive business role models at a local level towards within their communities to overcome barriers to participating on Council programmes and initiatives.					
.c	<b>Business Skills Development Programmes</b> including a range of initiatives designed to support and increase the productivity of our local indigenous business base. This includes generic business growth support (such as marketing advice, business planning etc.), bespoke support for specific industries (retail, advanced engineering and creative and digital) and international trade and development support.					
.4	<i>Sponsorship and support</i>					
.a	Financially support events, conferences, fairs and programmes, delivered by third-party stakeholders working with our profiled clients, where our input can create a referral onto Council's current programmes.					
.5	<i>Deliver a comprehensive suite of programmes that support businesses that may choose to invest and grow in the city</i>					
.a	Co-ordinate Council services cross-departmentally to deliver the Belfast: City for Investment Service: soft landing service, welcome service and accessing networks, planning, sector-specific support and skills academies, supplier and supply chain development and links to internationalisation and export opportunities.					Development
.b	Deliver procurement support programmes to enhance skills in tendering for SMEs and social enterprises.					
1.4	<b>Strengthen business relationships and make it easy to do business</b>					
1.4.1	<b>Provide sector specific support</b>					
.1	<i>Creative &amp; digital industries</i>					Development
.a	Digital Transformation Programme to provide support to businesses to implement digital technology to enhance the development of their businesses and enable them to become more competitive (subject to funding).					
.b	Creative and Digital Industry support via the 'Output Belfast' and 'Immersive Lab' initiatives.					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.c	Continue to work with partners to support the growth and development of the creative and digital sector in Belfast (Film, TV, Digital Content, Immersive Tech and Music) - promoting Belfast internationally; developing the business capacity of business owners; promoting local talent and supply chains; developing new products and encouraging innovation; supporting the convergence of new technologies.					
.d	Launch a Creative and Music Development Programme and conference that will support two trade missions, San Francisco in 2018 and SXSW 2019.					
.2	<i>Work with Centres of Excellence across the city to support long-term sustainability within future industries</i>					
.a	<b>Cyber Security:</b> Work with partners to support the Cyber Resilience of SME's to protect against cyber threats.					Development
.b	Encourage the growth of the cyber security sector through innovation and product development.					
.c	<b>Circular Economy:</b> Test the circular economy (CE) model in the food service sector by supporting cafés / restaurants to implement CE practices. Gather case studies to promote CE practices to other businesses.					
.d	Support a Circular Economy Challenge with student furniture designers to design furniture within a circular economy model.					
.e	<b>Legal Innovation:</b> Provide opportunity for BCC and the Legal Innovation Centre to work in partnership to align strategic goals; in particular, the Employability and Skills Framework, Smart Cities technological investment, and increasing the cities resilience.					
.f	<b>Advanced Engineering:</b> Support the advance of manufacturing capability and skill base of small Advanced Engineering enterprises in Belfast; enable growth and diversification via the achievement of Quality Management Standards, the adoption of Lean Manufacturing, greater Customer Diversification, investment in R&D and access to Tax Credit advice. <i>(Nb. These programmes work alongside the Advanced Engineering and Manufacturing Sector Skills academy).</i>					
1.5	<b>Maximise the impact of the region</b>					
1.5.1	<b>Drive city region sustainable growth through a Belfast region city deal</b>					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.1	<i>Shape the development of the Growth Deal for the Belfast City Region</i>					Chief Executive / City Centre/ Development
.a	Ongoing representation of economic information, programmes and progress at regional, city and council planning events to highlight the city economy.					
.b	Ongoing strategic sessions with key partners on major city issues such as infrastructure, transport, housing, skills, education etc.					
.c	Influence the development of the City Deal priority themes in terms of tourism, employability and skills and city infrastructure.					
.2	<i>Seek devolution of comprehensive development powers</i>					Chief Executive / City Centre
.a	Develop a joint programme of prioritised regeneration schemes with DfC and the City Development Forum.					
.b	Establish new joint governance and delivery arrangements with DfC and other partners building on the MOU.					
.c	Feed 'development' issues into the emerging City Growth Deal proposition.					
1.6	<b>Reduce economic inequalities</b>					
1.6.1	<b>Work locally to drive inclusive growth and tackle challenges to economic equality</b>					
.1	<i>Work with communities, private sector, and public agencies to tackle poverty, inequality and exclusion – 'Inclusive Growth Framework'</i>					Development
.a	Contribute to the development of the Council wide Inclusive Growth Framework (skills & employability, education, alternative economic models, and ensuring residents benefit from physical developments).					
.b	Support the delivery of a coherent programme of work.					
.c	Continue to address the issues of poverty, economic inactivity, unemployment and underemployment (inclusive growth) in delivering the activities outlined in this committee plan.					
	<b>Living here</b>					
2.1	<b>Improve the city living experience</b>					
2.1.1	<b>Deliver an integrated cultural and arts strategy</b>					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.1	<i>Deliver the actions in the Cultural Framework Year 3 Delivery Plan</i>					Development
.a	'Distinctly Belfast' theme including: cultural animation, "Bringing Heritage to Life", delivering a heritage skills programme, developing and publishing an Art in the Public Realm Framework, and working with the with the British Council to raise the profile of the city in key markets.					
.b	'Attracting Audiences' theme by delivering the Belfast Arts Weekender Programme, research on cultural audiences in Belfast, embed audience development in funding criteria, sessions to promote business to business working, and explore options for an online one-stop-shop marketing platform.					
.c	'Inspiring Communities' theme including 'Artist in Residence', cultural mapping to identify priority areas, and rolling out a capacity building programme.					
.d	'Strengthening the Sector' theme including engaging with ACNI to roll out the second year of the Resilience Programme, developing and delivering a programme of support through Arts and Business NI, ongoing delivery of small grants programme including (Community Festivals funding) and developing a programme of capacity building support for festival organisations.					
2.1.2	<b>Develop and deliver ECOC Legacy Programme</b>					Chief Executive
.1	<i>Develop and deliver ECOC Legacy Programme</i>					
.a	Undertake a Communications campaign for the City of Music programme.					
.b	Support and deliver events under the City of Music brand.					
.c	Develop further options for a legacy programme of events following the decision on the EU Capital of Culture bid.					
.d	Present further options to committee.					
2.1.3	<b>Planning for housing to meet the needs of everyone – promoting city centre liveability</b>					City Centre Development
.1	<i>Deliver a City Centre Liveability Strategy by pursuing opportunities for City Centre Living (see 3.2.3)</i>					
	<b>City development</b>					
3.1	<b>Promote and position the city to compete</b>					



Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
3.1.1	<b>Build citywide commitment to Belfast place positioning</b>					
.1	<i>Implement the Belfast place positioning approach</i>					Chief Executive / City Centre Development
.a	Finalise and agree the Belfast narrative.					
.b	Develop an Implementation plan.					
.c	Strategic marketing to position Belfast in a post-Brexit context as a place to live, visit and invest.					
.2	<i>Deliver marketing programme to promote Belfast to Investment and FDI communities</i>					City Centre Development
.a	Launch of stand-alone website promoting investment and development in Belfast.					
.b	Deliver events programme to promote Belfast Investment opportunities.					
.c	Develop targeted advertising and PR campaign to promote Belfast investment opportunities.					
.3	<i>Deliver Belfast at MIPIM 2019</i>					City Centre Development
.a	Work with city partners to develop the MIPIM programme and marketing strategy.					
.b	Secure sponsorship and supporting collateral for MIPIM.					
.c	Attend MIPIM 2019 and other city promotional events					
3.2	<b>Develop the city's infrastructure and improve connectivity locally</b>					
3.2.1	<b>Create a partnership and plan for sustainable urban infrastructure</b>					
.1	<i>Infrastructure Strategy - linked to the development of the City Deal</i>					City Centre Development
.a	Work with stakeholders to develop an Infrastructure Plan to deliver the objectives of the Belfast Agenda and the LDP.					
.b	Support strategic infrastructure projects across the region including Living with Water, Full Fibre Networks, Belfast to Dublin High Speed Rail, Energy from waste etc.					
.c	Lead on the development of the infrastructure proposition for the City Region					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
	Deal in partnership with other councils and key partners.					
.2	<i>Integrated Transport Strategy including York Street Interchange</i>					City Centre Development
.a	Continued engagement & strategic leadership with key stakeholders on strategic integrated transport projects including Belfast Rapid Transport, York Street Interchange and Belfast Streets Ahead.					
3.2.2	<b>Develop an integrated city transport plan</b>					
.1	<i>Develop a City Centre Car Parking strategy</i>					City Centre Development
.a	Oversee publication of the Car Park Strategy and implement the key actions arising from the study.					
.b	Work with DfI, Translink and other key stakeholders to provide a more coherent approach to the key city car parking issues for on street & off street parking, variable pricing, ticking and payment systems, a pilot of on street bay monitoring, and improved enforcement.					
.c	Establish the city's Parking Forum to agree priorities for action					
.d	Secure Committee approval for the emerging Action Plan arising from the Car Park Strategy.					
.e	Review BCCs off-street parking provision and provide a strategic approach for bringing forward BCC owned surface car parking provision, while maximising the potential of the existing BCC city centre lands currently allocated for parking.					
.f	Encourage car park operators to invest in their facilities to achieve the Park Mark standard and improve spaces for disabled and family parking.					
2	<i>Build on the Belfast Bike Scheme</i>					Development
.a	Complete a pilot exercise to reduce vandalism and theft in conjunction with the Smart Cities Team and key partners.					
.b	Continue to deliver the scheme and look for opportunities for improvement.					
3.2.3	<b>Increase the supply of mixed tenure housing</b>					
.1	<i>Deliver a City Centre Liveability Strategy by pursuing opportunities for City Centre Living (CCL)</i>					City Centre Development
.a	Undertake Residential Market analysis to better understand barriers to the delivery of housing in the city centre and test for evidence of market failure.					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.b	Consider options for bringing forward BCC land, along with other public and private sector landowners.					
.c	Review with DfC ways to encourage residential development in vacant spaces about shops in the city centre.					
.d	Work with NIHE to use <b>Hope Street</b> as pilot for CCL good practice.					
.e	Undertake further Member and resident workshops to discuss issues around CCL and liveability.					
3.3	<b>Drive the physical and cultural regeneration of the city centre</b>					
3.3.1	<b>Develop a further world-class visitor attraction</b>					
.1	<i>Develop a further world-class city centre visitor attraction</i>					
.a	Complete an outline business case in conjunction with Tourism NI and in consultation with stakeholders.					City Centre Development
.b	Present outline business case to committee and key stakeholders.					
.c	Identify potential city centre sites.					
.d	Produce full business case or other outputs as required as part of Belfast Region City Deal.					
3.4	<b>Deliver key strategic physical projects and policies</b>					
3.4.1	<b>Deliver city centre regeneration and investment projects</b>					
.1	<i>Lead regeneration activity in the city centre and deliver City Centre Masterplans and Frameworks</i>					
.a	Establish and lead a City Development Forum.					City Centre Development
.b	Continue to regular Developer & Agents Forum.					
.c	Develop and deliver the City Centre Regeneration Engagement Strategy.					
.d	Work with DfC to bring forward the BT1 Gateway and Queens Quay developments.					
.e	Work with partners to influence key developments in the city, including Transport Hub/Weavers Cross, Belfast Streets Ahead, and Greater Clarendon.					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.f	Support engagement activity of Ulster University via Campus Community Regeneration Forum					
.g	Complete and release the VUCITY model.					
.h	Ongoing support, input and coordination across council teams and external partners via the Joint Regeneration Board.					
.2	<i>East Bank Masterplan: maximising the riverfront, development sites and connecting people and spaces</i>					
.a	Conclude the Strategic Environmental Assessment (SEA).					City Centre Development
.b	Secure Committee approval on the revised East Bank plan and agree implementation plan.					
.c	Influence emerging schemes at Sirocco and Queen's Quay.					
.3	<i>Inner North West Masterplan</i>					
.a	Conclude consultation on draft masterplan.					City Centre Development
.b	Masterplan to committees for approval.					
.c	Conclude SEA; secure formal adoption of masterplan by council and partners.					
.d	Deliver specific projects and development as set out in the masterplan, working with partners and in context of LDP and other strategies.					
.4	<i>Deliver City Centre Animation and Meanwhile projects</i>					
.a	Secure committee approval to deliver two meanwhile projects in financial year.					City Centre Development
.b	Undertake procurement for the delivery of projects at two locations.					
.c	Delivery of projects and associated programme of activity.					
.d	Review and assess projects and consider activity for 19/20.					
.e	Work with NIHE, Translink and Titanic Foundation to encourage and support citywide animation.					
.5	<i>Deliver the City Centre Investment Fund (CCIF)</i>					
.a	Undertake detailed due diligence on shortlisted applicants.					City Centre Development
.b	Select successful applicants.					
.c	Loan payments and ongoing monitoring.					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.6	<i>Procure independent technical advice to aid residents and groups in and around the city to engage with development and regeneration</i>					City Centre Development
.a	Report to committee.					
.b	Procurement of technical advice.					
.c	Promotion of advice service to residents and relevant groups.					
.d	Consultant/contractor appointed to deliver technical advice.					
.7	<i>Development of the Belfast Telegraph site via Bel Tel LLP</i>					City Centre Development / Property & Projects
.a	Submit a full planning permission for the redevelopment of the site					
.b	Undertake appropriate marketing and promotion of the site via agents, targeted at the professional, creative and tech sectors.					
.c	Present to committees potential planning options for the council’s future investment in the scheme at the delivery stage.					
.8	<i>Undertake retail and residential market analyses</i>					City Centre Development
.a	Commission and conclude retail market analysis					
.b	Procure residential market analysis					
3.5	<b>Attract more tourists</b>					
3.5.1	<b>Deliver the integrated tourism strategy</b>					
.1	<i>Deliver the actions for the Tourism Strategy</i>					Development
.a	<b>People and Skills:</b> continue to work with key strategic partners, industry bodies and local schools & colleges to develop a joint plan to tackle the industry skills shortage.					
.b	<b>Product Development/Quality and Standards:</b> building on the investment in the Destination Hub and Belfast Story, support opportunities for further product particularly those related to maritime heritage, screen tourism, the “Beyond Peace” narrative and ‘local tourism’ products across the City.  Learning from recent investment in tourism product, complete research to explore new mechanisms for investment and support new product development opportunities including tourism trails, marketing, improvements in Quality Standards and management of online presence. Engage with partners to lever additional investment (including Belfast Region City Deal opportunities).					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.c	<b>Data, Insight and Innovation:</b> continue to work with partners and the Smart Cities team to improve data collection on visitors and their experiences. Launch further technology-based challenges with the Smart Cities Team to encourage the development of private sector solutions. Engage with the Belfast Region City Deal partners to seek additional funding to support this.					
.d	<b>Air route development:</b> As part of the Belfast Region City Deal continue to identify and promote opportunities for infrastructure improvements, particularly relating to air route access to the city's airports.					
.e	<b>Governance:</b> establish the Belfast Tourism Co-ordination Group (BTCG) to co-ordinate and integrate all programmes undertaken by public and private agencies in support of tourism in Belfast. Explore opportunities to host a tourism conference in the city.					
.f	<b>Maintain a focus on City Marketing:</b> continue to support and influence Visit Belfast, Tourism Ireland and Tourism NI to maximise the impact of collective investment.					
.g	<b>Support Business Tourism Investment:</b> continue to invest in the Conference Support Scheme for the city with matched investment from Tourism NI. Continue to provide access to City Hall for key functions such as conference receptions.					
.2	<i>Manage the City Markets</i>					Development
.a	Deliver four Twilight Markets in St George's Market.					
.b	Continue to manage the St George's Market, Smithfield Market and to oversee the Continental Market.					
.3	<i>Deliver the annual City Events Programme</i>					Development
.a	Deliver the Spring programme of events including: the BBC Radio 2 Folk Awards; Lord Mayor's Day; Belfast City Marathon; Belfast Titanic Maritime Festival and The BBC Biggest Weekend.					
.b	Deliver the Summer programme of events including: Vespa World Gathering; UK National Pipe Band Championships; Sail Training; and Support for Sport.					
.c	Deliver the Autumn/Winter programme of events including: BBC Proms in the Park; Autumn Fair; Halloween and the Christmas Lights Switch-On.					
.d	Deliver the St Patrick's Day events.					
.4	<i>Develop a new approach to events, festivals and culture</i>					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.a	Engage with key funders (Tourism NI, DfC, ACNI) to secure agreement around the possibility of re-alignment of existing funding streams.					Development
.b	Explore opportunities to re-profile or increase current investment in Events and Festivals, commission work to understand the potential for additional sponsorship income, and secure agreement for separation of Neighbourhood Events from Major, Signature, Growth and Local Events.					
.c	Consideration of multi-annual funding arrangement for Signature and Growth Events.					
.d	Develop capacity-building programme for Events and Festivals - to include information and training for funding applicants.					
.e	Create Strategic Events Partnership Group and Internal Officer Events and Festivals Coordination Group, consider internal staffing implications.					
f.	Secure Committee agreement on draft-revised approach to Events and Festivals support for public and key partner consultation.					
<b>Working &amp; learning</b>						
4.1	<b>Address educational inequalities and increase skills attainment</b>					
4.1.1	<b>Deliver an integrated city programme to address educational inequalities</b>					
.1	<i>Work with Partners to build and support stronger links between schools libraries, families, communities. Building on Education Authority's Strategic Area Action Plan.</i>					Development
.a	Working with schools to encourage effective careers guidance for education, training and employment, etc. targeted at young people at risk of not achieving 5 GCSE's.					
.b	Facilitate both paid and unpaid work experience/internships through council and by encouraging local organisations to offer places.					
.c	Work with local schools to develop and deliver a Schools based Employment Academy modelled on the success of our other employment academies. This is especially relevant for young people who are or are at risk of becoming NEET.					

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.d	Continue research and engage with key partners to develop strategic relationships to co-design a joint approach to early intervention linked into the City Youth Pledge.					
4.2	<b>Address barriers to employment</b>					
4.2.1	<b>Deliver an integrated approach to employment and skills</b>					
.1	<i>Remove barriers to employment</i>					Development
.a	Deliver a range of <b>Employment Academies</b> subject to demand and opportunity in sectors including Hotels, Hospitality, and Construction.					
.b	Explore opportunities to deliver new academies in sectors including Tourism, Transport, Public Sector, Retail, Childminding, Care, Advanced Manufacturing, Creative and Digital.					
.c	Explore the provision of practical support for underrepresented groups to access council employment support. Issues may include child care, sign-language, interpreters, etc.					
.d	Develop options for Self-employment internship (e.g. paid a wage for a period of time) seeks to gather intelligence and learning from delivery at a local level (such as SIF) which targets economically inactive and LTU who do not have the financial resources to set up their own business, but who have business-ready propositions.					
.e	Deliver and support a range of jobs fairs and careers events that offers meaningful employment opportunities. This includes Apprenticeship 'Meet the Employer' event, delivered in partnership with DfE, Belfast Jobsfair, delivered in partnership with DfC, Skills NI careers event etc.					
4.3	<b>Enhance and increase the skill levels of our residents and attract and retain even more skilled people</b>					
4.3.1	<b>Maximise the benefits of our higher and further education offer</b>					
.1	<i>Work with the FE and HE sector to link courses to employment opportunities</i>					
.a	Develop options based on the research in areas such as upskilling funds, Graduate internships, targeting growth sectors where gaps exist, adding value to Assured Skills programme within DfE.					



Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
.2	<i>Work with business to ensure skills needs are matched</i>					
.a	Continue to work with businesses via their involvement with the employment academies.					
4.3.2	<b>Establish a city pledge for our young people and a commitment to being a learning city – as part of City Deal work</b>					
.1	<i>Establish a City Pledge that commits the city to developing coherent pathways for education, training and employment for our young people</i>					
.a	Deliver an ongoing programme of interventions as identified through our research including supporting the development of coherent pathways and transitions.					Development
.2	<i>UNESCO city of lifelong learning</i>					
.a	Continue to work with and support the Belfast Strategic Partnership and the Lifelong Learning Group with the application for UNESCO learning city status.					
4.4	<b>Match people and skills to opportunities across Belfast</b>					
4.4.1	<b>Deliver the Belfast employability pathway model</b>					
.1	<i>Deliver the Employability and Skills Framework</i>					
.a	Continue to support the European Social Fund (ESF) projects targeting the unemployed and economically inactive. The programmes include Springboard Workforce, USEL, Specialisterne, and LEMIS+.					Development
.b	Look for opportunities to Pilot new approaches such as Training for Success+ and Apprenticeship+.					
.c	Continue to develop the data and intelligence to inform future programme development.					
.2	<i>Establish an Employability and Skills Forum</i>					
.a	Establish an Employability and Skills Forum in partnership with Department for the Economy, the Education Authority and the Department for Communities as per their commitment in the PfG.					Development
.3	<i>Work with partners to develop an employability pathway – Belfast Workplace</i>					
.a	Further develop & secure support for the Belfast employability pathway model					Development

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
	(the Belfast Workplace).					
.b	Deliver employment academies including stakeholder engagement, job fairs, job insights, training and interviews.					
4.5	<b>Reduce poverty and economic inactivity</b>					
4.5.1	<b>Leverage the power of Belfast’s anchor institutions and city partners</b>					
.1	<i>Deliver a programme of work with the city’s anchors and other partners to leverage their power as employees, suppliers and contractors to build a resilient supportive economy</i>					
.a	Support Translink to deliver their social clauses in the development of the Transport Hub through ‘Meet the buyer’ events and construction academies.					Property & Projects / Development / City Centre Development
.b	Continue to screen and include social clauses in appropriate council contracts, particularly the upcoming major redevelopments in the city, in accordance with Council policy.					
.c	Implement the “Social Value Procurement Framework” across the relevant council departments.					
.d	Continue to work with BCC Planning to generate opportunities for employment-related developer contributions.					
4.5.2	<b>Devolve funding to the city region for the delivery of a large scale skills and employability programme</b>					
.1	<i>Shape opportunities relating to employability &amp; skills within the City Region Deal</i>					Development
.a	Lead on the development of the Employability & Skills proposition for the City Region Deal in partnership with the other councils and key partners.					

## City Growth & Regeneration Committee - Corporate Risk

There is one corporate risk for the City Growth & Regeneration Committee to manage as follows:

<b>Risk Name</b>	City Centre Regeneration Strategy	<b>Risk Owner</b>	Nuala Gallagher
<b>Risk Description</b>	Fail to deliver the City Centre Regeneration Strategy		

### Key Controls in place:

- Strategy – Approved City Centre Regeneratiuon and Investment Strategy based on market analysis and key stakeholder input (Note that a separate action plan covers the development of the Local Development Plan LDP)
- Agents Forum – Forum established to enbale 2-way communication with developers, investors, occupiers
- Governance and decsiion making structure (including City centre programmes Board, Advisory Booard and Committee approval process for investment decisions)
- Guidelines – Written guidelines for deployment of City Centre Investment Fund (CCIF)
- Due Diligence process – proposed interventions subject to economic appraisal and legal scrutiny
- Member and Officer Codes of Conduct

**City Growth & Regeneration Committee - Belfast Agenda Stretch Goals to 2021**

(curve needs to be turning the right direction)

**Growing the economy**

- Create 15,000 new jobs
- Create 4,000 business start-ups
- Attract over £1 billion in private sector investment including Foreign Direct Investment
- Secure a significant Belfast region city deal
- Increase the value of out of state tourism to £500million and welcome 1.9m overnight stays per year
- Create innovation, research and skills hubs.

**City development**

- Grow the city’s rate base by 5% as a result of growth and development
- Improve connectivity – Belfast Transport Hub, Belfast Rapid Transport, digital infrastructure and York St Interchange.
- A further world class visitor attraction
- Create 1.5 million square feet of Grade A office accommodation and a minimum of 3,000 new hotel bed spaces
- 15% increase in the use of sustainable transport
- Increase the percentage of residents satisfied with the city living experience

**Working and learning**

- Reduce the working age population economic inactivity rate to less than 23%
- Reduce the proportion of the working age population with no qualifications to less than 10%
- Increase the proportion of the working age population with Level 2 qualifications and above to more than 82%
- Increase the percentage of school-leavers entering employment, education or training from 94% to 98%
- Reduce the gap in educational attainment\* between those entitled to free school meals and those who aren’t, from 32% to 28% or less (\*at Level 2 or above, including English and Maths)