

Document Pack

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



1st August, 2011

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room (Room G05), City Hall on Friday, 5th August, 2011 at 10.00 a.m., for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

PETER McNANEY

Chief Executive

AGENDA:

1. **Routine Matters**
 - (a) Apologies
 - (b) Minutes
 - (c) Routine Correspondence - N.I. Libraries (Pages 1 - 4)
2. **Corporate Planning Process - Update** (Pages 5 - 8)
3. **Shaping Belfast 2015 and Beyond** (Pages 9 - 44)
4. **Appointment of Director of Finance and Resources** - (oral report of Chief Executive)

To: The Chairman and Members of the Strategic Policy and Resources Committee

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Belfast City Council

Report to:	Strategic Policy and Resources Committee
Subject:	Libraries NI – Future Capital Expenditure
Date:	5th August, 2011
Reporting Officer:	Mr. Stephen McCrory, Democratic Services Manager (ext. 6314)
Contact Officer:	Mr. Barry Flynn, Democratic Services Officer (ext. 6310)

Relevant Background Information

Correspondence (a copy of which is appended to this report) has been received from the Chief Executive of Libraries NI, Ms. Irene M. Knox, advising the Council that significant capital improvement work has been completed within the past year at the Falls Road, Shankill and Whiterock branches. In addition, the restoration project to the external stonework at Belfast Central Library has also been completed, at a cost of £938,000.

However, the letter from Ms. Knox points out also that Libraries NI has been advised by Central Government that previously anticipated capital funding would, given the ongoing spending review, be reduced significantly. This will impinge somewhat on the ability of Libraries NI to make further capital investment over the next four years. Therefore, plans to undertake additional work at Belfast Central Library have been postponed. Ms. Knox has indicated that, whilst the reduction in funding is disappointing, Libraries NI will continue to promote the upgrade of Belfast Central Library as one of its key projects and also emphasise its important role in the future development of the City's North West Quarter. To this end, Ms. Knox points out that Libraries NI will continue to seek funding in this regard and has asked for the Council's continued support.

Finally, Ms. Knox has extended an invitation to the Members of the Council to undertake a site visit to view the work which has been carried out to the libraries under the current redevelopment programme. The Committee may wish to consider if a site visit would be appropriate.

Recommendation

Members are asked to note the information provided and to take such action thereon as may be determined.

Decision Tracking

The Democratic Services Manager will implement any decision taken by the Committee.

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Chief Executive
Irene M. Knox BA, MBA, Dip Lib

Ref IK/CI/170611

17 June 2011

Chief Executive's Office		
Date	28 JUN 2011	
Seen by CX		
Referred to		
ACX	Corp Comms	Dem Serv
GR	SPP	Bus Supp.
Dev	F&R	H&ES
P&L	P&P	Other
Ref	MCN 126/6	

Mr Peter McNaney
Chief Executive
Belfast City Council
Belfast City Hall
Belfast
BT1 5GS

Dear Peter

You will recall that one of the commitments given by Libraries NI, on completion of its Strategic Review of Library Provision in the Greater Belfast area, was to invest in the Library infrastructure in the City. I am writing to you now to inform you that we have followed through on that commitment over the past year by completing a number of major refurbishments. The investment in branch libraries is detailed below.

Whiterock Library	£496,000
Falls Road Library	£880,000
Shankill Library	£930,000

In addition, the stonework restoration project at Belfast Central Library has been completed at a cost of £938,000.

Regretfully the Budget 2010 settlement has resulted in a significant reduction in the availability of capital funding. It is highly unlikely, therefore, that any further capital investment will take place over the next 4 years. This is particularly disappointing since it means that the plans for Belfast Central Library, which were reaching a fairly advanced stage, have now had to be put on hold. We will continue, however, to take every opportunity to emphasise the importance of the Belfast Central Library project not only to Library services in the City but in Northern Ireland as a whole, as well as to the regeneration of the North West Quarter and to seek to secure funding to enable it to be progressed. The City Council's continued support would be welcome.

I trust that you will find this update informative. Libraries NI would be pleased to welcome any Member of the Council or its staff to come along and see the refurbished Libraries.

Yours sincerely

Irene M Knox

Irene M Knox
Chief Executive

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Belfast City Council

Report to:	Strategic Policy and Resources Committee
Subject:	Corporate Planning Process – Update
Date:	5 August 2011
Reporting Officer:	Peter McNaney, Chief Executive, `Ext: 6001
Contact Officers:	Sharon McNicholl, Strategic Planning & Policy Manager, Ext: 6009

1.0 Relevant Background Information

1.1 At its meeting in June, the Committee agreed that the key issue is now for Members to set the leadership direction for Council by considering and shaping priorities to be set out in the future Corporate Plan.

The Committee also agreed that the timetable for development of the new plan should line up with the development of the Medium Term Financial Plan (MTFP) and the setting of the rate for 2012/13.

In the months ahead Members will receive full support to take an evidence based approach to creating a strategy that delivers the Corporate Plan and its financial commitments. The strategy will be clear, concise and easily communicated deliverable with definite roles and responsibilities so that officers can be held to account.

2.0 Key Issues

2.1 The development of the priorities and projects which will be the content of the new Corporate Plan has been initiated and a series of Party Group and Member briefings has been facilitated as requested during July and August.

An initial discussion with Party Group Leaders (or their nominees) took place at the end of June to begin to identify and explore potential priorities for the Council and to shape Members input.

To facilitate wider engagement, the Strategic Policy and Resources Committee agreed, at its meeting in June, that a workshop be arranged to enable all Members to set out and discuss their views on the important issues and priorities for the city and Council.

	<p>The workshop has been scheduled for Wednesday 17 August at 9.30am in the Group Space, Ulster Hall. An invitation has been issued to all Members of Council.</p> <p>The purpose of the workshop is to allow Members to begin to discuss and give direction on the Council's purpose, objectives and priorities for the new Council term.</p>
2.2	<p>The workshop will provide a forum for Members to explore and discuss some of the key leadership challenges facing the Council including, for example defining:</p> <ol style="list-style-type: none"> i. What is the Council's vision and ambition for the city? ii. What are the key priorities and areas for action – what results do Members wish to achieve within this Council and corporate planning term? iii. What can we afford to do? iv. How can we innovate to maximise the potential investment/funding into the city? <p>This will set the context in which Members will discuss the Council's place shaping role within the city.</p>
2.3	<p>Given the challenging economic environment and Members' focus on value for money and efficiency it is important that discussions with respect to future priorities are taken forward within the context of affordability limits and maximising the effectiveness of the Council's assets. It is therefore vital that the discussion on the new corporate plan is integrated with the setting of the rate for 2012/2013 and consideration of capital programme and city investment.</p>
2.4	<p>In previous corporate planning processes it has proven extremely valuable where Members have given consideration, in advance of a workshop, to the key issues which they believe will face the city and Council over the next four years and their views on key priorities. In order to inform such considerations briefings have been offered to all political parties and Members.</p>
2.5	<p>In regards to the Members' workshop on 17 August, early feedback from some Members has suggested that consideration be given to using an external facilitator who might challenge Members on their views more robustly than Council Officers might do. The Committee is asked to consider this.</p>
2.6	<p>Regardless of how the workshop is facilitated the aim is to begin a series of real conversations as to how this organisation can best play a role both directly and indirectly in moving Belfast forward.</p>

2.7	<p>The Chief Executive will make a brief presentation to Committee at it's meeting on 5 August 2011, outlining the emerging priorities in terms of what should be in the new corporate plan as a foundation for the workshop discussion.</p> <p>This will be followed by a more detailed look at the Council's Place-Shaping agenda by the Director of Property and Projects as this is a key focus for the first of a series of workshops.</p>
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3.0 Resource implications

3.1	<p>Financial None at present</p> <p>Assets None at present</p> <p>Human Officer time</p>
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4.0 Equality considerations

4.1	The appropriate equality screening stages have been integrated into the corporate planning process.
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5.0 Decisions required

5.1	<p>The Committee is asked:</p> <ul style="list-style-type: none"> i. To make initial comments on the Chief Executive's presentation of emerging priorities in advance of more detailed discussion at the Members workshop on 17 August 2011; ii. consider whether an external facilitator should be used for the Members workshop on 17 August 2011.
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6.0 Officers to contact for further information
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6.1	Sharon McNicholl, Strategic Planning and Policy Manager, Chief Executive's Department, Ext: 6009.
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7.0 Documents attached

7.1	None.
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8.0 Abbreviations

8.1	MTFP – Medium Term Financial Plan.
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Belfast City Council

Report to:	Strategic Policy and Resources Committee
Subject:	Shaping Belfast – 2011 – 2015 and Beyond
Date:	5 August 2011
Reporting Officer:	Gerry Millar, Director of Property and Projects, Ext: 6217
Contact Officers:	Kevin Heaney, Project Co-ordination Manager, Ext:6202 Sinead Grimes, Policy Analyst, Ext: 6203

1.0 Relevant Background Information	
1.1	Since the mid 1990's, Belfast City Council has striven to become more relevant in terms of the role it plays in regard to shaping and regenerating Belfast.
1.2	Members' ambition and advocacy has been matched by officer action to facilitate and deliver a range of physical projects that has enhanced the city and bolstered the Council's reputation as a ' <i>can do</i> ' organisation.
1.3	<p>Following a basic approach of -</p> <ul style="list-style-type: none"> - Policy (i.e. State of the City, Masterplan); - Practice (i.e. projects on time, on budget, to specification) and; - Partnership (i.e. Titanic Quarter, Connswater Community Greenway, Grove Well-Being Centre) <p>The Council has enhanced its influence and role in shaping Belfast and gained substantial credibility.</p>
1.4	Furthermore, through the advocacy and brokerage of Members, the Council has been instrumental in securing key investment projects such as Victoria Square, IKEA and Laganside and has a proven track record in delivering key

	<p>physical projects as highlighted by the following examples:</p> <ul style="list-style-type: none"> - Waterfront Hall which anchored Lanyon Place - St George’s Market which brings vitality to an otherwise sterile area at weekends - the award winning Gasworks with £160m of private investment and 3/4000 jobs - Belfast Welcome Centre as the city’s tourism headquarters - the award winning Falls Swim Centre and the ground breaking Grove Well-Being Centre - Numerous council facility upgrades including a number of multi use games areas (MUGAs) - Four state of the art recycling facilities - Land disposals for social housing - Environmental enhancement of arterial routes - Pump priming for the Titanic Signature Project, MAC, Lyric
1.5	<p>A lot of the above was achieved against a background of scepticism about the Council’s ability, a larger public sector with limited political accountability and a city emerging from an era of conflict which put limitations on key factors of regeneration such as trust and confidence.</p>
1.6	<p>To move forward in this Council term and beyond we need Members input to build on what has already been agreed upon in terms of the Capital Programme, the City Investment Fund and Peace III and other grant applications.</p> <p>A follow up Members workshop on 17 August 2011 will seek to test Members ambitions for the City; exploring what politically they wish to advocate for and what action they want the Council to take in regard to projects that will make the greatest impact and positive difference to people’s lives.</p>
1.7	<p>This report and presentation is offered as a pre cursor for that workshop.</p>

<p>2.0 Key Issues</p>	
2.1	<p>Before going into greater detail two key challenges must be stated -</p> <ol style="list-style-type: none"> 1. It is clear we are in a poor economic climate that threatens future investment in the city which calls for greater imagination and innovation to resource and deliver projects.

	<p>2. The job of urban government is to care for its citizens – and not necessarily to fund buildings.</p> <p>Equal attention needs to be given to the role of the Council in the economy and in society which may be the subject of further workshops. Appendix 1 contains a range of issues a sustainable city needs to be good at under the headings of economy, environment, society and governance and emphasises the need for integration.</p>
2.2	<p>Politics</p> <p>One upside from the current economic downturn is that people are more willing to collaborate. ‘<i>Government Action for our Urban Environment</i>’ (see Appendix 2) is a report sent to all new MLAs suggesting the need for a co-ordinated departmental approach to the city. The Minister for the Environment has followed up on this with officials and is intending to convene a ministerial meeting on this issue in September at which it will be important for the Council to have input.</p> <p>Feedback from Members at the time of writing is that there is a clear understanding that resources are limited and choices need to be made if we are to move projects from being purely aspirational to agreed, understood and resourced and hence deliverable. We now need to agree a shared agenda in regard to place-shaping so that the Council fulfils this key component of civic leadership.</p>
2.3	<p>Policy</p> <p>The Council’s key policy document in relation to place-shaping, the ‘<i>Belfast Masterplan 2011</i>’, is nearing completion and will set out a number of themes within which we might seek to advocate for and/or deliver projects within but principally it will focus on the primacy of the urban area and the need to drive economic growth. Belfast and the economy has suffered through population loss due to the priority given to sub-urban and rural policies. We need to ensure future government policies are urban proofed.</p> <p>To assist Members thinking Appendices 3 and 4 contain excerpts from two recent publications on shaping cities. The first is the 12 Guiding Principles needed to secure a sustainable city taken from the ‘<i>Freiburg Charter for Sustainable Urbanism</i>’. Freiburg was named European City of the Year 2010 by the Academy of Urbanism</p> <p>Closer to home, the Scottish Government has recently produced ‘<i>Delivering Better Places in Scotland</i>’ as a guide for public, private and community stakeholders. Appendix 4 contains the key learning points from what is a lengthy comprehensive document.</p>

	<p>Members may find it useful to begin to articulate what is Belfast's common sense approach - i.e. the need for leadership; the need to develop a long term view (e.g. Glasgow and Helsinki are looking ahead 50 years); the importance of neighbourhoods; education, connectivity, inclusion etc. Such thinking will be important in underpinning the '<i>Belfast Masterplan 2011</i>' and creating a driving force to make things happen.</p>
2.4	<p>Partnership</p> <p>As instructed by Members, officers have been continuing dialogue with both the DSD and the Planning Service to explore the potential scope and viability of key place shaping functions such as comprehensive development powers for major schemes, regeneration and planning pilots.</p> <p>We have also been in conversation with some of the major developments that will have a real impact on the city such as, for example, the proposed University of Ulster campus; Casement and Windsor Park stadiums; the Belfast Rapid Transit system; Royal Exchange and so on. All of these projects have their upsides and downsides and we would welcome Members views so that a coherent Council platform for advocacy of these or other projects can be developed. This would provide a clear and consistent message to investors and perhaps elicit a faster response from statutory agencies to enable projects to happen.</p>
2.5	<p>Practice</p> <p>The Council has a number of capital commitments to deliver on over the new term. These include several parks projects including the Pitches Strategy and Connswater Community Greenway. There are also a range of potential projects from across all Council departments such as the Belfast Welcome Centre, new Exhibition Centre to enable Belfast to compete with other cities, North Foreshore green technologies, the Lagan Canal, a new recycling centre etc; all of which are at different stages of consideration.</p> <p>Furthermore there are a number of partnership projects including the Gaeltacht Quarter, St. Comgall's school, Loughside, Girdwood Community Hub, the Markets Tunnels which are seeking Council support and intervention.</p> <p>There may also be a further range of emerging smaller neighbourhood level schemes to consider with reference to the Council's proposed Local Neighbourhood Fund and possible matching of other funding sources such as OFMDFM's Social Investment Fund.</p>

	There are of course more projects than there are resources, both financial and organisational, and Members views will be sought on how and which schemes we focus on to enable delivery.
2.6	<p>Prioritisation</p> <p>Council officers are working through a grid system that identifies projects that are both unknown (i.e. not clearly specified/just ideas) and not agreed (i.e. no approval, resources and so on) through to projects that we have agreed upon and which are fully articulated and hence deliverable. The model is attached at Appendix 5.</p>
2.7	The workshop on 17 August will allow Members to go through this in more detail.

3.0 Resource implications	
3.1	<p>Financial</p> <p>Current resources include a loan commitment to spend £55m on capital to 2015. Any further increases in capital expenditure will require corresponding allocation of funding to cover the cost of borrowing. Such proposals need to be articulated as part of the Medium Term Financial Plan and rate setting process.</p> <p>The City Investment Fund has a commitment of £16m for the existing projects approved by the Council with a forecast to raise £29m. To date this Fund stands at £18m which includes the £16m already allocated. In the current market, capital receipts have not been easily attainable but even without capital receipts £27m is achievable by 2015. There are a number of land disposal options currently snagged by planning issues.</p> <p>In July 2011 the Council agreed to allocate £2.5million into the Local Neighbourhood Fund for 2011/12.</p> <p>Work is ongoing on Alternative Funding Mechanisms such as Accelerated Development Zones and Tax Incremental Funding with a report due by the end of the Summer. There will be a series of risks to be considered in regard to the various alternative funding mechanisms and some options may require legislative change.</p> <p>All of the above investment does have a positive spin off in terms of the rate base, employment, and enhancement of the Council's ability to deliver more and better services.</p>

	<p>Assets</p> <p>New buildings and facilities will in time require ongoing maintenance and this needs to be factored into running and other whole life costs and budgeted for appropriately.</p> <p>Human</p> <p>The Human Resource element is stretched to deliver projects as things stand and may require readjustment and realignment of the organisation to get best use out of the skills and experience that are in the organisation.</p>
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4.0 Equality considerations	
4.1	The appropriate equality screening stages have been integrated into the corporate planning process.

5.0 Decisions required	
5.1	<p>The Committee is asked:</p> <ol style="list-style-type: none"> 1. To make initial comments on the Director’s presentation in advance of more detailed discussion at the Members Workshop on 17 August 2011. 2. To think about it’s ambition for the city; the big projects on which to advocate and what are the priority projects for delivery. 3. To make use of the information in the report and its appendices.

6.0 Officers to contact for further information	
6.1	Gerry Millar, Director of Property and Projects, Ext: 6217.

7.0 Documents attached	
7.1	<p>Appendix 1 - Range of issues a sustainable City needs to be good at</p> <p>Appendix 2 - Government Action for our Urban Environment</p> <p>Appendix 3 - 12 Guiding Principles of the Freiburg Charter on Sustainable Urbanism</p>

Appendix 4 - Delivering Better Places in Scotland

Appendix 5 - Illustrative example of the Council project assessment grid.

8.0 Abbreviations

8.1 None.

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Sustainable Urban Development Questions

Economy	
Society	
Environment	
Governance	

Sustainable Urban Development Questions	Importance		
	LOW	MEDIUM	HIGH
1. Reinforce the economic attractiveness of the city/region/territory Add your comments. Explain your choice			
<ul style="list-style-type: none"> Provide training and assistance to staff of local administration and other relevant partners to develop competence and improve skills 			
<ul style="list-style-type: none"> Highlight the strong points of your City 			
<ul style="list-style-type: none"> Promote cooperation with businesses and research institutes to generate disseminate and apply knowledge and skills 			
2. Develop the local economy through knowledge and skills provision Add your comments. Explain your choice			
<ul style="list-style-type: none"> Identify potential and complementary opportunities for business and non-profit purposes 			
<ul style="list-style-type: none"> Create and maintain good relations with businesses, provide appropriate conditions and procedures for their smooth running 			
3. Ensure city connectivity and the provision of efficient infrastructures Add your comments. Explain your choice			
<ul style="list-style-type: none"> Provide high quality infrastructure to facilitate production, flows of people and goods, including efficient transport systems and high-speed internet connection 			
<ul style="list-style-type: none"> Provide flexible working conditions 			
<ul style="list-style-type: none"> Facilitate access to finance and information 			
4. Develop/promote/support/ appropriate sustainable local production and consumption of goods and services Add your comments. Explain your choice			
<ul style="list-style-type: none"> Improve the environmental and social impact of products and services 			
<ul style="list-style-type: none"> Encourage citizens, public administrations, businesses etc to 			

use local sustainable products			
<ul style="list-style-type: none"> Promote local production of goods and services, close to the users/consumers/citizens 			
5. Meet the population needs in terms of employment types and access to jobs Add your comments. Explain your choice			
<ul style="list-style-type: none"> Support the creation of employment opportunities that meet people needs 			
<ul style="list-style-type: none"> Improve access to the labour market while fighting against discrimination (poverty, exclusion, ethical, gender, cultural) 			
<ul style="list-style-type: none"> Improve the knowledge and skills of the local workforce by providing the necessary conditions for equal and easy access to education and training that respond to the local economy 			
6. Maintain or develop a more diversified local economy Add your comments. Explain your choice			
<ul style="list-style-type: none"> Identify and address current problems, in particular issues that can have a reverse effect on sustainable local economic development 			
<ul style="list-style-type: none"> Balance economic activities within the territory to avoid dominating structures and sectors 			
<ul style="list-style-type: none"> Support local economic actors to adapt to new sustainable opportunities 			
7. Improve quality of and accessibility to public services for everyone Add your comments. Explain your choice			
<ul style="list-style-type: none"> Favour quality of public and private services over financial saving 			
<ul style="list-style-type: none"> Encourage proximity and accessibility to services 			
<ul style="list-style-type: none"> Encourage affordability of all public services 			
<ul style="list-style-type: none"> Improve information on public services, for everybody 			
8. Ensure that everyone can benefit from a good level of education and training Add your comments. Explain your choice			
<ul style="list-style-type: none"> Promote an affordable education system accessible to everyone 			
<ul style="list-style-type: none"> Promote high-quality schools and training centres 			
<ul style="list-style-type: none"> Adapt schools and training centres to local needs 			
<ul style="list-style-type: none"> Ensure life long learning throughout the lifecycle 			
9. Promote good public health without prejudice			

Add your comments. Explain your choice			
<ul style="list-style-type: none"> Guarantee access to health services for everyone 			
<ul style="list-style-type: none"> Improve protection against health threats risks 			
<ul style="list-style-type: none"> Improve information on health determinants (impact of environment, lifestyle) 			
10. Ensure quality of housing and neighbourhoods for everyone Add your comments. Explain your choice			
<ul style="list-style-type: none"> Encourage the redevelopment of existing housing and the construction of new housing 			
<ul style="list-style-type: none"> Encourage work to improve accessibility and affordability of adequate housing for all 			
<ul style="list-style-type: none"> Encourage integrated housing for the whole community in all neighbourhoods 			
11. Promote social inclusion and opportunities Add your comments. Explain your choice			
<ul style="list-style-type: none"> Reduce the risk of poverty and social exclusion 			
<ul style="list-style-type: none"> Strengthen and develop social networks 			
<ul style="list-style-type: none"> Contribute to adapting welfare services in view of demographic changes and an ageing population 			
<ul style="list-style-type: none"> Adapt to existing and anticipate and anticipate forthcoming social integration needs and opportunities 			
<ul style="list-style-type: none"> Promote the integration of people with reduced mobility 			
<ul style="list-style-type: none"> Encourage citizens awareness and involvement in city life 			
12. Promote cultural and leisure opportunities and ensure access to it for everyone Add your comments. Explain your choice			
<ul style="list-style-type: none"> Encourage cultural diversity 			
<ul style="list-style-type: none"> Support and encourage cultural and artistic creation 			
<ul style="list-style-type: none"> Ensure broad, affordable and equal access to culture for everyone 			
<ul style="list-style-type: none"> Improve the leisure facilities 			
13. Mitigate the effects of climate change and allow the city to adapt to it Add your comments. Explain your choice			
<ul style="list-style-type: none"> Define territorial quantitative CO2 reduction targets aligned with EU objectives 			

<ul style="list-style-type: none"> Promote urban development that are more energy-efficient 			
<ul style="list-style-type: none"> Encourage the reduction of energy consumption for households, public and economic activities 			
<ul style="list-style-type: none"> Improve energy efficiency in all fields (building, transport, industry, agriculture, housing...) 			
<ul style="list-style-type: none"> Promote the development and use of renewable energy sources emitting less greenhouse gases 			
<ul style="list-style-type: none"> Anticipate and manage the territorial impacts of climate change 			
<ul style="list-style-type: none"> Use nature's services (ecosystem services) to adapt the city to climate change 			
14. Protect and promote biodiversity Add your comments. Explain your choice			
<ul style="list-style-type: none"> Safeguard and encourage ecological corridors across the whole territory 			
<ul style="list-style-type: none"> Maintain and improve the protection of fauna and flora species 			
<ul style="list-style-type: none"> Preserve areas dedicated to agriculture in and around the city 			
15. Reduce pollutions Add your comments. Explain your choice			
<ul style="list-style-type: none"> Reduce air pollution 			
<ul style="list-style-type: none"> Reduce water pollution 			
<ul style="list-style-type: none"> Reduce soil pollution 			
<ul style="list-style-type: none"> Reduce all kind of nuisances (visual, noise, etc) 			
<ul style="list-style-type: none"> Manage possible natural and technological disasters 			
16. Preserve the quality and availability of natural resources Add your comments. Explain your choice			
<ul style="list-style-type: none"> Improve the use of local material 			
<ul style="list-style-type: none"> Reduce the consumption of natural resources 			
<ul style="list-style-type: none"> Avoid the production of waste and encourage the re-use and recycling of materials 			
<ul style="list-style-type: none"> Promote efficient innovations and the use of renewable resources 			
17. Preserve and promote the high quality and functionality of the built environment, public spaces and urban landscapes Add your comments. Explain your choice			
<ul style="list-style-type: none"> Identify preserve and promote the existing heritage according 			

to the local and cultural context			
<ul style="list-style-type: none"> Prevent unplanned settlement 			
<ul style="list-style-type: none"> Promote the architectural quality of urban landscapes public spaces and the building environment 			
<ul style="list-style-type: none"> Create functional, user-orientated amenities and ensure the safety, security and easy accessibility of public spaces 			
18. Develop an integrated vision for the sustainable development of your city Add your comments. Explain your choice			
<ul style="list-style-type: none"> Advancement of your city 			
<ul style="list-style-type: none"> Define integrated priorities and objectives in the sustainable urban development strategy 			
<ul style="list-style-type: none"> Follow an integrated approach when setting up your sustainable urban development strategy 			
<ul style="list-style-type: none"> Preparation to identify new problems /challenges in your city 			
19. Pay special attention to deprived neighbourhood areas Add your comments. Explain your choice			
<ul style="list-style-type: none"> Integrate strategies for deprived neighbourhood areas within the context of the city strategy as a whole 			
<ul style="list-style-type: none"> Your policy/strategy/project include targeted specific actions for deprived neighbourhood areas 			
<ul style="list-style-type: none"> Integrate residents of deprived neighbourhood areas into the design and implementation of policy/strategy/project 			
20. Organise the management structures of your city to achieve urban development Add your comments. Explain your choice			
<ul style="list-style-type: none"> Organise your city administration to encourage working in an integrated way 			
<ul style="list-style-type: none"> Organise or adapt your management structures to implement your policy/strategy/project 			
<ul style="list-style-type: none"> Give a good example by your city administration in achieving/aiming at the sustainable urban development objectives that have been set 			
<ul style="list-style-type: none"> Promote skills for good governance and leadership 			
21. Manage to ensure the financing of the integrated sustainable development of your city Add your comments. Explain your choice			
<ul style="list-style-type: none"> Use your capacity to create/allocate financial resources 			
<ul style="list-style-type: none"> Organise the city 			

22. Monitor and evaluate progress Add your comments. Explain your choice			
<ul style="list-style-type: none"> • Prepare and regularly follow up the monitoring and evaluation of your policy/strategy/project 			
<ul style="list-style-type: none"> • Access to information for the public regarding the city 			
23. Cooperate with other authorities from different levels Add your comments. Explain your choice			
<ul style="list-style-type: none"> • Consult and or co-ordinate with other authorities from different levels in your planning and decision-making processes 			
<ul style="list-style-type: none"> • Develop partnerships at local and regional level 			
<ul style="list-style-type: none"> • Develop partnerships at national level 			
<ul style="list-style-type: none"> • Develop partnerships at European and/or International level 			
24. Promote active stakeholder and citizen participation Add your comments. Explain your choice			
<ul style="list-style-type: none"> • Encourage active stakeholder and citizen participation and involvement in the different stages of the decision-making process 			
<ul style="list-style-type: none"> • Access to information, for the public, regarding the city's sustainable urban development policies? 			
25. Promote networking and exchange of knowledge Add your comments. Explain your choice			
<ul style="list-style-type: none"> • Promote local capacity building through the transfer of knowledge and skills 			

Government Action for our Urban Environment



PLACE is the Northern Ireland Architecture & Built Environment Centre. We have promoted understanding, debate and awareness of landscape, townscape, architecture, planning, participation and the broad range of built environment issues since 2004. PLACE is part of an international network of architecture centres and is the first of its kind on the island of Ireland. This paper has been prepared by a collegiate group of professionals from various backgrounds that share a passion for the urban and rural environment of NI. These professionals are key members of organisations as diverse as the Northern Ireland Government's Ministerial Advisory Group for Architecture and the Built Environment (MAG), PLACE and the Academy of Urbanism, however the views expressed in this document are their individual thoughts and not necessarily the policy of their organisations.

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Government Action for our Urban Environment

Northern Ireland has fantastic urban and rural assets. These are necessary to help deliver a dynamic economy and vibrant society. There is a pronounced need to understand what makes our place special, how to capture its essence to nurture it to thrive for future generations to enjoy. To accomplish this, we need joined up thinking and commitment at a strategic, governmental level which links policies and programmes to deliver leadership for successful places. This paper argues that we must work together to protect and enhance this special place. These are concrete deliverable ways in which the new Assembly can help sustain and create high quality places for the people of Northern Ireland.

Our environment is affected by all of the Government Departments as set out below:

DOE	Planning, Heritage, Natural Environment
DRD	Regional Planning, Roads and Infrastructure
DSD	Regeneration, Housing
DCAL	Arts, Culture and Leisure provision; MAG
DARD	Rural and agricultural environment
DENI	Education at all levels
DHPSS	Well being and healthy lifestyles
DFP	Land and property services, valuations, legal titles, mapping etc
Local Councils	Building Control, Environmental Health, RPA powers etc.

There are a wide range of Government Departments in NI: public agencies, private companies and NGOs that have roles in looking after, creating and shaping the environment. We have a fragmented government. Until recently, agencies acted in isolation to deliver only their own component of the city: housing (NI Housing Executive); roads (Department for Regional Development); urban regeneration (Department for Social Development); and planning (Department of Environment). Northern Ireland politicians have now taken back control of decision-making, and by and large these politicians recognise the problems of disconnection among the competing agencies and disconnection within our society. We see the new Assembly as an opportunity to address the following key objectives, and we are seeking agreement from all of the different Departments to take a collegiate leadership approach in taking these forward.

The Government's Architecture and Built Environment Policy published by DCAL in 2006 sets out agreed Guiding Principles and Objectives:

- Guiding Principle 1 - Creativity and Innovation
- Guiding Principle 2 - Heritage
- Guiding Principle 3- Sustainable Development
- Objective 1 - Delivery of Good Design
- Objective 2 - Planning Policies
- Objective 3 - Knowledge and Skills
- Objective 4 - Awareness
- Objective 5 - Integration of Art

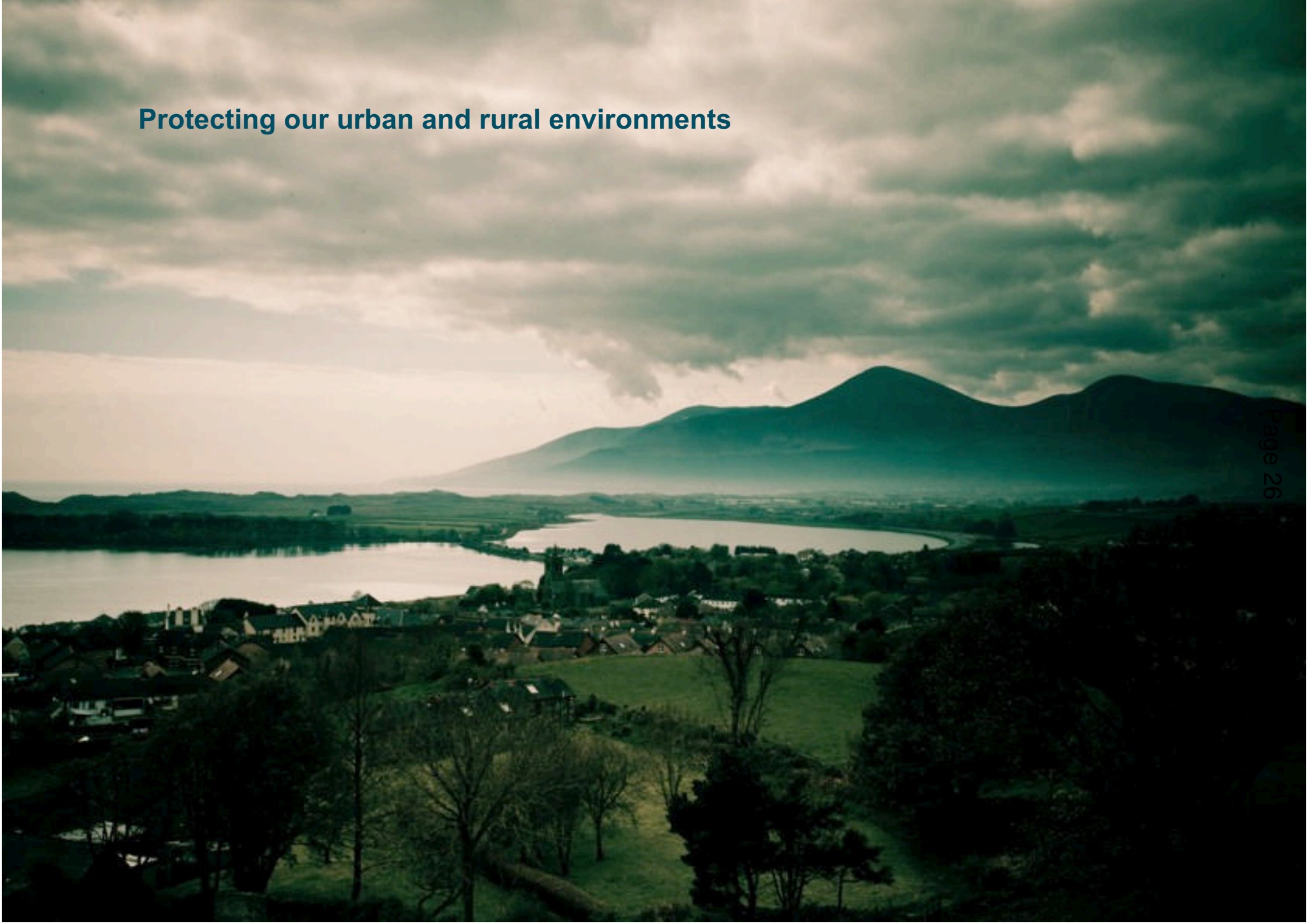
These are necessary to help deliver a dynamic economy and vibrant society for Northern Ireland and need action now to ensure that these are more than aspirational. The actions are somewhat inter-connected and require joined-up work by government. We have set out a series of proposed action points that can start now to help deliver the Principles and Objectives set out in the above government policy:

Action Point 1 Protect our urban and rural environments

Action Point 2 Enhance the quality of our cities, towns and villages

Action Point 3 Improve the knowledge of our places

Protecting our urban and rural environments

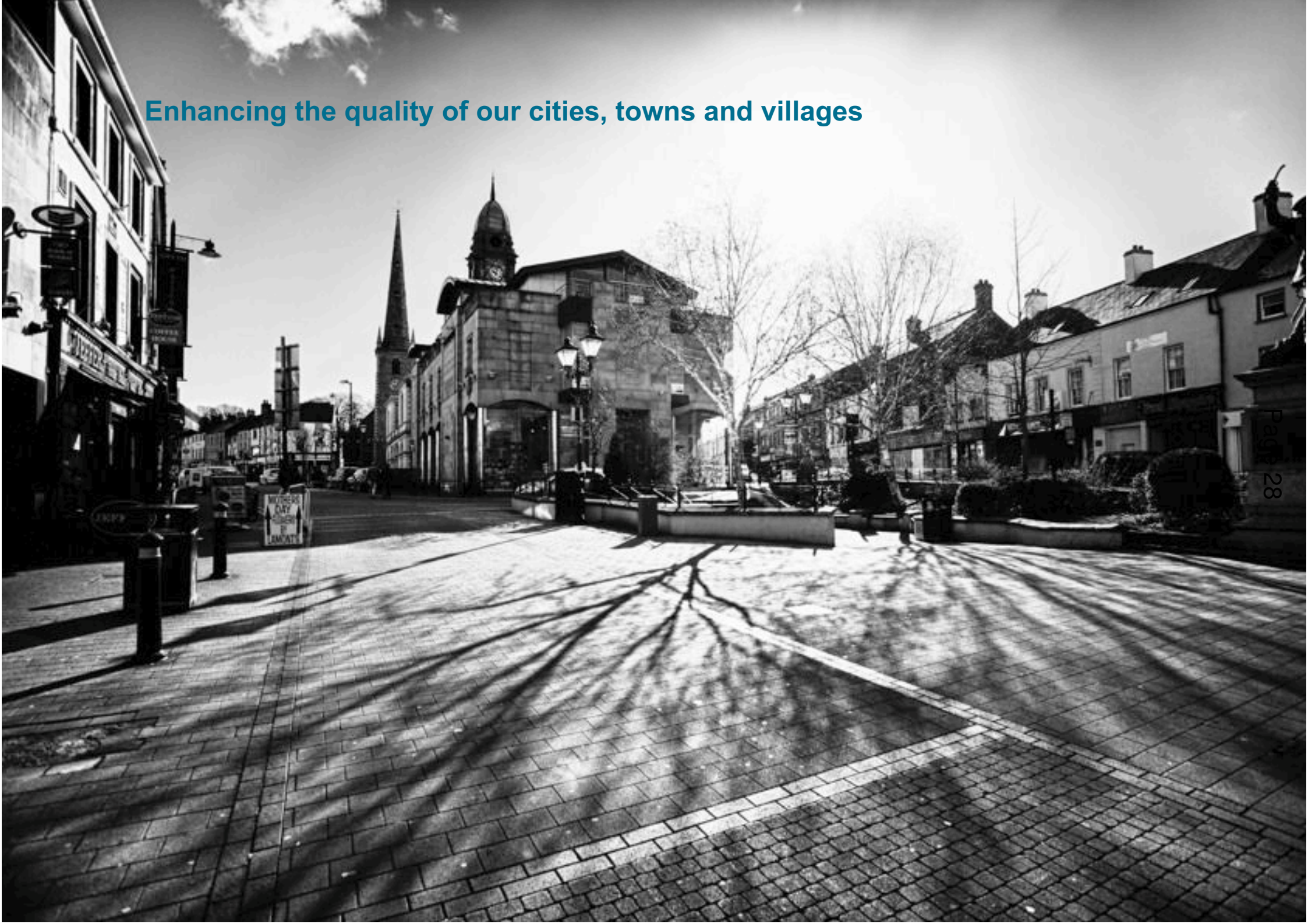


Action Point 1 Protect our urban and rural environments

It is widely recognised that we must create sustainable cities, towns and villages in which to live, work and enjoy and protect for future generations. Creating safe, attractive urban places relieves development pressure on the natural environment, central to our cultural heritage and agricultural economy. What is needed are actions and priorities to address and reflect the critical balance required to protect urban and rural environments for future generations. This includes actions and policies to:

- Strengthen city and town centres as safe attractive urban places to live, work, shop and socialise. This needs all agencies and neighbouring local authorities to work together for the common good, rather than sectoral or parochial interests.
- Create shared uses that encourage a shared future and promote community cohesion. Shared futures are not simply restricted to bridging the historical Northern Ireland cultural divide but include all aspects of life such as good quality, accessible and safe public spaces.
- Ensure land use and transport planning are fully integrated with mixed use neighbourhoods. Zoning is an outmoded and discredited planning approach that oversimplifies how society operates and causes social disconnection. The new 'spatial' planning being introduced by legislation and supportive policy should help facilitate a more integrated approach to urban design and regeneration that is already evident and successful in England and elsewhere.
- Provide more meaningful incentives to promote the use of public transport and discourage the use of private vehicles. Make public transport a more attractive option using fare structures and other means. Make transport connections more simple and legible including public transport from our airports to city centres by rail or otherwise. In tandem increase priority for public transport and discourage private vehicles.
- Promote "meanwhile" uses for surface car parks and underutilised areas in our city and town centres. Such initiatives can contribute to diversity and vibrancy of places. Some pilot work is being done on this in terms of skateparks and academic research. It is now time to make this work more widespread.
- Nurture incremental change within a wider strategic vision for a place rather than stagnating areas that are awaiting wholesale change. Comprehensive redevelopment is not always the right answer to problems of urban renewal. Comprehensive regeneration is what we're all aspiring to achieve through various means.
- Discourage single houses in the countryside which further disperse our population putting additional pressure on our infrastructure and services. This could be done in parallel with encouraging rural growth in villages to support existing services such as education, health, sports and leisure facilities. Much work has been done on this already under PPS21 but a coordinated impact assessment should be considered to identify the full consequences of multiple septic tanks, long commuter journey times and the environmental and life quality implications.
- Encourage agricultural economy to create a sustainable region in terms of food and energy.
- Ensure that historic buildings, whether listed or in conservation areas, are fully utilised and maintained. Re-use of existing buildings is not only sustainable in itself but ensures the retention of local identity and landmarks, thereby creating an environment that is pleasant and stable to live in, as well as attracting tourism and incoming businesses.

Enhancing the quality of our cities, towns and villages



Action Point 2 Enhance the quality of our cities, towns and villages

Delivering high quality design in urban environments is important for many reasons. Safe and vibrant places contribute to our quality of life in terms of health and well being. High quality city and town centres attract people and in turn investment which is critical to the growth of our economy. Indeed it is becoming increasingly important for economic investment purposes to have a well planned and designed environment that is attractive, distinctive and properly functional as a place. This is already the conclusion of a recent report for the Northwest Regional Development Agency entitled 'Places Matter! Economic Value of Good Design in a Recession' May 2009.

We currently have limited policies that relate to the quality of the built environment in Northern Ireland. QD1 of PPS7 and Creating Places were prepared by DoE to address the quality of residential development. These documents are relatively narrow focused specifically relating to housing schemes and require updating to reflect current best practice. The policy on Architecture and the Built Environment Policy for Northern Ireland published by DCAL in 2006 was endorsed by all government departments. MAG was established to advise DCAL and the Minister on the Architecture and Built Environment policy. This Ministerial advisory resource should perhaps be more widely utilised across Northern Ireland and across government departments.

All too frequently policies are being used as checklists rather than opportunities to achieve specific design solutions to address particular challenges. We need our professionals in the public and private sectors to work together to apply their professional judgements to significantly improve the quality of our environment and leapfrog to a higher standard. Quality design does not necessarily imply more expense and can actually increase development values, attract further investment and stimulate economic growth (see Places Matter referenced above). This includes actions and/or policies to:

- Introduce approaches that encourage multi-disciplinary discussions to agree bespoke design solutions for our streets, spaces and buildings that positively contribute to the distinctiveness of our places.
- Improve the quality of our streets and places by either adopting Manual for Streets and Manual for Streets 2 or reviewing and updating Creating Places to take account of best practice and expand to encompass all of the built environment and not just residential.
- Update QD1 and expand design policies to encompass the entire built environment and not just residential development.
- Increase influence of MAG in the development process in the same manner that CABE (Now merged with the Design Council) engaged in England.
- Ensure that all public buildings are designed to the highest standard. Not just in terms of materials and sustainability but more importantly in relations to the key urban design principles which create vibrant, safe attractive places.
- The professional design community of planners, architects, urban designers, landscape architects and engineers are ready to play their part in consolidating a better future for Northern Ireland.

An aerial photograph of a coastal city and bay. In the foreground, there are several high-rise apartment buildings and a residential area with green spaces. The middle ground shows a large body of water, likely a bay, with a bridge visible in the distance. The background consists of hazy mountains under a cloudy sky. The text "Improving the knowledge of our places" is overlaid in the upper left quadrant.

Improving the knowledge of our places

Action Point 3 Improve the knowledge of our places

To enable us to improve our places we need a meaningful understanding of how they work on physical, social and economic levels. This covers all sectors of the community and all Departments. The benefits would be far reaching and long lasting. There are many different ways to analyse places and we believe that a lot of the information is available through the different Departments, other organisations and the Universities but not in a form that can be disseminated and mapped. Working in a more collegiate manner as advocated by Professor Greg Lloyd in his Planning Reform paper we could make widely available the various layers including health, education, provision of facilities, deprivation and economic activity.

When the Reform of the Planning System and /or the Reform of Public Administration come into effect the local councils will be more responsible for their own environments. We need to collectively expand the knowledge and understanding of what makes and sustains successful places to enable councils and communities to address the huge challenges that they will be faced with. This can be as simple as a capacity building exercise and should not require additional resources outside those available across existing government departments or local councils. This includes actions and/or policies to:

- Promote community engagement processes for all major works that can guide and inform the formulation of a design brief for any site through proper community participation at each stage. This will help engender a sense of local ownership and assist in the long-term viability of what is created. It will help demonstrate the government's commitment towards the creation of sustainable communities, the underlying principle being the recognition that local people may have knowledge of what needs to be done to promote the sustainability of their area in terms of improving the social, economic and environmental wellbeing. The Department for Social Development has recognised this and with PLACE has provided a channel for local people to be actively involved in the development process surrounding the redevelopment of sites from the earliest stages. The NIHE's Housing Community Network and Supporting Communities NI offer a region-wide network of local groups that could also assist. Other government agencies and departments can learn from these models.
- The new spatial planning legislation together with community planning offers the opportunity to work with local communities to identify the specific and distinctive quality of our cities, towns and villages. This should be the starting point for new local planning which can move beyond the rather limited land use regulation system that has ignored the importance of place.
- Build the capacity through training and guidance of our communities and councils in advance of the Reform of the Planning System and Public Administration. PLACE, MAG and the Academy of Urbanism can assist in this capacity building.
- Establish City X-Rays pilot projects. This is a recognised AoU programme that aims to capture, test and share a range of place-making techniques to better understand our surroundings. Promote UniverCities partnerships between Universities and Councils to work with practitioners and the public.
- Support and increase the role of PLACE to expand their programmes in schools, colleges and the community. This would increase peoples understanding of our environment and the how the choices we make affect this.
- Integrate the built environment & related aspects in terms of well-being sustainability, quality design and safety into the curriculum.
- Ensure that the history and physical heritage of our towns and villages are understood by planners, councils and the community. To this end the resources of NIEA's Second Survey and the DoE's conservation area documents should be more generally utilised, and publications on local buildings such as those published by the Ulster Architectural Heritage Society should be widely available.



Encouraging ambition and raising expectations

Conclusions

Northern Ireland now has a fantastic opportunity to turn our urban and rural assets into drivers of economic growth and social cohesion. Our cities and towns are specific to here and are among the best models of urban design in Europe.

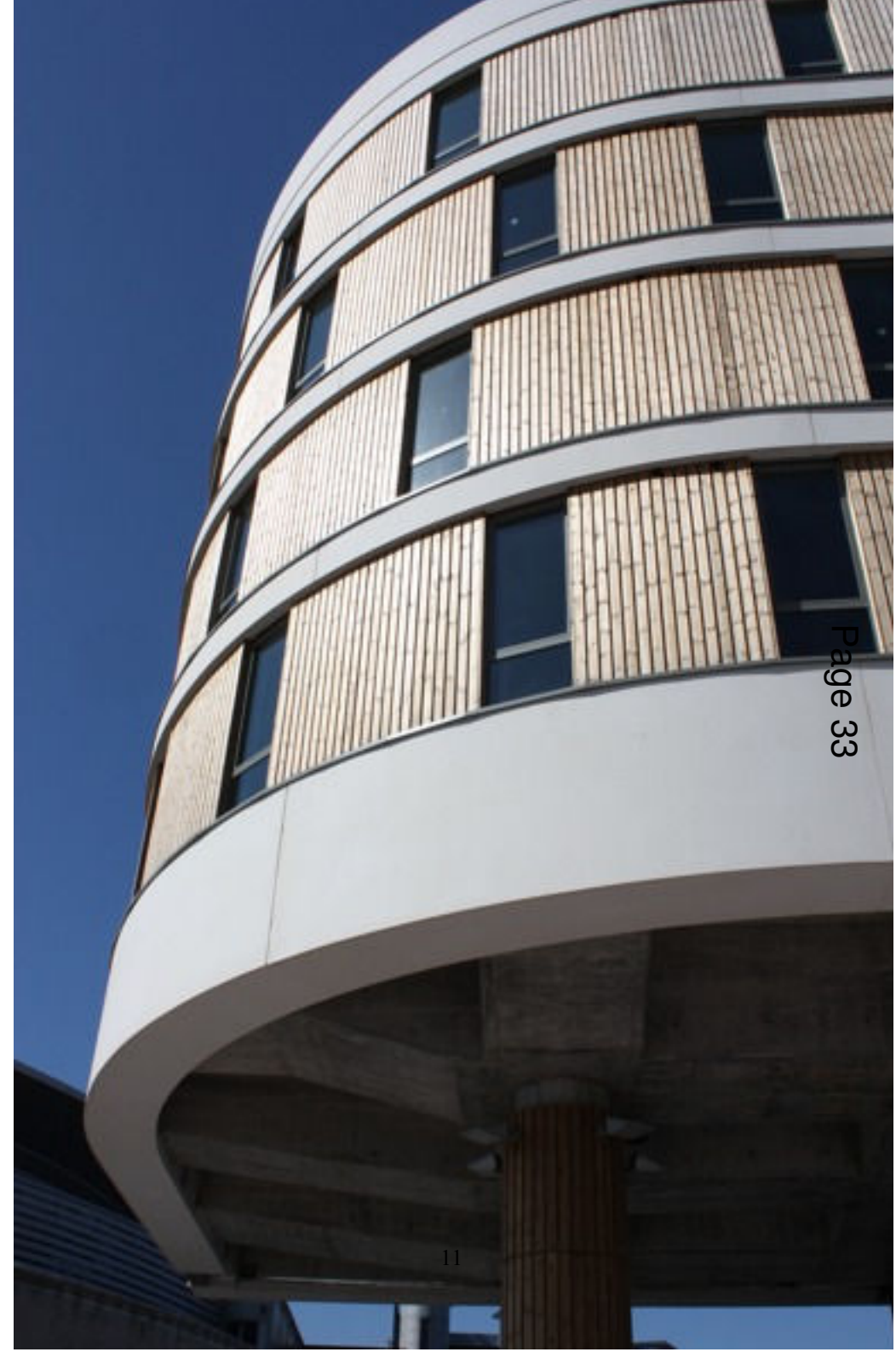
Belfast, Derry-Londonderry, Armagh, Newry and Lisburn all have richness that can be the basis for economic transformation. Smaller towns and villages including Ballymoney, Enniskillen, Coleraine, Bangor, Sion Mills, Caledon, Hillsborough, Rostrevor, Belleek and lots of others others have unique and specific characteristics that can form building blocks for tourism development and the creation of high quality places to live and work. To accomplish this, we need joined up thinking and commitment at a strategic, governmental level which links policies and programmes to deliver leadership for successful places.

Moreover, we have to acknowledge that many of our cities, towns and villages have suffered from both population decline and poor planning. Belfast has seen a population decline of 35% in the last 35 years while surrounding towns such as Dromore and Ballyclare have grown but with huge damage to their distinctive sense of place.

This paper argues that we must take action and work together to protect and enhance this special place. These are concrete deliverable ways in which the new Assembly can help sustain and create high quality places for the people of Northern Ireland. These are necessary to help deliver a dynamic economy and vibrant society. The actions are somewhat inter-connected and require joined-up work by government to protect our urban and rural environments; enhance the quality of our cities, towns and villages; and improve the knowledge of our places. We are prepared to play our part in this process and ready to meet, work and move matters forward.

“Raising standards in design quality requires strong leadership. Drawing the best out of construction projects means challenging clients – public and private – to raise expectations.”

Nelson McCausland MLA, Minister for Culture, Arts and Leisure





Government Action for our Urban Environment

published May 2011 by
PLACE The Northern Ireland Architecture and Built Environment Centre, 40 Fountain Street, Belfast



THE FREIBURG CHARTER FOR SUSTAINABLE URBANISM

QUO VADIS CIVITAS ?

The future model for new settlements should be the **Compact City**. This is a city concept consisting of independently functioning units, in which the aspects of everyday life can be laid out and accessed within walking distance by all members of society. The **City of the Future** is a city of social and functional integration, cultural diversity, accessible education, resource conservation and regional dialogue. When outward growth is unavoidable or imperative for economic or cultural reasons, that growth should follow the principle of the **Compact City**. The following 12 principles are intended to provide the point of departure for the **Compact City** and as such serve as the foundation for the **Sustainable City**. They should be applied to all new development.

THE 12 GUIDING PRINCIPLES

SPATIAL

- I DIVERSITY, SAFETY AND TOLERANCE
- II CITY OF NEIGHBOURHOODS
- III CITY OF SHORT DISTANCES
- IV PUBLIC TRANSPORT & DENSITY

CONTENT

- V EDUCATION, SCIENCE & CULTURE
- VI INDUSTRY & JOBS
- VII NATURE & ENVIRONMENT
- VIII DESIGN QUALITY

PROCESS

- IX LONG-TERM VISION
- X COMMUNICATION & PARTICIPATION
- XI RELIABILITY, OBLIGATION & FAIRNESS
- XII CO-OPERATION & PARTNERSHIP

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Section 2 ⇨

Delivering Better Places In Scotland – Learning From Broader Experience

Ensure Good leadership

Co-ordinate delivery

Control the spatial development framework

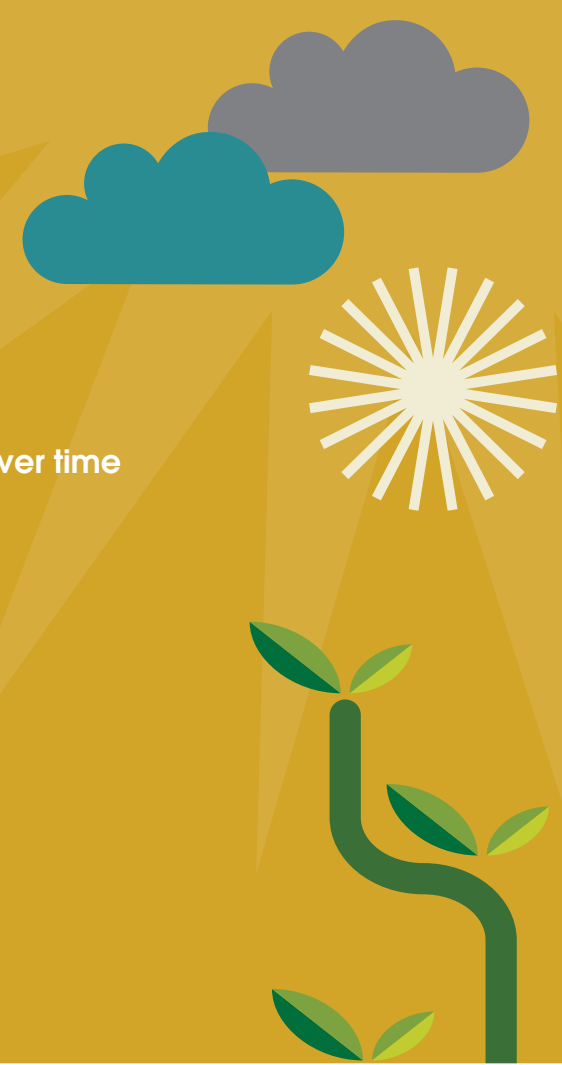
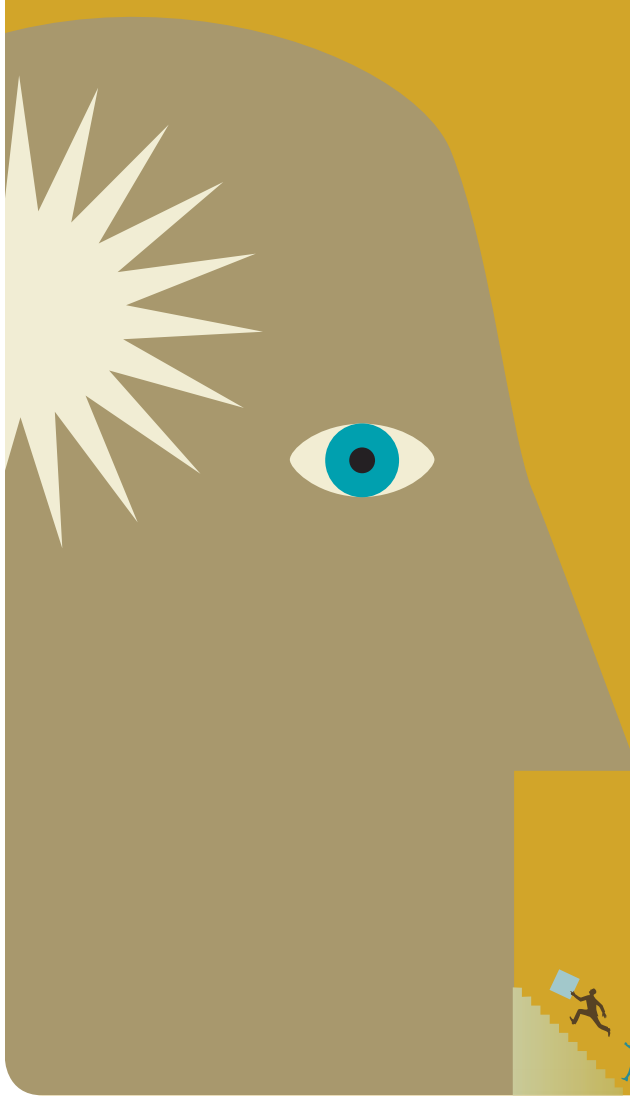
Achieve fast and co-ordinated regulatory approvals

Exercise ownership power

Attract funding for advance infrastructure provision

Secure design quality through procurement strategies

Thereafter: continue to invest and provide stewardship over time

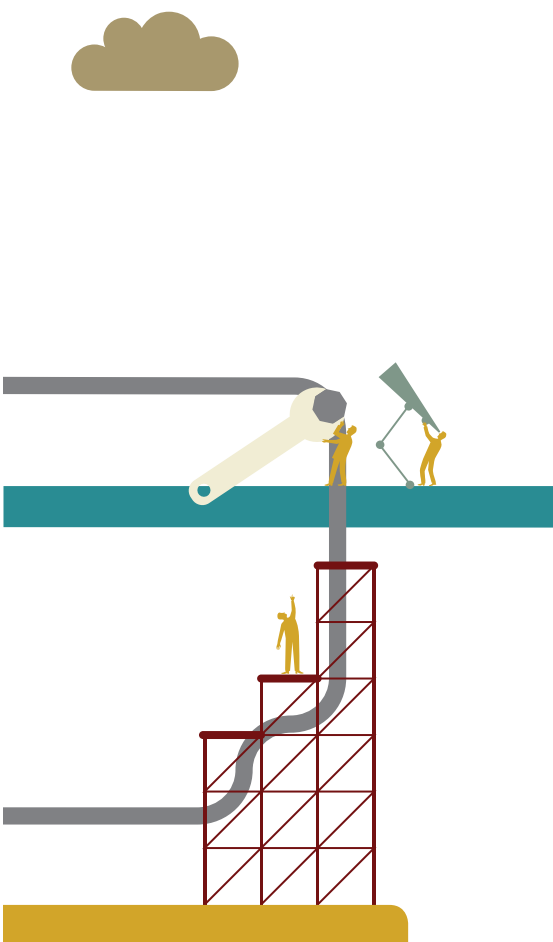


Summary of key lessons for Scotland

The eight case studies together provide valuable lessons about the process of delivering better places and can provide a framework for action in Scotland. They demonstrate how critical the following elements are:

Ensure Good leadership

- * Good leadership matters because it drives forward action, breeds confidence, provides certainty for development partners, reduces risk for all involved and widens participation by architects and builders in the delivery. Without such leadership, place delivery relies on rules and regulations.
- * Quality places have an effective place promoter – often a dynamic individual working in a supportive organisational context. In **Vauban** it was Wulf Daseking, the Chief Planner in Freiburg City Council, who has championed sustainability for the last 20 years. In **Newhall** it was the Moen brothers who owned the land and wanted something much better than previous average standard developments they had seen.
- * The primary task of the place promoter is to nurture a compelling vision of what a place will be like, inspire action and galvanise support, and ensure effective delivery.
- * The place promoter must foster a place-making culture. This means encouraging organisations to act holistically and work in a joined-up fashion with others to achieve a quality place rather than think and act in silos to suit their own professional interests. The European examples all had stronger place-making cultures than those in the UK and were characterised by a willingness to invest in the front end vision to achieve quality places. Their success has been recognised by others across Europe. For example, Freiburg City (where **Vauban** is located) was awarded the 2010 European City of the year by the Academy for Urbanism. And Stockholm (where **Hammarby** is located) was awarded the European Green Capital 2010 by the EU Commission.

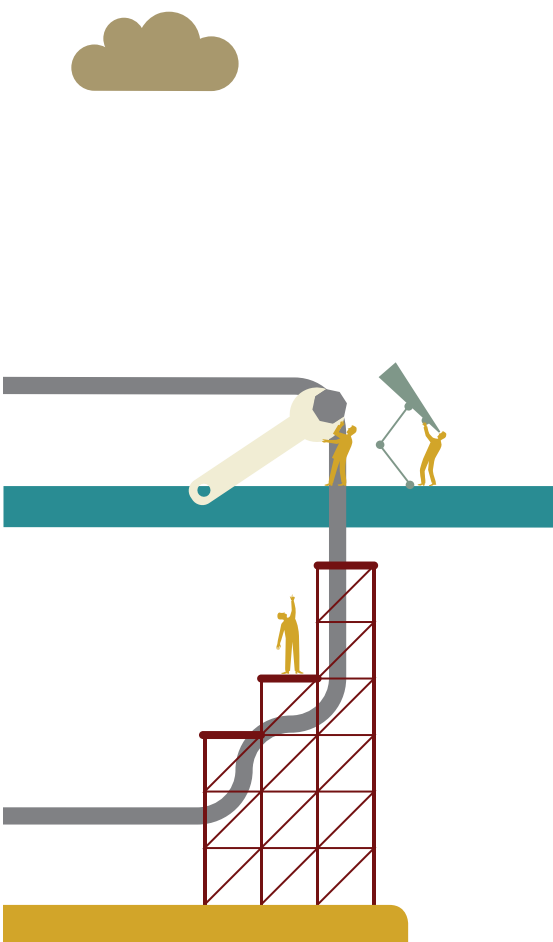


Co-ordinate delivery

- * The more the place promoter can manage and integrate five key tasks, then the greater the chance of creating better places:
 - * Control the spatial development framework
 - * Achieve fast and co-ordinated regulatory approvals
 - * Exercise ownership power
 - * Attract funding for advance infrastructure provision
 - * Secure design quality through procurement strategies
- * Taken together, these actions are as much about making markets as making places, since over time successful places become self-sustaining and attractive in market terms. **IJburg** in Amsterdam set out to create a completely new neighbourhood of 45,00 people and was a meticulously planned project with physical and social infrastructure developed in advance of building development. **Hammarby** in Stockholm demonstrates how a wholesale commitment to design excellence can produce a very successful place and the benefits of early installation of public transport infrastructure.

Control the spatial development framework

- * A robust and imaginative spatial development framework or 'masterplan' is essential to creating somewhere that functions as an integrated place. The place promoter should oversee the process, making full use of the client brief to control its commission and ensure that what is proposed can be delivered on the ground. **Adamstown** is an example of how special planning designations can make it possible to deliver new more effective delivery structures.
- * The spatial framework must specify how infrastructure (streets, spaces, utilities, community facilities) and components (blocks, plots, buildings) relate to each other and how together they will deliver the vision.
- * The place leader must take overall responsibility for both generating and delivering the masterplan. The place leader should not delegate delivery to another party as they may deal with implementation difficulties in ways which compromise what was originally intended.

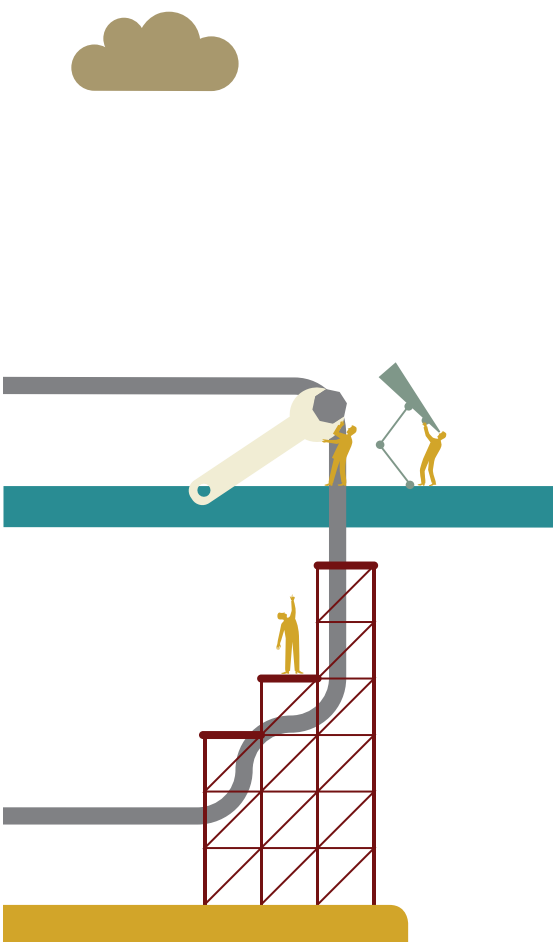


Achieve fast and co-ordinated regulatory approvals

- * Conflicting requirements of different agencies can significantly delay projects. Local planning authorities therefore need to take an active role in accelerating and co-ordinating the approval process by integrating regulatory demands without compromising quality. In [Hammarby](#) design coding, controlled by the City Council, was critical in translating the strategic vision to a more local scale through a two stage “Detailed Plans” and “Quality Programmes” process.
- * Design codes if adopted as Planning Guidance can speed up development. In [Allerton](#), these provided developers with certainty and ensured faster public sector decision making on individual projects. Design codes can also secure consistency in design quality between different developers and be enforced by planners (as in [Adamstown](#) and [Vauban](#)) or by landowners (as in [Newhall](#)).

Exercise ownership power

- * In the European case studies the public sector led the implementation either by acquiring or historically owning the land. And the case studies demonstrate how quality development would not have happened without the willingness and determination of landowners to develop a high quality place on their land.
- * Effective place delivery often involves consolidating multiple land ownership to ensure subsequent co-ordinated development. It also allows operational flexibility in selling/leasing land – in size, location and the conditions applied.
- * Achieving ownership control produces clarity and confidence in the market and ensures development happens at the time, location and quality desired. In this context, land consolidation and disposal, as described above, should be seen as place-shaping and creating sustainable value. [Allerton](#), on a brownfield site in what had been the village colliery, would not have seen development without public sector investment and its designation as a Millennium Community. By way of contrast, [Castlefield](#) shows what an enlightened developer, with a long-term development strategy based upon enhancing overall place value, can achieve through well judged interventions and building projects.



Attract funding for advance infrastructure provision

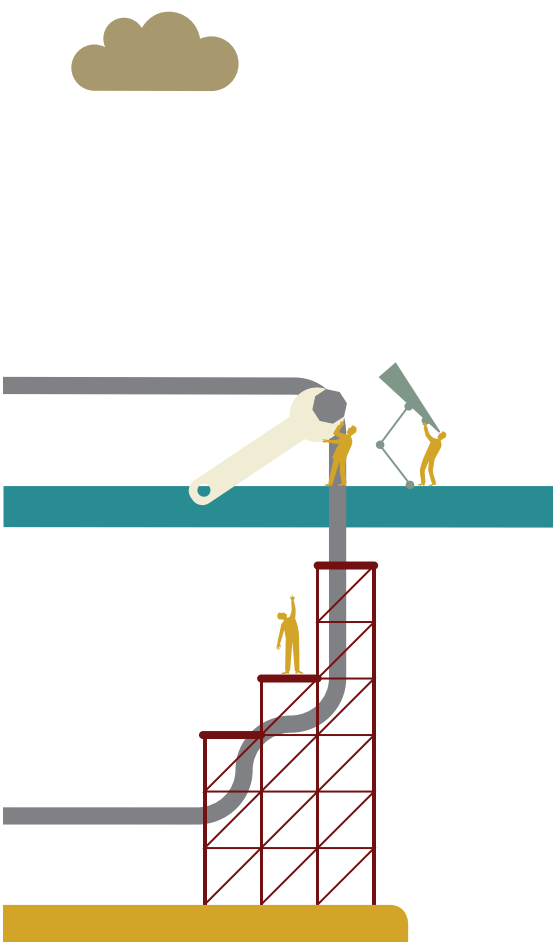
- * Quality places work well because the necessary physical and social infrastructure is planned and provided as an integral part of the overall development programme. In **Ijburg**, utilities were installed alongside other physical infrastructure, and co-ordinated through its “red carpet” system (the name given by the **Ijburg** projectbureau to the project co-ordinating the construction of bridges, cables and pipes), to ensure continuing dialogue between the City’s “Projectbureau” and the multitude of utility companies.
- * This kind of approach requires an effective place investment model which enables initial costs of infrastructure provision to be borne by the place provider, but subsequently recovered from developers and investors.

Secure design quality through procurement strategies

- * Even when land ownership is consolidated at the start, the place promoter should encourage a range of developers to participate to ensure variety, creativity and innovation in the built form. Smaller projects, implemented over different time frames by different developers using various designers, can encourage a range of styles and a diversity of owners. In **Vauban** land was released in small plots and favoured transfer to “Baugruppen” (self develop, owner co-operatives) rather than corporate housebuilders.
- * This requires procurement strategies that reconcile potential conflicts between financial bids and intended design quality. Smaller land parcels are more prevalent in the mainland European case studies and demonstrate how land sub division and release strategies address the longer term needs of the place and not just shorter term development implementation issues.

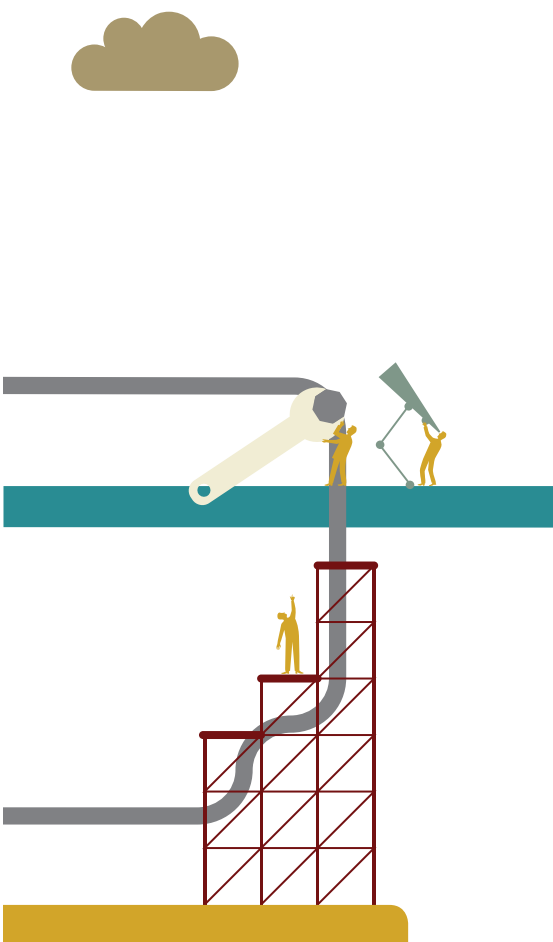
Thereafter: continue to invest and provide stewardship over time

- * Delivering better places takes time and demands long-term commitment to place quality, rather than short-term conventional speculative development
- * Once development is completed, places need to be cultivated over time to ensure continued positive reputation and attractiveness. Proactive after-care ensures that place quality is maintained and enhanced and that property values increase. At **Upton**, English Partnerships set aside money to establish the Upton Management Company which will charge every unit a management fee to cover the maintenance of the area. And Stockholm City council has taken on direct responsibility for after care at **Hammarby**.



Key lessons, challenges and the way ahead

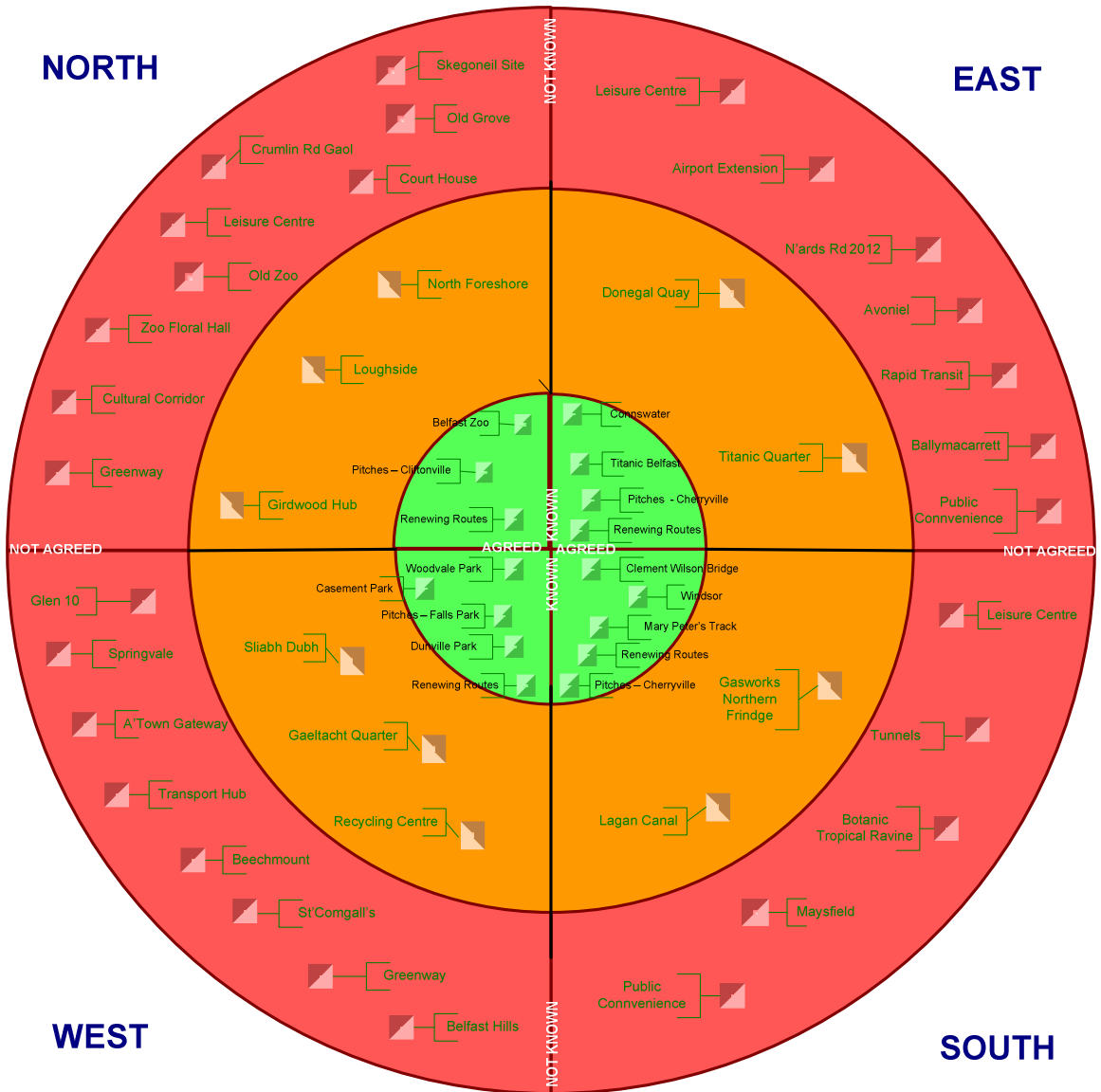
- * Delivering better places demands leadership, particularly from the public sector to create certainty, reduce developer risk and in turn encourage developers to become more innovative and more strongly committed to place quality. Bringing innovative Planning and Placemaking approaches more into the mainstream of wider Community Planning in Scotland may offer new insights and rewards for all the partner agencies and for local communities.
- * Public-sector commitment, expertise and investment can be recouped in the longterm. It can also help deliver development at faster rate than the private sector could do alone. In Scotland, new delivery models such as Local Asset Based Vehicles and Deferred Receipt Mechanisms are being examined and may provide solutions to this challenge.
- * If we want to create better places in Scotland more often than we have in the past, policy makers and those charged with delivery need to engage with both making markets and place shaping strategies – especially by rethinking public sector commitment to and investment in place quality. Better connections between “Place” interventions such as those described above and “People” interventions, particularly where “Total Place” type initiatives are being put in place may produce better and more sustainable outcomes for places in Scotland whether they are in growth, transformation or regeneration contexts.
- * SCR, RICS and A+DS are exploring all of these ideas as we carry out a dissemination programme during late 2010 and into 2011. This will provide opportunities for a wide variety of stakeholders to discuss the lessons summarised here and examine whether they have relevance, merit and applicability in Scotland. [SCR’s Mixed and Sustainable Communities Learning Network](#) will provide detailed information about this work as it progresses and offer a variety of events and activities for participants to engage in and contribute their perspectives and views.



SHAPING BELFAST Project Grid (N,S,E,W)

Appendix 5 (a)

-Example projects for illustration only -



KEY



Delivery underway with approval gained and capital committed



Delivery appears feasible but 1 or more project critical components (e.g. funding, stakeholder engagement, technical support) **needs attention**

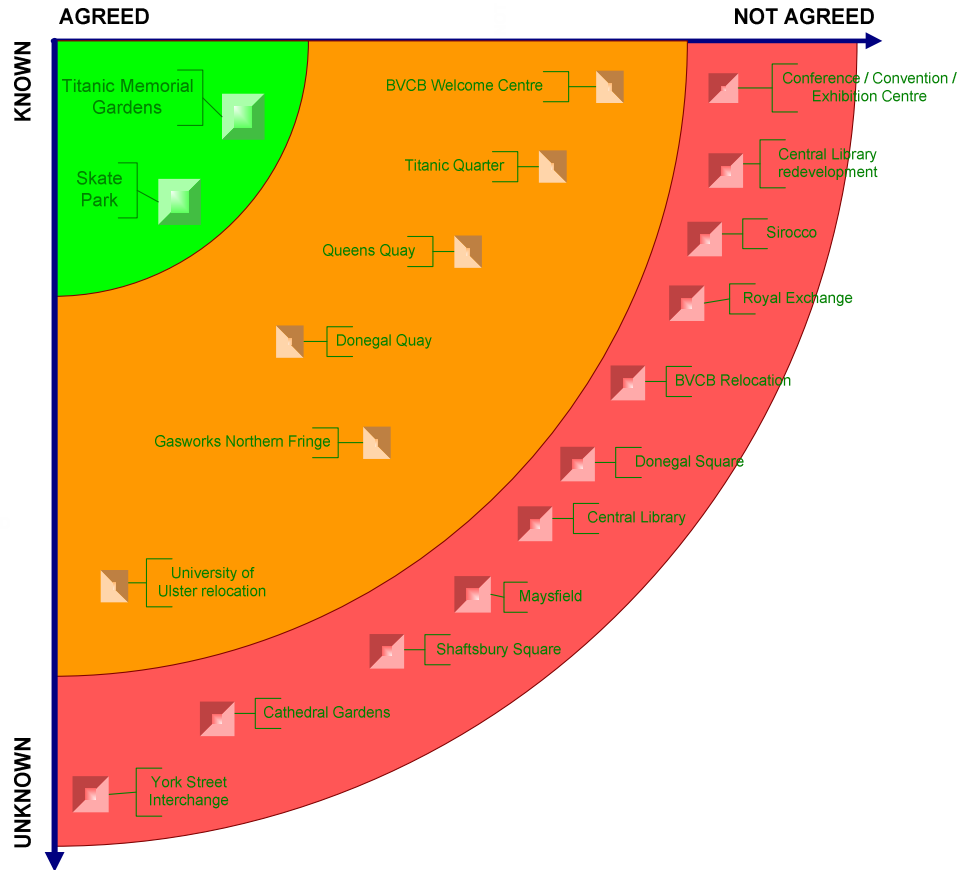


Delivery currently appears unfeasible as 1 or more project critical components (e.g. funding, political and/or community support, and concept) **are absent**

SHAPING BELFAST Project Grid (City Centre)

Appendix 5 (b)

-Example projects for illustration only -



KEY



Delivery underway with approval gained and capital committed



Delivery appears feasible but 1 or more project critical components (e.g. funding, stakeholder engagement, technical support) **needs attention**



Delivery currently appears unfeasible as 1 or more project critical components (e.g. funding, political and/or community support, and concept) **are absent**