

Public Document Pack

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



Belfast
City Council

3rd November, 2016

MEETING OF CITY GROWTH AND REGENERATION COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Wednesday, 9th November, 2016 at 5.15 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

1. **Routine Matters**
 - (a) Apologies
 - (b) Minutes
 - (c) Declarations of Interest
2. **Matters Referred Back from Council**
 - (a) Notice of Motion: Tourism Offer in Belfast (Pages 1 - 2)
3. **Presentation**
 - (a) RESTRICTED Special Action Areas and Animating the City (Pages 3 - 12)
4. **Request to Present to Committee**
 - (a) NIE Networks (Pages 13 - 16)

5. **Regenerating Places and Improving Infrastructure**
 - (a) East Bank Update (Pages 17 - 22)
 - (b) Critical City Infrastructure - Update (Pages 23 - 26)
6. **Positioning Belfast to Compete**
 - (a) MIPIM Update (Pages 27 - 30)
 - (b) International Relations Framework Update (Pages 31 - 70)
 - (c) City Investor Advice Support - Proposal (Pages 71 - 78)
7. **Growing Businesses and the Economy**
 - (a) Creative and Digital Industries Initiatives (Pages 79 - 90)
 - (b) St. George's Market and Belfast City Airport (Pages 91 - 94)
 - (c) Christmas Market (Pages 95 - 98)



Subject:	Notice of Motion: Tourism Offer in Belfast
Date:	9th November 2016
Reporting Officer:	Suzanne Wylie, Chief Executive
Contact Officer:	Louise McLornan, Democratic Services Officer

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

1.0	Purpose of Report or Summary of main Issues
1.1	To bring to the Committee's attention the Notice of Motion re: Tourism Offer in Belfast which was referred to the Committee by the Council on 1st November.
2.0	Recommendations
2.1	The Committee is asked to: <ul style="list-style-type: none"> Consider the Motion and take such action thereon as may be determined.
3.0	Main report
3.1	<p><u>Key Issues</u></p> <p>The Council, at its meeting on 1st November, considered the following Notice of Motion which had been moved by Councillor McVeigh and seconded by Councillor Nicholl:</p>

3.2	<p><u>Tourism Offer in Belfast</u></p> <p><i>“This Council recognises the importance of tourism to our City’s economy. With proper stimulus and support, we have the potential to substantially grow this sector and create many more jobs across the City.</i></p> <p><i>It is recognised that tourism related jobs, in hotels, bars, restaurants, cinemas, shops, tourist attractions and taxis are often the most accessible for the lower skilled and those most removed from the labour market. It is crucial that we do everything that we can to support the growth of this sector.</i></p> <p><i>It is imperative that opening hours for our restaurants, pubs and clubs, particularly within our City centre, are reviewed and modernised. It is very clear that residents and tourists alike are often left with little to do at key times of the evening and weekend and that this is hampering our tourism offer.</i></p> <p><i>This Council calls upon the Minister for Communities and the Assembly to further devolve licensing decisions to councils. Local councils are best placed to make decisions about appropriate opening hours.</i></p> <p><i>In recent months, a number of potential international investors have expressed an interest in developing an Entertainment and Casino complex in Belfast, with a planned investment of £150 million and the creation of in excess of 900 new jobs.</i></p> <p><i>This Council agrees to carry out a public consultation, including with our tourism and hospitality sector, to ascertain whether the citizens of Belfast wish to see the modernisation of our licensing laws and opening hours and the development of an Entertainment and Casino Complex within Belfast.”</i></p> <p><u>Financial & Resource Implications</u></p> <p>To be determined.</p> <p><u>Equality or Good Relations Implications</u></p> <p>To be determined.</p>
3.3	
3.4	
4.0	Appendices – Documents Attached
	None.

By virtue of paragraph(s) 3 of Part 1 of Schedule 6
of the Local Government Act (Northern Ireland) 2014.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 6
of the Local Government Act (Northern Ireland) 2014.

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Subject:	NIE Networks – Request to present to Committee
Date:	9th November 2016
Reporting Officer:	Suzanne Wylie, Chief Executive
Contact Officer:	Louise McLornan, Democratic Services Officer

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

1.0	Purpose of Report or Summary of main Issues
1.1	A letter has been received from NIE Networks requesting the opportunity to make a presentation to the City Growth and Regeneration Committee.
2.0	Recommendations
2.1	The Committee is asked to: <ul style="list-style-type: none"> Agree to accede a request from NIE Networks and invite representatives to present to the Special Infrastructure meeting of the City Growth and Regeneration Committee on 16th November.
3.0	Main report
	<u>Key Issues</u>
3.1	A letter has been received from NIE Networks, requesting that a member of its senior team presents to a relevant committee to brief the Council on the key elements of their business plan, detailing what it proposes to deliver between 2017 and 2024.
3.2	The letter, attached as Appendix 1 , states that, NIE Networks is preparing its emergency plans for winter and any potential severe weather.

3.3	<u>Financial & Resource Implications</u> There are no resource implications attached to this report.
3.4	<u>Equality & Good Relations Implications</u> There are no equality or good relations implications attached to this report.
4.0	Appendices – Documents Attached
4.1	Appendix 1 - Letter from NIE Networks

Ms Suzanne Wylie
Belfast City Council
City Hall
Belfast
BT1 5GS

19 October 2016

Dear Ms Wylie,

NIE Networks owns the transmission and distribution electricity networks in Northern Ireland and is responsible for maintaining a safe and reliable system for all Northern Ireland's 860,000 electricity users.

We have recently completed our business plan detailing what we propose to deliver for electricity customers between 2017 and 2024. This has been submitted to the Utility Regulator for review. I have attached a short summary with this letter. As the electricity network is important infrastructure for the Northern Ireland economy, we would welcome an opportunity for a member of our senior team to meet the Council and brief Councillors on its key elements.

You will be aware that this is an important time of the year for NIE Networks as we prepare our emergency plans for winter and any potential severe weather. All Councillors will soon receive their Elected Representative Hotline card which provides a priority line into our customer service centre for information on power cuts. We would also like to update you on these winter preparations. We would be delighted to host you at our Distribution Service Centre in Craigavon or to visit your offices. For any further details or to arrange a suitable date, please contact Sara McClintock on 028 9068 9258 or sara.mcclintock@nienetworks.co.uk.

Yours Sincerely



Nicholas Tarrant
Managing Director

Chief Executive's Office	
Date:	20/10/16
Noted by CX:	Y/N
Ref:	SW 45/10
Referred to:	
Copy sent	Original sent
MB updated	Invite reg

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Subject:	East Bank Framework - Update
Date:	9 th November 2016
Reporting Officer:	Nuala Gallagher, Director of City Centre Development
Contact Officer:	Michael McKenna, Urban Development Officer

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

1.0	Purpose of Report or Summary of main Issues
1.1	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> - Update Members on the appointment of an expert team to take forward a Framework for the East Bank area as previously agreed by Committee; and - Outline potential future engagement opportunities.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> - Note the contents of this report.
3.0	Main report
3.1	<p><u>Background</u></p> <p>Earlier this year Committee agreed to appoint a multi-disciplinary expert team to take forward a detailed framework for the area identified as the East Bank (See Map in Appendix 1).</p>
3.2	<p>The East Bank work is being undertaken in the context of the City Centre Regeneration & Investment Strategy (BCCRIS) and the identified Special Action Areas (SAA) for places in need of an immediate, detailed and integrated planning approach. Members will be aware of the previous work undertaken in Linen Quarter and the planned work for Inner West and</p>

	<p>Inner North Special Action Areas previously agreed. Work on the East Bank Framework has now begun with the appointment of Arup and creation of a project steering group</p> <p><i>Sirocco</i></p> <p>3.3 As previously reported to members the Sirocco site has been available on the market for some time, however, it is now understood that this site is in new ownership and development proposals are expected in due course. It is considered that the East Bank Framework will provide greater certainty to emerging development in this part of the city and support Council and Transport NI requirements as this site is taken forward. Land owners in the East Bank area, including the owner of Sirocco, will be engaged directly during development of the Framework.</p> <p><i>Queen's Quay</i></p> <p>3.4 The Queen's Quay site, which is owned by the Department for Communities (DfC), provides an important connection point between the city core and the east side of the river particularly via the recently upgraded pedestrian and cycle bridge. DfC have a high-level masterplan for this area which they will seek to pursue in due course and, as with the other development opportunities in this area, it is considered the East Bank Framework will assist in bringing forward appropriate development in a comprehensive way as well as considering the cumulative impact of all planned development schemes on the existing infrastructure.</p> <p><i>Titanic Quarter</i></p> <p>3.5 Titanic Quarter continues to develop its existing planning consents such as the currently under construction boutique Hotel in the former Titanic Drawing Offices as well as growing its maritime-focussed tourist offer which includes The Nomadic, Titanic Belfast, HMS Caroline and the anticipated Optic installation. It is anticipated that TQ will at some point revisit its own Development Framework and therefore it is essential that the East Bank Framework provides a comprehensive vision for how TQ will be linked to the city centre as well as adjoining communities and development sites in line with the aspirations of the City Centre Regeneration and Investment Strategy, The East Bank Framework will, amongst other things, seek to improve accessibility for the growing numbers of people accessing TQ from across the city centre.</p> <p><i>Next Steps</i></p>
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3.6	<p>A project steering group has recently been established with council staff from City Centre Development and the Local Development Plan team to work alongside the appointed multi-disciplinary team led by Arup. In recognition of our shared undertaking to work together on City Regeneration and in acknowledgement of the anticipated emphasis on future infrastructure requirements and the large land holdings of DFC both Transport NI and the Department have nominated senior representatives as members of the steering group.</p>
3.7	<p>Early consultation with elected Members and other key stakeholders will begin in December as part of Stage 1 of the project with the aim of identifying key issues and improving our understanding of the area. Following on from this more detailed consultation will take place in January as part of Stage 2 which will explore options for developing the strategy and the associated action plan.</p>
3.8	<p>It is envisaged that a draft report will be presented to Committee at the end of stage 2 in advance of a full public consultation exercise before committee will be asked to approve the final East Bank Framework and action plan for publication.</p>
3.9	<p><u>Finance and Resource Implications</u></p> <p>There are no additional resource implications associated with this report.</p>
3.10	<p><u>Equality & Good Relations Implications</u></p> <p>Equality will be considered throughout the development of the Framework and the relevant bodies consulted when appropriate.</p>
4.0	<p>Appendices – Documents Attached</p>
4.1	<p>Appendix 1 – Map identifying East Bank</p>

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Appendix 1



PROJECT NAME: East Bank	DEPARTMENT: Chief Executives	DRAWING NAME: East Bank Outline	DATE: 27-01-16	DRAWN BY: MM	Belfast Mapping Data v3.0 Prepared by ISB. Based upon the Ordnance Survey of Northern Ireland map with permission of the Director & Chief Executive © CROWN COPYRIGHT 2003
PROJECT REF: East Bank	UNIT: City Centre	VERSION: Rev A	SCALE AT A4: 1: 5,000	APPROVED:	FILE PATH Z:\GIS\Workspace\Regeneration



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Subject:	Critical City Infrastructure - Update
Date:	9 November 2016
Reporting Officer	Nuala Gallagher, Director of City Centre Development Gerry Millar, Director of Property and Projects
Contact Officer:	Kevin Heaney, Programme Manager

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

1.0	Purpose of Report
1.1	To update Members on the ongoing work and engagement with Central Government on the development of an Infrastructure Plan for the City
2.0	Recommendations
2.1	<p>Members are asked to note that:</p> <ul style="list-style-type: none"> (i) The Infrastructure Minister, Chris Hassard MLA has confirmed his willingness to work with Council and other partners to develop an Infrastructure Plan for the Belfast City-Region and Eastern Corridor including examining forms of financing such a plan. (ii) The Department for Infrastructure has indicated it would work with the Council to explore the potential to commission a feasibility study in relation to a high speed rail connection between Belfast and Dublin as raised in a recent Notice of Motion to Council. (iii) The Executive’s Committee for Infrastructure has requested to meet with the Lord Mayor and Council delegation on the 7 December (am) in City Hall, to explore some of the key infrastructure challenges and priorities facing the city and how the Council may work more effectively with the Committee. (iv) A further report will be brought back to January committee on the proposed Infrastructure Plan

3.0	Main Report
3.1	<p>If the Belfast City-Region and connecting corridors (e.g. Eastern Corridor) is to fulfil its potential there is a need for sustained investment in critical city infrastructure. Infrastructure planning and investment is necessary to enable and support economic growth and investment and ensure that the city is capable of accommodating future development and plans for growth. It will also be important in terms of supporting the emerging Local Development Plan.</p>
3.2	<p>Members will be aware that a cross-party delegation from Council has been meeting NI Executive Ministers to discuss the emerging Programme for Government, new Investment Strategy and Economic Strategy as well as exploring the key challenges, opportunities & priorities for the city.</p> <p>On the 20 October, Members met the Infrastructure Minister, Chris Hazzard, MLA. A key focus of discussion was the recent announcement by the Minister and Department for Infrastructure to extend the procurement bidding process for the York Street Interchange project with no definite date set for commencement of the scheme. This decision has received significant pushback and concern from the general public/commuters as well as industry.</p>
3.3	<p>The scheme has been in planning from 2009, with an Executive announcement to progress the infrastructure scheme made in 2015. The £165m scheme is critical to the city and would address the traffic gridlock which occurs daily at the busy junction, a key gateway into the city and the port. As Northern Ireland's busiest junction, it carries 100,000 vehicles each day, mostly commuters to and from Belfast as well as the haulage industry linkage to the port. This is not only an important scheme to increase the economic competitiveness of Belfast but also Northern Ireland Plc.</p>
3.4	<p>The Minister indicated that the decision to delay the scheme was due to current uncertainty around funding availability given a proportion of the scheme was to be funded through Europe and the current uncertainties around Brexit as well as the pressures on the NI Executive infrastructure budget. The Minister indicated that the Department is working towards a likely 2018 timescale to submit a bid for funding for York Street Interchange under the 'Connecting Europe Facility Fund'.</p>
3.5	<p>Whilst the Fresh Start Agreement provided for an additional £350m borrowing for infrastructure projects over the next four years, the Minister stated that the NI Executive have prioritised four flagship projects including the Belfast Rapid Transit, Belfast Transport Hub and the A5 and A6,</p>

	<p>therefore existing resources will be needed in the short-medium-term to take these projects forward.</p>
3.6	<p>During discussions Members highlighted the desire of Council to work alongside the Department to explore what innovative financial mechanisms and funding models could be developed to deliver important city infrastructure schemes such as the York Street Interchange. The Council would specifically wish to examine the potential options around a potential public and private sector co-financing model for specific schemes such as the mixed-use regeneration scheme around the Transport Hub. The financial model which could be developed to bring this scheme forward could potentially be structured in such a way that it could release capital for other infrastructure schemes that are likely to be put on hold, such as York Street Interchange.</p>
3.7	<p>Infrastructure Plan for Belfast City-Region and Eastern Corridor</p> <p>The Council strongly believes that if Belfast and Northern Ireland is to make a further step change and compete on a global scale there is a need for targeted investment in the physical, economic and social infrastructure of the city. Having modern infrastructure in place will further enhance Belfast (and wider region) proposition as an attractive place to live, work and invest.</p>
3.8	<p>Understanding Northern Ireland's priority infrastructure needs, and planning to address these on an affordable and property sequenced basis, should be at the heart of the Investment Strategy. The Council would highlight the potential for central government, local government and the private sector to collaborate more closely in planning and delivering future infrastructure investment.</p>
3.9	<p>In this context, the Infrastructure Minister indicated at our recent meeting that he would be keen to work with Council and other Ministerial Colleagues to bring forward an Infrastructure Plan for Belfast City-Region and Eastern Corridor and to explore how such a plan may be resourced. This proposal was also discussed at the recent meetings with the Finance Minister, and First and Deputy First Ministers, all of which recognised the importance of this work for the city-region.</p>
3.10	<p>As agreed previously by Committee, officers have been carrying out initial scoping work on the development of an Infrastructure Plan to align with proposed growth figure within the Belfast Agenda and would now intend to engage with departmental officials to further refine this work. A report will be brought back to the January meeting of the Committee.</p> <p>Members will note that the Executive's Committee for Infrastructure has requested to meet with</p>

3.11	<p>the Lord Mayor and Council delegation on the morning of 7 December (am) in City Hall, to explore some of the key infrastructure challenges and priorities facing the city and how the Council could work more effectively with the Committee.</p> <p>High-Speed Rail Infrastructure</p> <p>Members will note that the Infrastructure Minister confirmed that departmental officials would explore with the Council the potential to commission a feasibility study in relation to a potential high speed rail connection between Belfast and Dublin which had been proposed in a recent Notice of Motion submitted to Council. Again, a report will be brought back to a future meeting of the Committee on this proposal.</p> <p><u>Financial & Resource Implications</u></p> <p>There are no financial or Human Resource implications contained within this report.</p> <p><u>Equality or Good Relations Implications</u></p> <p>N/A</p>
3.12	
3.13	
3.14	
4.0	Appendices – Documents Attached
4.1	None



Subject:	MIPIM update
Date:	9 November 2016
Reporting Officer:	Nuala Gallagher, Director of City Centre Development
Contact Officer:	Christopher McCracken, Programme Manager

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

1.0	Purpose of Report
1.1	To update Committee on preparations for MIPIM 2017.
2.0	Recommendations
2.1	The Committee is asked to; <ul style="list-style-type: none"> Note the contents of the report
3.0	Main Report
3.1	In March 2016 Council led a Belfast delegation of 53 people from 23 sponsoring organisations to MIPIM – the international market for real estate professionals held annually in Cannes. Three key outcomes were achieved: <ul style="list-style-type: none"> the strong Belfast PLC proposition put the city back on the investment map; the internal coherence of the Belfast partnership was been strengthened and; 15 expressions of interest to visit Belfast were made by major institutional investors and a number of funders sourced at MIPIM are now actively investing in developments or very seriously considering investments in the very near future. <p>A significant hotel company is now also actively seeking a site as a result of introduction at MIPIM.</p>
3.2	On 1 June Council confirmed the Committee decision to attend MIPIM 2017.

3.3	To lead preparations for MIPIM the Director of City Centre Development has been appointed as senior responsible officer. The internal City Centre Programme Board, constituted in June 2016 and led by the Chief Executive, will provide strategic oversight. In addition a private sector steering group has been set up to support work around sponsorship and messaging.
3.4	On 14 October 2016, following a competitive procurement process, Council appointed Lanyon Communications Ltd. to support preparations, sponsorship and stand development.
3.5	<p>The following preparations are underway:</p> <ul style="list-style-type: none"> • Sponsor’s launch event on 1 December. This will be held at the Belfast Telegraph building; now jointly owned by Council and a venue that symbolises the future regeneration of the City. Eighty potential sponsoring organisations will be invited to support the city delegation for 2017. The intention is to raise over two thirds of the costs in private sector sponsorship. • Public launch in late February 2017, to be held at the Belfast Waterfront. The event is an opportunity to galvanise the Belfast delegation, and publically project the international ambitions of the city. Members of Committee will receive personal Invitations and the chairperson will have a key role. • MIPIM itself will take place between 14 and 17 March 2017. Last year Belfast hosted 22 separate events, as well as providing full time enquiry handling on the stand. There is likely to be a similar requirement in 2017, although the focus will be as much on promotion of content as quantity of events. • In 2016 Belfast went to MIPIM with strong messages around tax, talent and technology. Messaging for 2017 will build on these strengths, but are likely to include strong references to tourism and transport. The aim of MIPIM is to showcase specific investment opportunities around these themes – for example delivery of the Transport Hub which will transform Belfast, the visitor attractions, North Foreshore, Sirocco, North East Quarter, and also specific development opportunities for new hotels, retail, offices, and leisure space. • The Steering Group agreed to hold sponsorship at 2016 levels but incentivise partners to move up the value chain through distinct benefits between tiers.

3.6	<p>Immediate next steps will focus on galvanising partners to support the City Delegation. This includes financial support, development of marketing collateral, and active networking. Two of the distinct ways we aim to evolve our approach include greater identification of specific investment opportunities, and leveraging networks from the overall delegation to much greater effect. While Council can provide overall leadership, the active participation of the private sector is essential if we are to effectively achieve our aims.</p>
3.7	<p>Finally, preparations for MIPIM 2017 will not proceed in isolation but will be progressed in tandem with other strategic initiatives. This includes the Belfast Agenda, Place Positioning, and the International Marketing Strategy. Relevant officers meet on a regular basis to ensure there are strategic synergies and a mutually supportive approach.</p>
3.8	<p>Officer continue to engage with other organisations to promote the city, including the Insider Property Conference on 6 December at the Waterfront Hall. This half day conference will debate key issues related to investment and development, drawing in around 100 professionals from across the UK.</p>
3.9	<p><u>Financial & Resource Implications</u> The Council has allocated £60,000 to MIPIM, with additional costs met from private sector sponsorship. Project management resource has been allocated to existing staff in City Centre Development, Corporate Communications, and the Chief Executive's Office.</p>
3.10	<p><u>Equality & Good Relations Implications</u> None</p>
4.0	Appendices - Documents Attached
4.1	None

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Subject:	International Relations Framework 2016-2021 - Update on development and approval for international activities
Date:	9 November 2016
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Laura Leonard, European & International Relations Manager

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

1.0	Purpose of Report
1.1	The purpose of the report is to update Members on the development of the International Relations Framework for the period 2016-2021 and seek approval to proceed with a number of forthcoming activities.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> – Agree the content of the new International Relations Framework 2016-2021. – Agree to support the Chinese New Year 2017 celebrations to a maximum of £5,000. – Agree to the attendance of the Lord Mayor and the Director of Development or their nominees at the Boston launch of the third Friendship Four Ice Hockey 2017 tournament from 5 - 8 January 2017, at a cost not to exceed £3,500. – Agree to support the first Sport Changes Life US / NI Basketball tournament in Belfast in December 2017 at a maximum cost of £50,000, and thereafter support the tournament in principle for successive years, subject to annual committee and budget approval. – Agree to the development of a 'Belfast in China Week' programme to take place in partnership with stakeholder organisations in the first six months of 2017, subject to

	<p>Committee approval of the programme and associated budget.</p> <ul style="list-style-type: none"> – Agree to the development of a Belfast City Council economic, tourism and education mission to Nashville in partnership with key stakeholder organisations in Spring 2017, subject to Committee approval of the programme and associated budget.
3.0	Main report
3.1	Members will be aware that in 2012, the Development Committee approved the development of a new three year International Relations Framework 2012-2015. The aim of the Framework was to promote Belfast on the international stage as a place to visit, study, invest and do business.
3.2	Since 2012, the Council has engaged in a number of strategic international partnerships, namely with Boston, Nashville and Shenyang, along with increasing collaboration with Dublin and London. These engagements have involved not only the Council but also its partner organisations, thereby ensuring that the relationships are multi-dimensional.
3.3	With new Planning powers already in place and Regeneration powers expected to transfer to Councils in the coming years, and with a significant endorsement of the commitment to “Growing the Belfast Economy” as articulated in the Belfast Agenda, the Council is increasing its ambition around positioning the city to attract international investment from developers, FDI and institutional investment. It is also supportive of work being undertaken by partner organisations to increase the number of international students in the city, grow tourism investment and support more Foreign Direct Investment as well as helping local businesses to become more active in international export markets.
3.4	In recognition of the need to create more focus and ensure added value of the Council investment in this area, a new International Relations Framework 2016 - 2021 has been under development since August 2016. As part of the commission, the consultancy team engaged with a range of key internal and external partners to identify the appropriate focus, structure and priorities for the Council’s investment in this field. A Members’ workshop on the draft Framework was held on 26 October 2016.
3.5	A copy of the draft Framework is attached as Appendix 1 . Some of the emerging principles and areas of focus identified include:

- Need to clarify the role of the Council: The value that Belfast City Council can play in international relations has been consistently articulated by our City partners: it amplifies the work of others and plays a critical convening and leadership role that opens up opportunities and access to influence on a scale that is beyond what our partners would be able to achieve working unilaterally.
- Positioning the City: importance of the collective message. Belfast has a range of audiences to speak to in international markets, from potential investors to students and tourists. While the message needs to be targeted to the respective audiences, it is critical that this is underpinned by a shared, compelling narrative. All opportunities to take a “Team Belfast” approach in relevant activities should be explored.
- Strengthening our relationships with key partners and locations: The existing City linkages appear to align well with those of our key partners. It appears prudent to explore opportunities for deeper engagement in a small number of key locations, as opposed to light touch engagement with a larger number of locations.
- Objectively assessing new opportunities: The new Framework includes a methodology to effectively assess the value of any new linkages to the Council and our stakeholders. This approach should be endorsed.
- Promoting trade and investment opportunities as a key area of focus: Belfast has achieved great success in attracting inward investment jobs in recent years. Our recent attendance at MIPIM is an example of where the Council can work with partners to promote Belfast’s investment opportunities to a global audience. Maximising future opportunities to attract investors is paramount to growing our city and this will require a planned, targeted, concerted and collaborative effort alongside a number of our partners.
- Attracting Visitors and creating positive perceptions of the city: It is important that we develop a marketing strategy that sells the city to students, conference operators and leisure visitors. Once visitors come to the city, we must ensure that Belfast provides a rich, positive experience through our culture, arts, leisure and events provision so that visitors leave with a positive experience and a desire to return
- Ensuring Transparency and Communicating Success

We need to be clear about the objectives of both inward and outward visits involving Councillors and Officers and the level of investment needs to be commensurate with the potential return to the city and its partner organisations. There is a need for multi-annual planning for the city-to-city links as well as our wider international promotion

3.6	<p>activity. These multi-annual plans should have clear targets attached and, at the end of each year, successes should be communicated.</p> <p>Taking account of these emerging principles, there are a number of activities in the pipeline which are considered to align well with the emerging direction of travel. While recognising the need to take a multi-annual approach to the planning of activities within the International Relations Framework, these activities require Council endorsement in order to commence the development work required. If approved, they will feature in wider multi-annual programmes of activity which will be brought back to this Committee for information and endorsement, as appropriate.</p>
3.7	<p>The emerging priority activities include:</p> <ul style="list-style-type: none"> - Chinese New Year 2017 - Friendship Four Ice Hockey Festival November 2017 - Sport Changes Life (SCL) Victory Scholar Basketball Programme - Belfast in China week - Future Nashville visit programme.
3.8	<p><u>Chinese New Year 2017</u></p> <p>Members will be aware that since 2012, Belfast City Council has been supporting the City celebrations for the annual Chinese New Year. Each year the Confucius Institute along with the Chinese Consulate work with other strategic partners to bring famous traditional dance and art troupes from China to promote the beauty of traditional Chinese Culture in Belfast. A request has been received to support the 2017 Chinese New Year Guangzhou Art Troupe event in the Waterfront Hall on 1 February. The troupe will include puppet art theatre, music and folk art. The event will bring senior officials from the Chinese Embassy in London and the Chinese Consul General for Northern Ireland, senior officials from Ulster University, MLAs, and Mayors from various councils, together with over 3,000 people including students from the hub schools, parents, teachers and the general public.</p>
3.9	<p><u>Friendship Four Ice Hockey Festival 2017</u></p> <p>Members will be aware that Belfast City Council has been a central support partner of the Friendship Four Ice Hockey tournament. The second tournament will take place in the SSE Arena from 25-27 November 2016 with teams from Quinnipiac, St Lawrence, Massachusetts and Vermont Universities. It is expected to attract 1,200 US visitors over the weekend, contributing almost £1million in visit spend to the Belfast economy.</p>

3.10	Work is already at an advanced stage on the third annual Friendship Four tournament in Belfast (November 2017) and the organisers are planning to formally announce the dates as well as participating teams at an event to take place in Boston in January 2017.
3.11	The Lord Mayor and the Director of Development have been invited to attend the official launch of the tournament in Boston on 7 January 2017. This will be a national US press launch along with Mayor Walsh of Boston. It will be instrumental in promoting the tournament to increase the number of US visitors to Belfast in 2017 and to enhance the profile of the event. It will also present a significant opportunity to promote the city of Belfast as a cultural, tourist and business destination.
3.12	Members are asked to approve the attendance of the Lord Mayor and Director of Development or their nominees at the launch in Boston. As part of this visit, there will be a number of additional meetings organised with a view to putting in place the plans for a potential inward business mission to Belfast from Boston in late Spring 2017. If this goes ahead, it will feature as part of the future work plan and will be brought to this Committee for endorsement. The costs associated with this visit will not exceed £3,500.
3.13	<p><u>Sport Changes Life (SCL) Victory Scholar Basketball Programme</u></p> <p>Members may be aware that Sport Changes Life (SCL) is a sport-based charity that seeks to raise the aspirations of young people by promoting sporting excellence, vocational and academic achievement and personal development. It runs a number of outreach and engagement initiatives including the e-Hoops programme (which is to be supported under the Council's Employability and Skills Framework) and Corporate Social Responsibility (CSR) programmes for local businesses.</p>
3.14	One of the charity's most significant programmes is the Victory Scholar initiative. This is run by SCL in partnership with Ulster University and brings US-based College student athletes to Ireland to study for a Master's degree and to work with disadvantaged youth as part of their programme. At present, twenty-three Victory Scholars are attending 10 Universities and Institutes of Technology throughout Ireland. Scholars work in structured settings with young people deemed to be at risk in society. In the course of 2016, it is anticipated that the Victory Scholars will work with over 60,000 young people through sports and personal development programmes. It is also intended to explore the development of a reciprocal programme to secure scholarships from Northern Ireland students in US colleges.

3.15	The networks established in the course of the 10 years that the Victory Scholars programme has been operational can provide significant contacts within many US corporations and across numerous prestigious US educational establishments. Furthermore, the alumni network of Victory Scholars who have spent some time in Northern Ireland can act as very positive Ambassadors for the region and can encourage further partnerships from their institutions.
3.16	Building on the work of the Victory Scholars programme to date, SCL are currently planning the first ever Northern Ireland-US College Classic in partnership with the US Basketball Hall of Fame. This is a first for US College teams to take part in competitive games outside of the USA.
3.17	Discussions are already under way with Ulster University with a view to the university becoming a strategic partner in the event. The Basketball Hall of Fame in the US has been confirmed as a partner and support from the Rory Foundation has also been secured. The organisers are also engaging with other potential funders in order to cover the costs associated with hosting the event.
3.18	At this stage, it is proposed that the 2017 event will attract four teams while it is planned that 8 teams will participate in the 2018 and 2019 events (the organisers are currently working on a three year planning schedule). The organisers are open to engaging with our partner cities of Nashville and Boston in order to ensure that there is representation from both cities.
3.19	The 2017 event will attract up to 30 players from each team along with officials, family and friends. Organisers are forecasting that the event will support around 2000 bednights, representing an income of around £400,000 for the local hospitality industry. It is proposed that it will take place in the SSE Arena and will be broadcast both locally and in USA. Organisers will work with Visit Belfast and Invest NI to ensure that all opportunities are taken to promote the city as a dynamic business and visitor destination.
3.20	It is proposed that the Council provides funding of up to £40,000 towards the cost of hosting the event along with provision of a civic welcome dinner at a maximum cost of £10,000. The organisers are also seeking support from US and NI-based corporate sponsors as well as other public bodies. There will also be revenue generated by income from ticket sales for the matches.

<u>Belfast in China Week</u>	
3.21	Members will recall that the Lord Mayor and officers from Belfast City Council took part in a mission to China in May 2016. Other attendees included both universities, Invest NI, the NI Executive Office and local businesses. Partners undertook their own programme of meetings to pitch for international students, business and investment, in both Beijing and Shenyang. Thanks largely to the efforts of the NI Chinese Consul General, Madam Wang, the 'Friendly Cooperation' agreement with the city of Shenyang and Belfast was elevated to that of a formal Sister City Agreement.
3.22	The strong message coming from the British and Irish Embassies, as well as UKTI and the NI Executive Office, is that relationships need to be fostered over time to produce concrete outputs.
3.23	<p>Since the May visit there has been a significant increase in engagement with China. These include:</p> <ul style="list-style-type: none"> – Belfast City Council has begun an exchange of information and best practice with Shenyang on Smart Cities – Campbell College is actively engaging with the China Education Bureau to recruit Chinese students to board at the College – Visit Belfast has become proactive in the World Tourism Cities Federation to promote the city to a massive Chinese audience – Progress has been made to encourage a direct flight from Dublin to Beijing – QUB and Ulster University are progressing agreements for research and international student programmes – Confucius has secured an additional 12 Mandarin teachers for NI – Belfast City Council been working with Shenyang on a large scale exhibition to be launched in the city next year to promote its Sister Cities linkages – Belfast has been invited to send a cultural performance to Shenyang for a major cultural festival in 2018 and is working with Confucius, Arts Council and British Council to make this happen – Belfast City Council has undertaken a number of follow-up sales pitches for city investment with investor contacts engaged with during the May visit.
3.24	In order to further progress with tangible areas of cooperation and to build on the momentum created by the visit and subsequent activity, Members are asked to give approval for Officers to explore and develop a further visit – 'Belfast in China Week' in May or June 2017 to be led by the Lord Mayor, in conjunction with city partners. Subject to Committee approval, officers

	will commence work on the development of a detailed programme and this will be presented at a later date for Committee approval.
3.25	<p><u>Nashville Mission</u></p> <p>Members will be aware of the Council's March 2016 visit to Nashville led by the former Lord Mayor. The programme for the visit included meetings with Vanderbilt and Belmont universities, as well as the music industry and economic development stakeholders.</p>
3.26	Belfast City Council, jointly with Invest NI, held a pitching session with companies from Nashville from the health technologies and creative industries sectors, both the main growth sectors driving the Nashville economy. Since this visit, the City of Nashville has led two missions to Belfast, one during the April Sister City Summit 2016 along with Boston, and the latter, during the October Sister Cities mission and Homecoming conference.
3.27	Immediately after the Homecoming event, the Chair of the City Growth and Regeneration Committee, along with the Director of Development, travelled to Boston to hold a health technologies business showcase with Belfast, Boston and Nashville companies.
3.28	<p>Since the March 2016 visit to Nashville, there has been significant progress on the Belfast-Nashville partnerships:</p> <ul style="list-style-type: none"> – Officers are currently following up live contacts and requests for linkages between Ulster and Queen's universities with Nashville around creative industries and emerging technologies – Both universities are in discussions with Nashville universities around student placements – One school exchange has taken place (October 2016 with Methody) with a further two visits planned for 2017 – Visit Belfast is now exploring opportunities to link with its Nashville equivalent around joint tourism promotion under the Sister Cities banner.
3.29	In order to maintain and build momentum, and to build a multi-annual work programme between the cities, Members are asked to give approval for Officers to explore and develop a programme for a further visit to Nashville in late Spring early Summer 2017. The programme would include tourism, business and education dimensions in partnership with stakeholders in order to progress the existing connections. Final approval on the details of the visit will be brought to a future meeting of the City Growth and Regeneration Committee

	for endorsement.
	<u>Financial and Resource Implications</u>
3.30	<u>International Relations Framework</u> Committee approval is already in place for the development of a new International Relations Framework, within the existing unit budget. Any new activities identified as part of the framework review will be taken account of in the new financial estimates and brought to Committee for approval.
	<u>Chinese New Year 2017</u>
3.31	Belfast City Council has been asked to provide £5,000 in support of the event on 1 February 2017.
	<u>Friendship Four Ice Hockey</u>
3.32	The cost of the visit to Boston by the Lord Mayor and Director of Development or their nominees for the launch of the 2017 Friendship Four event as well as the series of business meetings will not exceed £3,500.
	<u>Basketball</u>
3.33	The maximum cost of supporting the inaugural US Basketball Victory Scholar tournament in Belfast will not exceed £50,000.
	<u>Belfast in China Week</u>
3.34	The anticipated cost of the Belfast City Council led 'Belfast in China Week' will not exceed £25,000. Costs for this activity will be included within the 2017/2018 departmental estimates, and are subject to Council approval.
	<u>Nashville</u>
3.35	The anticipated cost of a Belfast City Council mission to Nashville is £10,000. Costs for this activity will be included within the 2017/2018 departmental estimates, and are subject to Council approval.
	<u>Equality & Good Relations Implications</u>
3.36	The new International Relations Framework will be equality screened and all proposed activity will be embedded within this.

4.0	Appendices – Documents Attached
4.1	Appendix 1 – Draft International Relations Framework



**Belfast
City Council**

BELFAST CITY COUNCIL

International Relations Framework

2016 - 2021

October 2016

Draft for review by City Growth and Regeneration Committee: 9 November 2016



Table of Contents

1	INTERNATIONAL RELATIONS – A NEW FRAMEWORK	1
1.1	Purpose and scope	1
1.2	Unprecedented times require renewed effort	1
1.3	Building on success	2
1.4	A Partnership Model	3
2	STRATEGIC CONTEXT	4
2.1	Policy Context	4
2.1.1	National Policy	5
2.1.2	Council Policy	7
2.2	External Context – why international relations are important for Belfast	8
2.2.1	Trade	8
2.2.2	Inward Investment	10
2.2.3	Tourism	12
2.2.4	International Students	13
2.3	Conclusions	14
3	OUR INTERNATIONAL RELATIONS FRAMEWORK	15
3.1	Our Role	15
3.2	Guiding Principles to fulfil our role	15
3.3	International Relations Core Activities	21
4	APPENDIX: ASSESSING OPPORTUNITIES – AN OBJECTIVE FRAMEWORK	26

1 INTERNATIONAL RELATIONS – A NEW FRAMEWORK

Belfast City Council (BCC) has been involved in European and International activity for several decades. During that time the focus has shifted from EU funding and access to EU networks to an increasing emphasis on international relations in a broader sense, including Sister City agreements and outward and inward missions for trade and investment, student and tourist attraction. With enhanced economic development and new planning powers acquired under Public Sector Reform, and expected regeneration powers in coming years, we have an increased ambition to position the city as a competitive location to start and grow a business and to live, work, visit, trade with and invest in. Growing the economy is a priority for the City, as outlined in our 'Belfast Agenda 2035'. This International Relations Framework will reflect and complement these ambitions and the vision they represent.

1.1 Purpose and scope

We are one of many city stakeholders with established international connections through a range of channels and relationships, such as Sister City agreements and trade missions, aimed at attracting visitors, investment, talent and students. The purpose of this International Relations Framework is to ensure that Belfast is optimally positioned on the international stage to realise our ambitions, and that our resources and priorities are aligned with the overarching strategic vision for the city and - as a driver of the regional economy - with Northern Ireland's Programme for Government. It provides the rationale that a city such as Belfast can and should be active internationally, that the Council has a 'value add' role to play, and together with our partners across the city we can compete internationally for the benefit of our citizens.

1.2 Unprecedented times require renewed effort

Cities, and their role as drivers of economic growth, is not a new concept but is one that is gaining increasing attention as more of the world's population shifts towards city living. Today, 600 cities generate 60% of global GDP. It is not just large conglomerations such as New York and London that are attracting people and growth; mid-size and smaller cities across the world are enjoying an economic renaissance. Across the UK, city growth is gaining new momentum through initiatives such as the Northern Powerhouse and the Midlands Engine - Belfast must be part of this trend for city region led growth.

Competition between cities and how cities position themselves in the world market are crucial considerations of any city with ambition, such as Belfast. We have an increasingly dynamic and compelling proposition to make internationally – there is a new energy about the city, demonstrated

through successes such as the MTV music awards, the Tall Ships event, hosting the Giro D'Italia, the new Waterfront Hall, our Innovation Factory and ambitious plans for North Foreshore. As a Council, we want to achieve much more. By 2035, our aim is for the City to be a place where all people are benefitting from a thriving and prosperous economy and be a vibrant, attractive, connected and environmentally friendly city¹. Getting there is not without its challenges and will require considerable effort across infrastructure development, regeneration, tourism promotion, talent development, indigenous business creation/growth and international business and investment attraction.

The UK vote to leave the European Union brings a vastly changing context to international relations work and the uncertainty created by the decision to leave the European Union adds additional impetus to Belfast's need to be an 'outward facing' international city. The rise of an ever more connected world and globalisation adds weight to the argument that to stand still is to fall behind; BCC recognises it cannot stand still on international relations. This new International Relations Framework will shape and guide Belfast City Council's efforts to create a more competitive, attractive and global city.

1.3 Building on success

We can draw on considerable achievements in international relations to date. A selection of highlights includes:

- The Financial Times named Belfast as the world's most Business-Friendly City of its size, and the city has achieved notable successes in attracting inward investors such as Baker & McKenzie, Rapid 7, CME and Citi.
- In North America, Sister City agreements with Nashville and Boston are building substantive links and tangible outputs including the 'Friendship Four' hockey tournament – the first ever competitive National Collegiate Athletic Association college ice hockey fixtures outside of North America. Strong links are being developed between our universities and institutions in the USA.
- Securing increased co-operation for the J1 visa programme for students from Queen's and Ulster Universities travelling to Boston.
- In China, we have had a Sister City agreement with the city of Hefei since the 1990s. Since then several inward delegations have been hosted and reciprocated. Building on links with China, a new Sister City agreement was signed in 2016 with Shenyang, which presents considerable opportunity for international collaboration with the world's second largest (and fastest growing major) economy, and its most populace country.
- Links with India are developing. The Global India initiative resulted in 350 CEOs from top Indian companies, as well as senior politicians, coming to the Belfast to discuss investment opportunities and establish business leads.

¹ Draft Belfast Agenda 2035

- Working groups focussed on North America, China and India have been established, which bring together key stakeholders to seek and manage opportunities between Belfast and these regions
- Closer to home, Belfast and Dublin have signed an agreement to explore the economic potential of the 100-mile economic corridor that joins the two cities and links have been established with London & Partners (the official promotion company of London) to undertake mutually beneficial cross working with the UK Capital.

1.4 A Partnership Model

Our international ambitions rely on strong collaboration with a range of partners including the Executive Office, Invest NI, the universities, FE colleges and a range of bodies with shared ambitions to attract investment, tourism, conferences, students and so on.

This framework recognises the work that other partners are undertaking, alongside their strategies and ambitions for growth. At its core is the recognition that City Council has a key role to play in promoting the city and to complement and amplify the work of these partners, rather than compete against them.

This framework sets out the context in which we as a City Council will operate, and outlines the key principles that will guide our international relations work in partnership with others towards shared outcomes.

2 STRATEGIC CONTEXT

Building strong international relations is now more important than ever for our city's economic success. The UK vote to leave the European Union has created significant uncertainty over the content of any exit agreement, including whether the UK will maintain access to the EU single market. It is vital that we establish a refreshed international relations framework to enable us to build on opportunities in progress, identify and plan for new ones, and seize others as they emerge. This section places the international relations framework in the context of both emerging and current policy, and assesses the importance of international relations for our city.

2.1 Policy Context

The policy context, including the enabling activities and strategies of BCC and its partners, is summarised in the figure below. It should be noted that BCC is in the process of developing a range of strategies in a citywide context with city partners:

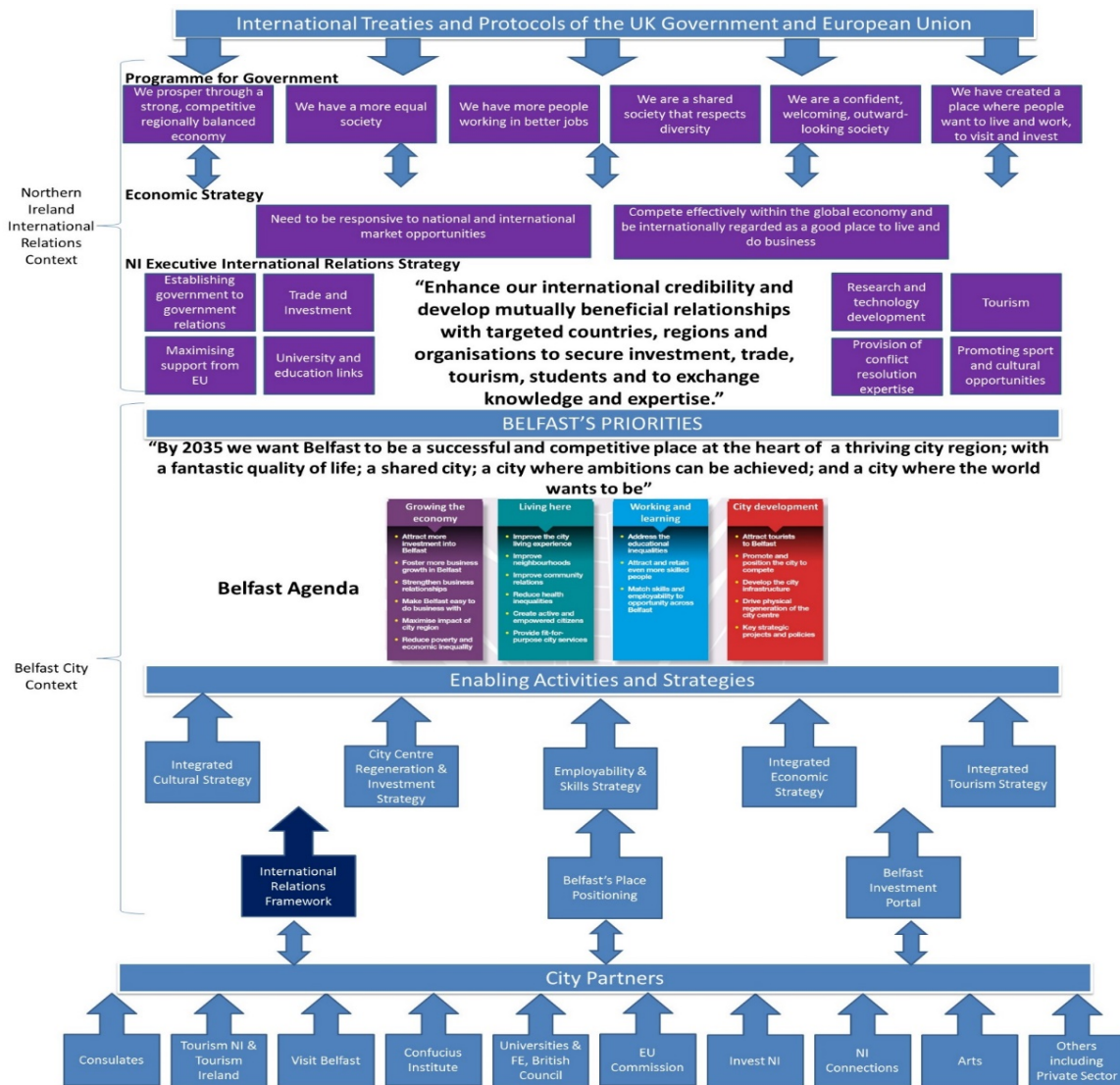


Figure 1 - Policy Context Overview

2.1.1 National Policy

Our International Relations Framework will evidently take cognisance of international treaties and the protocols of the UK government and (while a member) the European Union. At a Northern Ireland level the Programme for Government, Economic Strategy and Executive’s International Relations Strategy provide a regional vision and outcome framework for Northern Ireland’s societal, economic and international relations.

The forthcoming Programme for Government 2016-2021 focuses on achieving 14 strategic outcomes which the Executive determine best describe the society we wish to have. Of those proposed, there are several that relate directly to international relations. These, and the role that international relations can contribute to their achievement, are noted in the table below.

Table 1 - The role of international relations in the new Programme for Government

Programme for Government Strategic Outcome	Link to Council international relations work
Outcome 1: We prosper through a strong, competitive regionally balanced economy	The Executive notes that attracting and embedding greater levels of higher quality inward investment and supporting the conditions where a greater number of businesses are competing successfully overseas is a key facet of achieving this outcome.
Outcome 3: We have a more equal society	Diversity can strengthen and enrich our society through embracing the talents and the range of perspectives of different people and communities. An improved international reputation is cited as one indicator of measuring success towards this outcome.
Outcome 6: We have more people working in better jobs	This outcome relates to both the creation of jobs and the attraction of the best talent to Northern Ireland (including drawing back those who have moved abroad) by creating high value employment opportunities. It also relates to attracting high quality employers, and encouraging growth of indigenous businesses, to offer sustainable employment opportunities.
Outcome 9: We are a shared society that respects diversity	BCC's city partners have noted that creating a city that is welcoming to international visitors, students and workers is an important enabler of successful international relations outcomes. This Programme for Government outcome acknowledges that diversity builds strength and adds value to our community.
Outcome 10: We are a confident, welcoming, outward-looking society	A key outcome from an international relations perspective, this outcome relates to building NI's reputation and standing on the international stage. Integral to this will be building confidence in communities to view connections with the wider world as opportunities to build a stronger society.
Outcome 12: We have created a place where people want to live and work, to visit and invest	<p>This is another key outcome from an international relations perspective. It relates to encouraging others to come to visit and explore, to be inspired by what NI has to offer as a tourist destination and to want to return. It is also about encouraging business investment both indigenously and in terms of foreign direct investment. To achieve this outcome, the Executive proposes to:</p> <ul style="list-style-type: none"> • Actively promote Northern Ireland as a destination for high quality investment and jobs. • Develop an internationally competitive and inspiring tourist destination of which our community can be proud. • Recognise the economic importance of tourism and the potential to grow the tourism industry into a high-performing export-led sector. • Continue to invest in our economic infrastructure and in our strategic

network of gateways to improve our connectivity.

- Working to build our reputation on an international stage

The Programme for Government notes an intention to work with key partners, including diaspora.

The Executive's Economic Strategy (currently being refreshed) also points towards a strong international relations theme. In recognising the need to be responsive to national and international opportunity, there is a commitment to keep the economic strategy under review to identify new opportunities, both at home and abroad. Within the economic strategy the overarching aim of rebalancing the economy recognises a need to compete effectively within the global economy and be internationally regarded as a good place to live and do business. Under a banner of 'competing globally', the strategy places an emphasis on attracting FDI, increasing exports and improving air links.

Recognising that key objectives in the Programme for Government 2011-2015 would require inward investment, tourism and increased exporting, in 2014 the Executive published an International Relations Strategy with the objective of enhancing our international credibility and developing mutually beneficial relationships with targeted countries, regions and organisations to secure investment, trade, tourism, students and to exchange knowledge and expertise.

Focussing on North America, Asia/Middle East, Europe and South America, International priorities are identified as follows - many of which are in alignment with BCC's International Relations Framework:

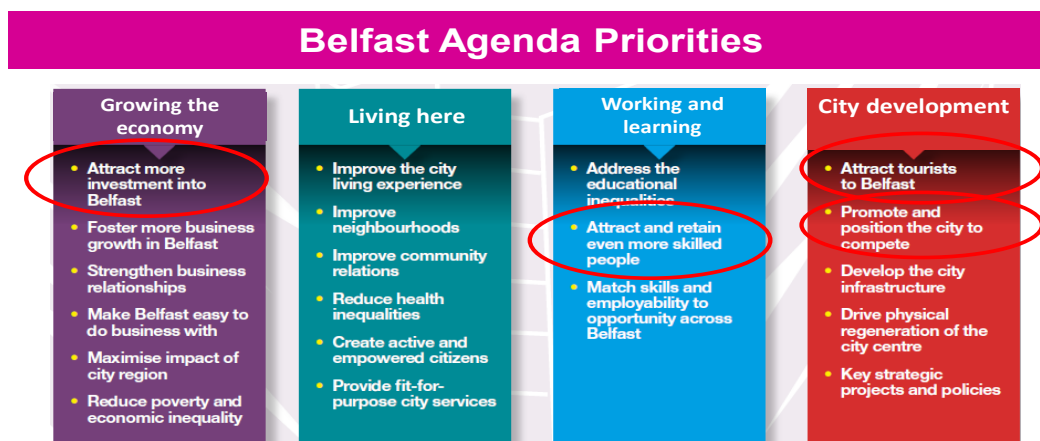
- Establishing government to government relations;
- Trade and investment;
- Maximising support from the EU;
- Tourism;
- University and education links;
- Research and Technology development;
- Provision of conflict resolution expertise; and
- Promoting sport and cultural opportunities.

2.1.2 Council Policy

There is a comprehensive range of strategies that have been developed, or are under development, within Council which cover focus areas such as economic development, tourism, employability and skills, culture, regeneration and investment.

Each is influenced by, and factor into, our Community Plan (the Belfast Agenda 2035) and seek to contribute to the four priorities noted to the right. It is evident from the aims and objectives of each key priority that there is a significant role for international relations to contribute to achieving our vision as a successful place where people seek to live, work, visit, study, trade and invest in.

Figure 3 - draft Belfast Agenda Priorities



At an operational level, the Local Development Plan (under development) is the spatial plan for the city to 2035 and identifies multiple strategic objectives for the City, several of which require strong international relations to enable delivery, such as:

- Strengthen the local tourism economy through supporting the development of suitable tourism and cultural facilities, and visitor accommodation; and
- Grow the population of Belfast to connect with other cities across the UK and Ireland in supporting a greater level of inward investment.

2.2 External Context – why international relations are important for Belfast

Belfast’s economic, cultural and social fabric is heavily influenced by a long history of being an open, internationally facing economy; a cause and effect relationship that will continue and expand over the coming decades. The importance of international relations to the city in terms of attracting investment, trade, tourism and students cannot be understated. The external context provides a useful guide to identifying where global opportunities for our city lie.

2.2.1 Trade

The NI Economic Strategy notes that export led growth is a key economic driver, citing a need to both grow exports and diversify into new markets. Northern Ireland companies sell £22bn of goods and services outside Northern Ireland annually; the major markets that Northern Ireland exports serve are presented in the table below.

Country	Share of total NI exports	Country	Share of total NI exports
Irish Republic	34%	China	1%
United States	18%	Belgium	1%
Canada	6%	Australia	1%
Germany	6%	Saudi Arabia	1%
France	5%	Poland	1%
Netherlands	2%	UAE	1%
Thailand	2%	Switzerland	1%
Spain	1%	Other markets	18%

Figure 4 - Destination markets of NI exports. Source: HMRC

The spread of key markets for Northern Ireland's exports is therefore relatively small, with Ireland, the US, Canada, Germany and France accounting for nearly 70% of total outbound goods and services. India, which has been a focus market for Northern Ireland does not yet feature as a large trading partner. It should also be noted that, having posted significant growth in exports in 2012 and 2013, the Department for Economy reports that Northern Irish exports declined by 2.6% in 2014.

From a city perspective, trade data relating to Invest NI clients in Belfast shows that export sales in 2014 (the most recent year for which data is available) totalled £1.48bn – 40% of the total turnover of these firms. Invest NI's Belfast based companies biggest export markets are GB, USA, Canada and RoI, as shown in the diagram below:

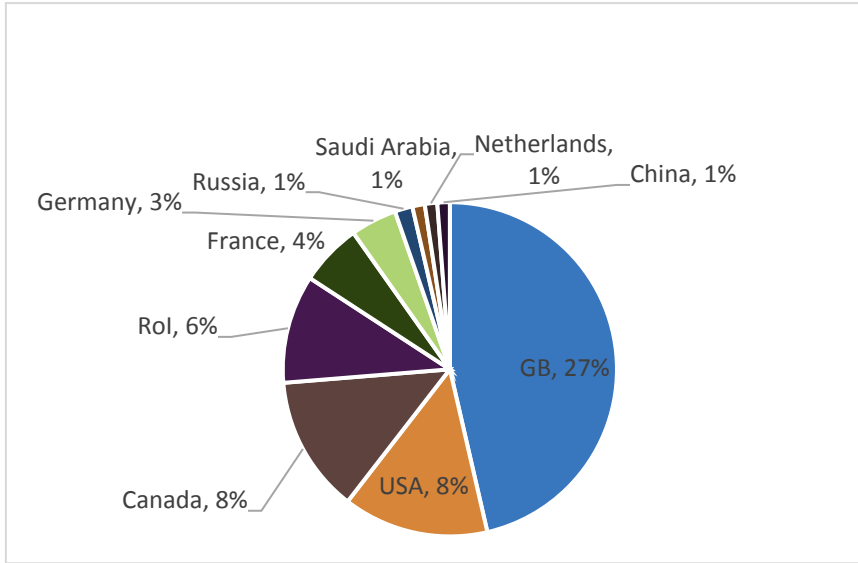


Figure 5 – Invest NI Belfast Clients: export destination markets. Source: Invest NI

2.2.2 Inward Investment

Belfast is an inward investment success story, having secured over 20,000 inward investment jobs in the past decade. A significant proportion of these jobs have originated from a small number of source countries - out of a total of 23 investing countries that have delivered projects into Belfast, the top five account for 80% of projects. The map included immediately below, showing source markets over the past five years, illustrates this:

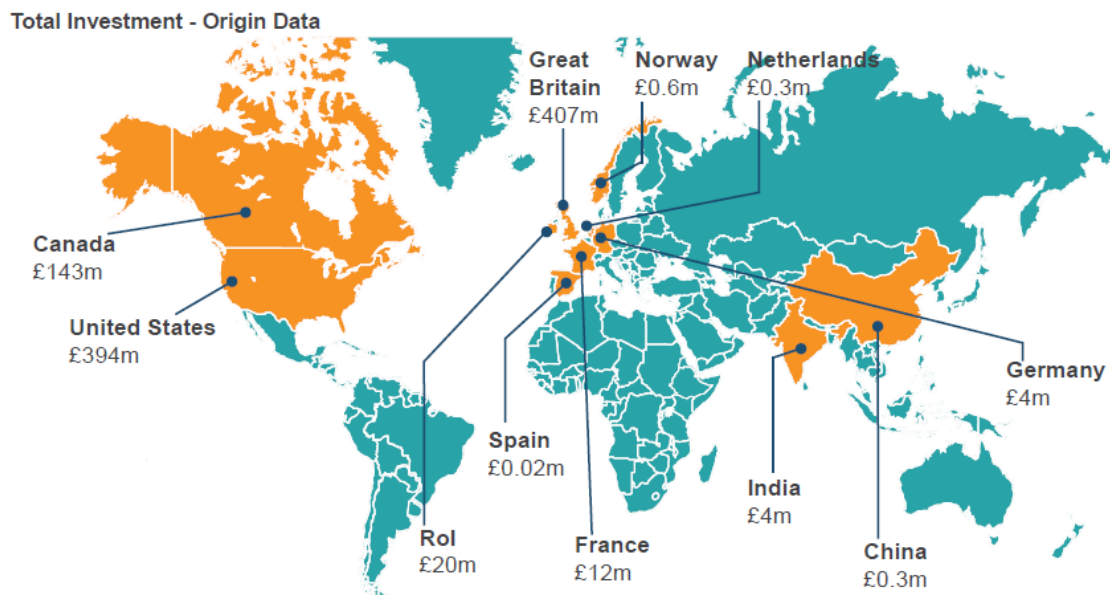


Figure 6 - Total Inward Investment to Belfast 2010/11 - 2014/15 by Source Region. Source: Invest NI

Inward Investment and core cities

Belfast's success in attracting inward investment is evidenced further when considered in the context of UK core regional cities and Dublin. The table below shows the volume percentage of inward investment projects into Belfast and competitor cities by top source cities; shaded cells reflect a top three destination for the source city. For example, Belfast is receiving 15% of projects from NYC, second only to Dublin and is thus shaded.

Source City	Destination City	Dublin	Belfast	Manchester	Edinburgh	Glasgow	Birmingham	Bristol	Leeds	Cardiff	Liverpool	Nottingham	Total Projects
NYC (NY)		36%	15%	10%	13%	9%	4%	1%	3%	5%	3%	1%	177
London		100%											110
Paris		28%	5%	10%	11%	14%	11%	6%	3%	6%	5%	2%	109
Dublin			38%	18%	13%	8%	6%	1%	2%	1%	8%	4%	99
San Francisco (CA)		74%	2%	7%	3%	5%	5%	3%	0%	0%	2%	0%	61
Tokyo		34%	9%	9%	9%	13%	9%	6%	6%	2%	4%	0%	47
Stockholm		26%	3%	16%	8%	11%	13%	3%	8%	8%	3%	3%	38
Dubai		6%	3%	21%	27%	15%	12%	6%	0%	3%	3%	3%	33
Amsterdam		35%	6%	13%	3%	6%	3%	13%	6%	10%	3%	0%	31
Chicago (IL)		48%	16%	16%	3%	3%	3%	6%	0%	3%	0%	0%	31
Seattle (WA)		55%	0%	0%	17%	3%	7%	10%	3%	0%	3%	0%	29
Sydney		31%	0%	17%	10%	14%	10%	14%	3%	0%	0%	0%	29
Boston (MA)		41%	34%	3%	7%	0%	7%	3%	3%	0%	0%	0%	29
Munich		26%	4%	19%	15%	11%	7%	7%	11%	0%	0%	0%	27
Mumbai		4%	23%	19%	0%	15%	12%	0%	8%	12%	8%	0%	26
Zurich		24%	4%	8%	32%	8%	4%	4%	4%	4%	4%	4%	25
Mountain View (CA)		80%	12%	8%	0%	0%	0%	0%	0%	0%	0%	0%	25
Brussels		35%	15%	10%	15%	10%	10%	0%	5%	0%	0%	0%	20
Luxembourg		26%	0%	26%	5%	16%	16%	0%	0%	5%	0%	5%	19
San Jose (CA)		63%	5%	11%	11%	5%	0%	0%	5%	0%	0%	0%	19
Total Projects		399	108	105	96	80	61	34	30	30	29	12	984

Figure 7 - Inward investment Projects in Belfast and selected cities, 2003-2016 by source city. Source: Wavteq/FDI Markets from the Financial Times

Based on the table above, there is little to suggest that Belfast is missing out on any significant source markets and much to be positive about in terms of the number of projects secured. Our city is the second largest recipient of inward investment from these sources behind Dublin, which has several inherent advantages (such as size, a lower corporation tax and the seat of central government) which Belfast cannot challenge [or readily challenge].

Although not major sources, we have achieved a high proportion of inward investment from Boston and Mumbai, two cities with which we have established links during the previous International Relations Framework. Conversely, source cities such as Stockholm, Dubai, Amsterdam, Seattle or Sydney are not fruitful source markets for Belfast. There is an emerging case for Belfast to build additional international relations in markets such as the Middle East or Australia which we will continue to monitor.

Whilst corporation tax rates represent one of many factors which overseas companies assess when selecting office locations, there is a significant correlation between its level and the volume/value of inward investment. Our international relations work must be cognizant of this in the context of a planned reduction in NI Corporation Tax, and aligned (where appropriate for our international relations objectives) to Invest NI's developing strategy for maximising the value that can be derived from this reduction.

Can the success last: Brexit

The vote to leave the European Union in June 2016 has created significant uncertainty in terms of prospects for economic growth and attracting investment. For all our success in attracting inward investment, retaining it and drawing more in will be difficult whilst there remains little understanding of future access to the EU single market. Taking a truly compelling offer to inward investors is a priority for the city. Our ongoing work on 'place positioning' will contribute to maximising the value and mitigating any losses created by Brexit, and our International Relations Framework must be flexible enough to manage associated changes and impacts through to 2021.

While it is true that the vast bulk of inward investment comes from North America, there are downside risks to future opportunities if access to the EU single market is important to these firms. The Centre for Economic Performance (CEP) estimates that EU membership increases FDI in member states by 14-38%, with the average impact an increase of 28%. The CEP estimates, conservatively, that FDI into the UK will fall by 22% over the next decade due to Brexit. Furthermore, analysis by Wavteq (an FDI specialist firm) suggests that 70% of FDI in NI is at 'medium or high' risk if the UK does not retain membership of the single market. Brexit, and the terms of the deal that follows in the coming years, is a key driver for refreshing our international relations framework for the city.

2.2.3 Tourism

Attracting international visitors (either for conferences, other business or leisure) is an important element of any international relations framework.

There were close to 4.2 million overnight trips taken in Belfast during 2015, with overnight visitors predominantly local or from GB (71%). 21% of overnight visits to Belfast are from mainland Europe and RoI.

Growing tourism numbers and increasing tourism spending is a BCC objective – one that requires international marketing (in its widest sense). Determining what type of tourist (e.g. city break, socially active or culture seekers) should be targeted/prioritised is a decision that Belfast and its partners will decide upon as the city develops its place positioning and 'go to market' plans.

2.2.4 International Students

With approximately 435,000 enrolled in UK universities, international students generate a significant economic contribution to the UK. Universities UK, a body representing higher education institutions, estimate that nearly 20% of output generated by the higher

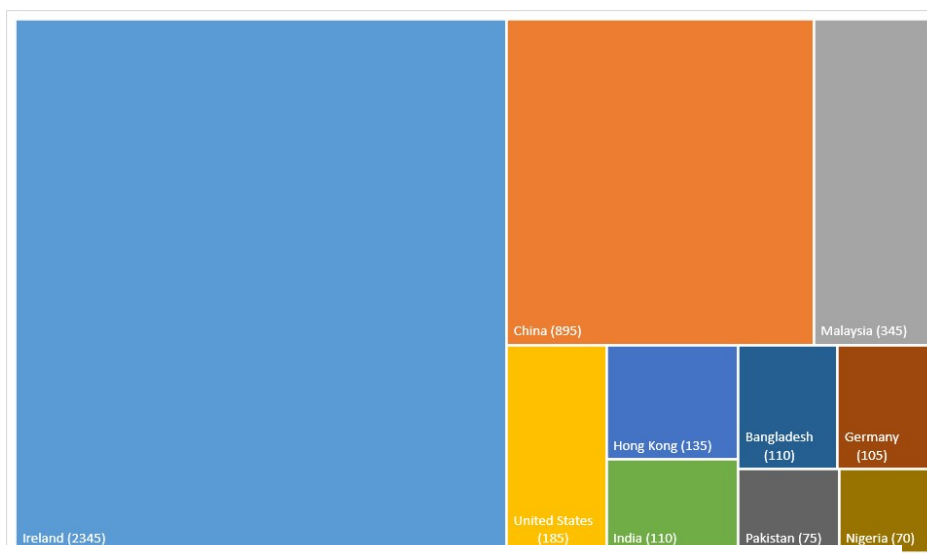


Figure 8: International Students Enrolled in NI. Source: HESA

education sector can be attributed to the enrolment of non-EU students. Accounting for all non-UK students, export earnings of the HE sector in the UK were over £10bn. Belfast currently has approximately 5,000 international students enrolled, or ~1% of the UK total, against a population of nearly 3% of the UK total. To place NI performance in further context, 1% of students that come to study in the UK from China come to Northern Ireland, with Scotland attracting 8% and Wales 5% (in approximate line with their total UK population share). Obviously, the number of institutions and available places is an influencing factor but both local Universities, and Belfast Metropolitan College, are in the process of renewing their international student attraction strategies. Each institution recognises the importance of attracting students and are setting considerably higher targets than previously established. Our international framework will align with these, and indeed the efforts of any of our schools to attract international students.

2.3 Conclusions

The internal and external context serves to demonstrate that the opportunities that exist from international markets are significant. Several key points emerge from the preceding section:

- Strong and active International relations are an important enabler to deliver on Northern Ireland's and our City's strategic ambitions, and will support the achievement of a selection of Programme for Government outcomes.
- Our international relations work has and should continue to contribute to a range of economic drivers:
 - **Trade:** Two opportunities are evident in a trade context - Belfast companies do not export enough and those that do need to diversify to more markets.
 - **Inward Investment:** Our success story in inward investment provides an opportunity to embed these inward investors into the city and grow their presence, and provides strong credentials with which to promote the city as an attractive place to do business. Brexit challenges aside, our city has much to offer inward investors.
 - **Tourism:** we have an opportunity to attract a greater proportion of visitors to the island of Ireland to visit and stay in Belfast, as well as market the city in recently launched air route destinations from the city.
 - **International Student Attraction:** Education providers in the city all recognise the upside benefits of attracting more international students. Opportunities exist to grow the international student base that comes to the city.

The international relations activities that we will undertake over the duration of this framework will, with our city partners, contribute to delivering growth across each of these key drivers.

3 OUR INTERNATIONAL RELATIONS FRAMEWORK

Wide ranging consultations with city partner organisations and desk research have raised a series of priorities for our role in international relations. The activities and initiatives we will undertake to maximise our role and contributions through to 2021 will be guided by the principles outlined in this section.

3.1 Our Role

City Council is one of many important stakeholders, including private companies, tourist bodies and higher education institutions who have a role to play in Belfast's international promotion. Our optimal role in international relations work (i.e. where we can deliver the most value for trade & investment, tourism and education) will be to leverage our resources towards shared outcomes with city partners; to amplify the work of these partners; co-ordinate and organise where appropriate and utilise our civic leadership functions to open opportunities and access to influencers on a scale that is beyond what these partners could achieve unilaterally. As lead authority for Belfast's economic growth, it is important that we play a convening role which brings our city partners together and drives common purpose.

Our optimal role is therefore complimentary, working alongside our partners in a structured, 'joined up' approach, but we will be involved only where a value for money benefit to the residents of Belfast is shown.

3.2 Guiding Principles to fulfil our role

The following principals will guide our international relations work.

Communicating a single proposition

Belfast has a range of target audiences to engage across multiple international markets, from potential investors to students and tourists, and we need to raise our international profile. Over time, the city has developed a suite of marketing materials and 'place positioning' collateral that have served specific needs well. We need to ensure that, as we 'approach the market', we are communicating a shared message that clearly and concisely articulates the benefits of our city, and

what differentiates it on a global stage. Defining and communicating an overarching, compelling message for our audiences, in collaboration with our city partners, is a priority.

Strengthening our relationships

Building successful international relations takes time, resources and effort. Within the context of this guiding principle, we have identified the following priorities:

- **International partnerships:** our international focus aligns well with the NI Executive and other key city partners. We are open to new opportunities from wherever they emerge and will assess each opportunity on its merits. Maximising our current relationships will however take priority.

Recent years have seen a new impetus behind our Sister City agreements in North America and China – the recent signing of an agreement with Shenyang represents a significant opportunity to build new links with the World’s second largest economy, and most populace country.

Maximising the outcomes from these agreements will be a focus through to 2021, to ensure the resources and effort that created these important links are translated into benefits for Belfast.

We will also seek to assess, repurpose and refocus our activities with other key international partners where we have existing links, specifically Dublin, London and India, building on the Belfast-Dublin Economic corridor, links with London & Partners and the Global India initiative respectively. In North America, there is an emerging case to build on our strong cultural and business relationships with Canada and leverage our common trade, employment and diaspora links.

- **City Partnerships:** Our partners play a valuable role in Belfast’s growth and its positioning on the world stage. These organisations include the private sector, Invest NI, Visit Belfast, Tourism NI, Tourism Ireland, British Council and NI Connections, amongst many others. Complementing their activity and amplifying its’ impact is both a core role of the Council and a core principle of this framework. We will work with these partners to ensure our role contributes to theirs for the benefit of the city; our measures of success will be developed in conjunction with these partners to further cement this ‘additionality’ role and ensure our resources are deployed towards shared outcomes.

To support partnership working, we will review and refresh our existing stakeholder groups, to maximise their productivity and contribution going forward. We will seek to:

- Restructure agendas, discussions and actions to align to the three key themes (of Trade & Investment, Tourism and Student attraction); contributing to the Belfast Agenda should be positioned as the primary objective and continually reviewed.
- Terms of Reference should be updated to ensure the remit, role, objectives and activities of each Stakeholder Group is clearly understood and shared.
- Membership of the groups will be reviewed and refreshed to ensure appropriate representation under the new framework.
- Stakeholder Groups will be deputy chaired by city partners, potentially on a revolving basis, to encourage involvement and joint ownership of both the forums and their outputs. The Chair should remain a City Councillor or appropriate Council Officer.

We will also seek ways to support our partners by sharing collateral developed by the Council, which could benefit our partners as they seek new international opportunities or develop existing ones. As a Council, we produce a significant amount of material to support our international promotional efforts; making this available to others to support them in the delivery of shared outcomes will benefit the city as a whole.

- **Civic Leadership:** In addition to playing a convening and complementary role with our partners, we have an important civic role to play in international relations, enabling and facilitating access to key influencers and networks. In addition, the role of the Lord Mayor in outward visits and in hosting delegations that visit the city has been recognised by our city partners as a vitally important contribution that City Council makes. The Lord Mayor also plays an important role in supporting decision making and the planning of international relations work, including on the development of the Belfast City landing service for potential investors. We will ensure our elected members play a key civic leadership role where their involvement supports our strategic objectives.
- **Diaspora:** There are tens of thousands of people across the world who were born and/or raised in Belfast, who share an affinity towards the city. In addition, there are many other individuals who are 'friends' of the city, having lived or studied here over the past decades. It is important for us to engage this diaspora and identify both business and cultural opportunities for Belfast in their current locations.
- **Best Practice and Influence:** We hold several international (or internationally facing) memberships and subscriptions such as Eurocities, Smart Cities, NI Connections and Friends of NI in China. We have also recently been selected as one of 100 Rockefeller Resilient cities from around the world, which gives our city support to develop responses to the challenges of the 21st century and plugs us in to a global network of cities with similar aspirations. Ensuring we access

and leverage both the learnings and experience of others will help us maximise the value of our international relations work; as part of this we will assess the value and effectiveness of all our existing memberships, and identify new ones that can strengthen and augment our promotional work.

Objectively assessing new relationships and opportunities

While we will focus on maximising the relationships we already hold with Nashville, Boston and Shenyang, new opportunities for city partnership working will undoubtedly arise. These opportunities, which could be generated either by our work, or via city partners through their own activities, will require measured assessment to determine value to the City and our residents. Using an objective assessment tool, we will evaluate each new opportunity against a range of economic, tourism, cultural, educational and operational factors before investing in any new opportunity.

Promoting Trade and Investment

Belfast has achieved significant success in attracting inward investment in recent years. This inflow extends beyond job creation and includes attracting investment for infrastructure and regeneration projects. Our recent attendance at MIPIM is an example of where we can work closely with city partners to advertise and augment Belfast's investment opportunities to a global audience. Maximising future opportunities to attract investors is paramount to growing our city.

Under our 'Growing the Economy' priority within the Belfast Agenda 2035, we will establish an Economic Forum in conjunction with our city partners; this forum will enable strategic discussion and challenge, agree and oversee the economic growth priorities, and support the delivery of these. International relations work will be both an input and an output of this forum's activities and will therefore be heavily involved in its work.

Importantly, our activities will not stop once an investment is secured and delivered. Through maintaining regular communications with key international investors, we will ensure that we are well placed to proactively support a response to their needs, with the objective of seeking their further expansion in the city. This is not limited to new/potential investors – it also includes engaging with major overseas owned companies who have established operations in Belfast.

Belfast is home to many small dynamic and ambitious companies. Building the confidence and capabilities of these companies and helping them find international trade links and increase exports will help our economy thrive. We will support these companies into international markets, and support the international trade efforts that our partners already undertake.

Attracting Visitors & Students

We have world class facilities such as Titanic Belfast, the Belfast Waterfront and Ulster Hall within our city, and can boast a safe and friendly environment. Our partners in Visit Belfast, Tourism NI, Tourism Ireland and our private sector tourist attraction/venue operators play a crucial role in attracting visitors and students here. Our investment support for Visit Belfast allows this public/private partnership to promote the city to a wide range of potential visitors across the world, in collaboration with over 500 partners. It is now the largest combined tourism, hospitality and retail membership organisation in Northern Ireland, and directly contributes to the continued success of positioning Belfast as an attractive location to visit and study. In 2015, for example, Visit Belfast's activities contributed £92 million to the local economy – a return of investment at a ratio of 26:1.

We have an ambitious Tourism Strategy for our city and we aim to double the value of tourism by 2020. Attracting people to our city for study, leisure or business/conferences involves several related elements. The first requires a marketing strategy that sells the city to students, conference operators and leisure visitors, focussing on what each audience views as important to their own decision making, and cognizant of the overarching place positioning of our city. Access to the city is also important and we will work with our airports and seaports to support their route development efforts, where possible, and target marketing efforts in destination cities/regions. Once here, we must ensure Belfast provides a rich, positive experience through our culture, arts, leisure and events provision so that visitors leave with a positive experience, a desire to share those experiences and a wish to return.

Ensuring Transparency

International visits by Councillors and officials must demonstrate purpose and value for our ratepayers. Full transparency on costs, delegation size and itineraries will form a central tenet of our international relations work. Visits will have a clearly defined purpose, will be undertaken with the minimum viable delegation size and costs will follow best practice expenditure guidelines.

Measuring and Communicating Success

Whilst vital for international relations work, success cannot be measured solely on the volume of activity undertaken; actions and activities do not necessarily produce value in and of themselves - value is achieved via the benefits that can and are delivered by the activities the Council undertakes. By focussing all international relations work towards achieving the [relevant] outcomes defined in the Belfast Agenda 2035, we will be able to maximise ROI against achievable goals that align and compliment the wider strategic objectives the Council is seeking to achieve.

Defining goals in collaboration with city partners is critical to ensuring joint ownership and alignment of effort. The Council unilaterally deciding it will aim for 1,000 more students from China, for example,

could run directly counter to the universities' priorities, capacity and targets. We will therefore define targets for shared outcomes in agreement with our city partners - focussing on trade & investment (including Invest NI for example), tourism (including Visit Belfast and Tourism NI for example) and education (including both universities for example).

These indicators could include:

- Increase in the number of foreign owned companies in Belfast.
- Improvement in attractiveness as a destination (spend by visitors).
- Increase in our export intensity (exporting as a proportion of GDP).
- Increase in the number of international students in the city (HESA Statistics).
- Improvement in our international reputation (City Competitiveness index).

Defining the proportion of a target or outcome achieved by a single party in a multi-stakeholder environment, particularly when inputs extend beyond quantitative inputs (such as £ invested) is complex, open to challenge and can be damaging to relationships. However, calculating additionality – even subjectively – can be a useful indicator of success if it is caveated and communicated appropriately.

We will therefore adopt a model that calculates our proportional contribution to increases in trade & investment, tourism and students. Where we provide funding (as in the case of Visit Belfast, for example) we can directly calculate additionality. Where contributions are less clear (such as in effort invested, collateral produced, introductions made that led to new business into Belfast etc.) a subjective % of the final success will be calculated as BCC's additionality.

Alongside the outcome based indicators mentioned above, we will continue to track the activities and outputs that our international relations work produces, as evidence of the significant volume and effort undertaken for the benefit of the City. We will also expand this tracking to include feedback from partner organisations (generated after specific initiatives/events or issued on a bi-annual basis as appropriate), given the role we play in the facilitation and support for such activities. Alongside acting as a measure of success, such feedback will also generate valuable insights that we could use to enhance (and continually maximise) the value we deliver towards the realisation of international relations goals.

Our annual programmes of work will be presented to the City Growth and Regeneration Committee for review and approval, with quarterly progress reports against these plans also presented to this Committee.

3.3 International Relations Core Activities

Based on our guiding principles our international relations activities (across the Council as a whole) will include the following actions to maximise the value we can provide. The focus is on the period 2016-2018:

Category	Actions & Activities	Target date for completion
Defining and communicating a single proposition	<ul style="list-style-type: none"> • We will develop a single 'promotional' narrative for the City that provides a shared, consistent message to all audiences we need to reach. • Building on our 'Belfast at MIPIM' online portal, we will liaise with the City Centre Team with a view to develop an external and internal facing 'Destination Belfast' portal to a) External: ensure consistency of messaging across key partners in promoting our city to international investors and visitors by convening the parties together to agree messaging and b) Internal: provide one repository of BCC's international relations collateral (briefings, presentations speeches) for use by BCC councillors, officials and our city partners. • We will objectively assess and appropriately partner with stakeholders in promoting the city internationally around major events (e.g. student recruitment events) and in new air route destinations. 	<ul style="list-style-type: none"> • Q1 2017 • Q1 2017 • Ongoing
Strengthening our relationships	<ul style="list-style-type: none"> • We will build on our existing international relationships to deepen the economic, social and cultural ties that exist by: <ul style="list-style-type: none"> ○ Developing, with our city partners, a multi-annual engagement and activity plan for each of our Sister Cities and international partners². Securing success from international relations takes time and continuity in relationships. Planning activity beyond one year cycles will help build momentum. ○ Working with our partners through repurposed stakeholder groups to ensure activities are coordinated 	<ul style="list-style-type: none"> • March 2017 • November

² Current formal relationships and agreements are in place with Nashville, Boston, Shenyang, Hefei and Dublin. Although no formal agreements are in place, there are existing links with India which we will assess for opportunities as appropriate.

	<p>and outcome focussed.</p> <ul style="list-style-type: none"> • We will undertake a mid-term review of our Sister City activities and assess each against their value and benefit to BCC's strategic objectives, with a view to withdrawing, refocusing or continuing. • We will ensure all our elected officials are provided with regular briefings on Belfast's international relations work and are offered training on promoting Belfast internationally. Briefings and an annual international relations work programme will be agreed with incoming Lord Mayors and Deputy Lord Mayors. • We will engage with our global diaspora to build a network of friends and ambassadors who will promote our city and bring inward opportunities. Through NI Connections, we will implement a diaspora engagement action plan. • We will review all our organisational memberships and subscriptions to assess the value they bring to the city with a view to freezing or renewing membership. We will also assess additional memberships and agree involvement based on the value they could deliver. • We will develop our Rockefeller 100 Resilient Cities membership and bid to host a Rockefeller 100 Resilient Cities event to showcase our city and share learnings with our resilient city network. 	<p>2016</p> <ul style="list-style-type: none"> • Q3 2018 • Ongoing • March 2017 • Q2 2017 • Ongoing
<p>Objectively assessing new relationships and opportunities</p>	<ul style="list-style-type: none"> • We will introduce an evidence based assessment framework³ that evaluates proposed new city partnerships based on: <ul style="list-style-type: none"> ○ Export potential: e.g. current value of trade between Belfast/NI and the proposed location as a proportion of total Belfast/NI trade ○ Investment potential: e.g. how many inward investment projects the source location has provided to Belfast, NI, UK or Ireland over the past three years ○ Student/Education links potential: e.g. Assessment of how many students already come from the source location to Belfast/UK/Ireland 	<ul style="list-style-type: none"> • November 2016

³ See Appendix

	<ul style="list-style-type: none"> ○ Tourism potential: e.g. Assessment of how many tourists come from the source location to Belfast/UK/Ireland ○ Cultural links: e.g. Assessment of how many residents in Belfast are from the potential source market ○ Ease of doing business: e.g. World Bank 'doing business' rating, Assessment of direct flights from Belfast/rest of Ireland/Partner Priorities: e.g. Identification of how many Sister City agreements the proposed location already has ○ Costs: e.g. Estimated/indicative costs involved of entering a new partnership arrangement, and ongoing support to develop associated opportunities 	
<p>Promoting Trade and Investment</p>	<ul style="list-style-type: none"> • We will promote trade and investment opportunities across our Sister Cities network, driven primarily through refreshed and repurposed working groups and via appropriate (value assessed) events. • We will work with Invest NI to determine and action the most effective channels to maximise inward investment to Belfast. • We will explore the feasibility of creating an investor liaison/concierge role to ensure new investors in Belfast can establish in the city with ease and that we maintain a strong links with our investors. • We will partner with Invest NI on relevant trade missions and support non-Invest NI client companies with high growth potential to enter new markets. • We will shape and actively participate in the City's Economic Forum, drawing together all relevant parties, to define our city wide economic strategy and priorities, and to drive actions against these. • We will keep a 'watching brief' on the progress of Brexit negotiations and EU engagement opportunities, to target opportunities and mitigate associated risks as the terms of exit become clearer. 	<ul style="list-style-type: none"> • Ongoing • By Summer 2017 • 2017 • Ongoing • Q1 2017 onwards • Ongoing
<p>Attracting Visitors & Students</p>	<ul style="list-style-type: none"> • We will work with our partners to promote the city for tourism, students and conferences by: <ul style="list-style-type: none"> ○ Directing marketing to destinations which are served from Belfast airports. ○ Ensuring our Lord Mayor and elected officials are an 	<ul style="list-style-type: none"> • Per European & International Unit annual work planning

	<p>integral part of promoting our city to in-bound business, educational, cultural and political delegations.</p> <ul style="list-style-type: none"> Working with external city partners and BCC's tourism and events units, we will showcase our city internationally by hosting major international events and conferences. 	<ul style="list-style-type: none"> Ongoing
Ensuring transparency	<ul style="list-style-type: none"> We will hold our international relations activities to the highest standards of cost effectiveness, following Foreign and Commonwealth Office guidance on subsistence allowances and seeking the most cost effective accommodation and travel We will ensure outward trips are undertaken by as few people as is viable. We will publish itineraries and publish a post visit report online. 	<ul style="list-style-type: none"> Ongoing Ongoing Post major events
Measuring and communicating success	<ul style="list-style-type: none"> We will agree appropriate key performance indicators and targets with our city partners to measure success towards shared outcomes, such as: <ul style="list-style-type: none"> Increase in the number of foreign owned companies in Belfast. Improvement in attractiveness as a destination (spend by visitors). Increase in our export intensity (exporting as a proportion of GDP). Increase in the number of international students in the city (HESA Statistics). Improvement in our international reputation (City Competitiveness index). We will work closely (on an ongoing basis) with city partners to assess measurement against these targets, and BCC's contribution We will engage with our stakeholders on an annual basis to review international relations activities and review objectives. We will proactively seek feedback on events and initiatives, using a standardised form (to enable like for like comparisons over the course of this framework) 	<ul style="list-style-type: none"> Ongoing Ongoing Annually (at Financial Year End) Ongoing, within 1 week of event/initiative

	<ul style="list-style-type: none"> We will review our International Relations work programme activities annually and publish an International Relations status report tracking outputs and progress towards shared outcomes 	<p>completion</p> <ul style="list-style-type: none"> Ongoing
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4 APPENDIX: ASSESSING

To objectively assess whether proposed cities/regions represent appropriate opportunities for BCC resource investment, we have provided an assessment tool that delivers the capability to evaluate such locations.

This Excel based tool assesses locations across 8 criteria, to be used whenever a new international relationship/link is proposed.

Data sources are included in the tool and each criterion is scored on a scale of 1-3, based on individual guidance provided for each. For example, if a proposed overseas city has been a source of FDI into Belfast in the past three years, it scores the maximum points available given this 'track record' of investment suggests there is an opportunity to increase it in the future. If there have not been projects to Belfast but there have been to the UK or Ireland, then 2 points are awarded; if no inward investment projects have come from the source market to Belfast or the UK/Ireland then a minimum 1 point is awarded.

A total score is delivered as a percentage. Scoring is weighted to reflect the rationale for the proposed partnership/link - there is little merit, for example, in scoring FDI potential if the rationale for the partnership is cultural. A score of over 70% suggests a 'good fit' for Belfast. A score of 50% to 70% suggests the case for partnership is unconvincing but may have potential, and a score below 50% suggests a 'poor fit' for Belfast.

The tool is designed to be used as input to the Council's decision making process, rather than as a replacement to existing processes. The screenshot below illustrates a hypothetical assessment example, evaluating a city that resulted in an opportunity score of 80%.

Focus of Opportunity	Y/N (select Y/N from the drop down list in each cell)
Trade & Investment	Y
Visitors	Y
Culture	Y

Criteria	Indicator	Score (select a score in each cell)	Data Sources
Export Potential	Trade Intensity: The trade intensity index (T) is used to determine whether the value of trade between two countries is greater or smaller than would be expected on the basis of their importance in world trade. It is defined as the share of one country's exports going to a partner divided by the share of world exports going to the partner.	No trade relationship – points: 1	Belfast data: Invest NI NI data: HMRC Tradinfo Global data: Statistica/World Bank http://comtrade.un.org/
	Priority Sector Match	At least 2 shared priority sectors – points: 3	Belfast data: Belfast City Council Global data: Statista.com
Investment Potential	FDI flows from destination	No Belfast projects but UK or Ireland has secured projects from source in last three years – points: 2	Belfast data: Belfast City Council Global data: FDI Markets from the Financial Times
	Sovereign Wealth Fund/Pension Fund Potential for Regeneration Funding	Yes – points: 3	Sovereign Wealth Fund Institute – http://www.swfinstitute.org/
Student/Education Link Potential	How many students from source market come to Belfast?	1-100 – points: 2	HESA Statistics – https://www.hesa.ac.uk/
	How many students from source market come to UK/Ireland?	More than 5000 – points: 3	HESA Statistics – https://www.hesa.ac.uk/
Tourism Potential	How many visitors come from source market to Belfast?	Top 6-10 –points: 2	Tourism NI
	How many visitors come from source market to UK/Ireland?	Not a top 10 source market – points: 1	ONS/CSO
Cultural Links	How many residents in Belfast are from source market?	More than 50 NINOS applications in past year – points: 3	National Insurance Number Applications (ONS)
	Does Belfast have a cultural link or shared experiences from which to share learning (e.g. emerging from conflict, waterfront regeneration, port city regeneration, etc)?	Yes – points: 3	Belfast City Council
Ease of doing business	Doing business' rating	41-100 – points: 2	http://www.doingbusiness.org/
	Free Trade Agreement with destination?	Yes – points: 3	Desk trawl/search engine
	Business Language used	Non-English – points: 1	Desk trawl/search engine
	Direct flights from Ireland to destination	Yes – points: 3	Desk trawl/search engine
Partner priorities	How many sister city agreements does the destination already have?	None – points: 3	Desk trawl/search engine
	Do any of Belfast's City Partners have links to the destination?	Yes – points: 3	Desk trawl/search engine
Cost	Is there a cost involved?	None – points: 3	Belfast City Council


Total Opportunity Score: 80%
Good fit for Belfast



Subject:	Growing the Economy – City Support & Investment Advice Service for Belfast
Date:	9 November 2016
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Lisa Toland, Head of Economic Initiatives & International Development

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

1.0	Purpose of Report
1.1	<p>The Committee has recently received updates on progress with the current Committee Plan and the emerging areas of work that are being explored to support the delivery of the Belfast Agenda, which has inclusive growth at its core. This included proposals to grow the Belfast economy by supporting more business starts, helping existing businesses to grow in export markets and attracting Foreign Direct Investment (FDI). ‘Growing the Economy’ to maximise the benefits for the city and for all communities requires a co-ordinated and city-wide approach, securing buy-in from city partners and stakeholders. This will require a city-wide approach to be developed for each stage in the process of:</p> <ul style="list-style-type: none"> - promoting Belfast as a place to invest and do business; - supporting business start-ups and business growth for indigenous businesses and attracting FDI companies - providing appropriate support and after-care service to those committed to investing in Belfast; and - investing in the relevant infrastructure to attract and retain investment
1.2	<p>In an increasingly competitive global environment, Belfast must emphasise its distinct competitive advantage if it is to continue to compete and successfully attract FDI, and tourists to the city as well as encouraging more businesses to start and support those existing businesses to grow in the city. Members have emphasised the importance of</p>

1.3	<p>continuing to attract and support FDI to Belfast and the Council has been delivering on the Tourism Strategy Action Plan, developing a 'Go to Market' plan and working with city stakeholders in the development of the International Relations Framework to ensure that this is focused on attracting investment and positive profile for Belfast.</p> <p>The purpose of this report is to outline a proposal to secure professional expertise to assist in developing a costed and resourced scope of services that could be provided by Belfast City Council, with partners, to augment the existing services and incentives to support, attract, secure and sustain business starts, business growth and investment. This will also be designed to provide assurance that future approaches are additional and complementary to those services and support that is already provided by city partners.</p>
2.0	<p>Recommendations</p>
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • Agree to the development of the city investor advice proposal as outlined in the report.
3.0	<p>Key issues</p>
3.1	<p>Members are aware that the Belfast Agenda has at its core a commitment to inclusive growth. The scale of Belfast's ambition is set out in the draft Belfast Agenda which aims to grow the city's population by an additional 70,000 people and for the city's economy to support 50,000 more jobs by 2035. To focus our efforts on growing the Belfast economy, a number of ambitious and challenging targets have been set for 2021:</p> <ul style="list-style-type: none"> - Creating 15,000 new jobs - Attracting £1 billion of private sector Foreign Direct Investment - Supporting 4,000 small business start-ups
3.2	<p>The pillars summarising the city priorities (below), demonstrate the importance of fostering business growth, attracting investment and making Belfast an easy place in which to do business to implementing the agenda.</p>  <p>The image displays four vertical pillars representing city priorities:</p> <ul style="list-style-type: none"> Business and economy (purple header): <ul style="list-style-type: none"> • Attract more investment into Belfast • Foster more business growth in Belfast • Strengthen business relationships • Make Belfast easy to do business with • Maximise impact of city region • Reduce poverty and economic inequality Living here (teal header): <ul style="list-style-type: none"> • Improve the city living experience • Improve neighbourhoods • Improve community relations • Reduce health inequalities • Create active and empowered citizens • Provide fit-for-purpose city services Working and learning (blue header): <ul style="list-style-type: none"> • Address the educational inequalities • Attract and retain even more skilled people • Match skills and employability to opportunity across Belfast City development (red header): <ul style="list-style-type: none"> • Attract tourists to Belfast • Promote and position the city to compete • Develop the city infrastructure • Drive physical regeneration of the city centre • Key strategic projects and policies
3.3	<p>Belfast economy</p> <p>Last month Committee received an economic briefing which highlighted the importance of rebalancing the economy, creating jobs and tackling the skills and employability issues in</p>

	<p>the city. Belfast's indigenous business population is dominated by micro and small businesses (96% of businesses) and Committee is aware of the challenges for the city with limited numbers of export-led businesses and low levels of business starts. However, Belfast has developed a successful track-record in attracting FDI to the city in recent years and a number of specialisms are emerging in the fields of Financial Technology, Financial & Legal Services, Creative & Digital Industries, Cyber Security, Green Tech and Life & Health Sciences.</p>
3.4	<p>The attractiveness of Belfast as a business investment destination is evidenced through accolades such as:</p> <ul style="list-style-type: none"> - Belfast is the number 1 destination for financial technology investments (FT Fdi Markets 2015) - Belfast is Europe's leading destination for new software development projects (FT FDi Markets 2015) - Belfast named as the most Business Friendly City of its size and is in the Europe's top 10 cities for business friendliness of any size (FT FDi Cities of the Future 2015)
3.5	<p>75% of investors choose to reinvest in Northern Ireland. Research carried out on behalf of the Council (2014) reported that those who have already invested in the city consistently report the positive aspects of the skilled workforce, the competitive cost base, quality of life, connectivity and the scale of city which makes it accessible. Accelerating investment in Belfast will require greater collaborative campaigns for the city to augment the City's strengths and services.</p>
3.6	<p>Officers have been exploring opportunities for securing and re-aligning resources to support the ambitions set out in the Belfast Agenda for 'Growing the Economy' to ensure that there are no major gaps in the provision of support for businesses starting up, those who wish to grow their business and those foreign owned businesses who may choose to locate in Belfast. This includes improving signposting for businesses to ensure that they get the help they need when they need it; better packaging the support that Council as a whole provides to businesses and investors; exploring potential incentives to encourage additional businesses and investment (including financial incentives, business accommodation and business support services) and exploring opportunities for greater alignment between the Council's investment in business support programmes and city development and infrastructure plans.</p>
3.7	<p>The recent opening of the Innovation Factory, the refreshed International Relations Framework; as well as the 'Go to Market' plans and the preparation for MIPIM which are also being considered by Committee; provide fresh impetus to consider how the City can begin to embed and sustain this collaborative and outward-focused approach to deliver on the City ambitions in the Belfast Agenda.</p>
3.8	<p>A key challenge moving forward is how Belfast can collectively meet the needs of FDI and indigenous businesses to make it easier to start up and grow businesses and encourages new investment in the city. This will enable us to identify gaps and augment current provision, to define the nature and scope of services required to provide an end-to-end service to support businesses and investors in Belfast.</p>

3.9	Based on initial discussions with city stakeholders and following a review of investor / business support service provision in other UK and ROI cities (e.g. Edinburgh, Dublin, Manchester), there is an opportunity to enhance the current offer and provision in Belfast; however this requires more detailed scoping and testing. Appendix 1 includes an example of the type of services and support provided by other Councils.
3.10	<p>It will be necessary to secure external professional expertise to deliver the following which would form the basis of the terms of reference:</p> <ul style="list-style-type: none"> - Identify and propose a package of potential support measures and incentives that Belfast City Council can offer to business start-ups, existing businesses wishing to grow and foreign owned businesses that might consider Belfast as an investment location. This should augment existing supports and incentives that are available through other agencies such as Invest NI in order to support the city's ambition to attract £1bn of private sector FDI, businesses and developers to invest and grow their business in the city - Specify a realistic scope of services to be provided through a 'City Support & Investment Advice Service' to meet the needs of FDI, developers and indigenous businesses who may choose to start up, grow and invest in Belfast. - Recommendations for the establishment of a 'City Investment Advice Service' team; including an assessment of the level of resources (budget, staffing, ICT and data requirements) and proposed structure required to successfully deliver. This should take account of the role of the Council and key services in delivering the service, with our partners.
3.11	While this is referred to as a 'City Support and Investment Advice Service', this is a working title only at this stage. Through the consultation and benchmarking we would expect that this work would identify a title for the service that is distinctive and impactful, reflecting the nature of service offered, without replicating what has been done elsewhere.
3.12	As previously noted by Members, any proposals would need to demonstrate added value and complement the existing support to businesses and investors provided by Council and partners, such as Invest NI. As such, this work will include a critique of the current support and incentives available when promoting Belfast as a place to start a business, for existing businesses to grow in export markets and as a place for foreign owned businesses to invest and do business. Consideration will also need to be given to how such a service can be resourced and operationalised to ensure that it supports the delivery of plans, strategies and frameworks such as the developing programme of work to grow the Belfast economy, the City Centre Regeneration & Investment Strategy, International Relations Framework and Employability & Skills Framework. A wide range of options for management of the service include in-house and more arm's length support.
3.13	This city service and suite of measures and incentives will form a key asset in the city's future pitch and offer to those interested in starting a business, those who wish to grow their business and those foreign owned businesses that may choose to invest in Belfast. Enhancing the existing city offer and service is expected to directly contribute to the city's

	ambition to attract £1bn of private sector FDI, create 15,000 more jobs and support 4,000 small business start-ups by 2021.
3.14	Taking on board previous research this type of investor support service is likely to impact on several Council services such as City Centre Development, Planning as well as Development but it will also be important to tie in to the work of City & Neighbourhood Services who also support businesses across a range of operational areas including waste, food safety, health & safety, licensing, etc.
	<u>Financial Implications</u>
3.15	The estimated cost for commissioning the work would be £29,950, within the quotation limits of Council's procurement guidelines, and would be allocated from the existing departmental estimates.
3.16	The recommendations arising from this work will include the identification of resource considerations and proposals for taking this forward.
	<u>Equality and Good Relations Implications</u>
3.17	Equality and Good Relations implications will be considered as this work progresses and in consultation with the Council's Equality & Diversity Officer.
4.0	Appendices – Documents Attached
	Appendix 1 – Outline of Potential Services

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Appendix 1: Example Services that may be provided by a City Support & Investor Support Service

A package of potential City support measures and incentives could include:

- A fast track planning process, supported by information on accessing available services such as pre-application advice and planning performance agreements as well as guidance on charges and timescales
- Accessible financial support and incentives
- A 'soft landing service' in the City, which can provide a interim base for businesses wishing to establish in Belfast

A City Support & Investment Advice Service may include the following:

- A single point of contact to assist in liaising with the relevant local statutory services provided by the Council and others
- Signposting to key information on the economy, industry strengths and skills
- Database of all accessible financial support and incentives
- Access to Business, Investment and Economic Development Support advisors to advise and talk through clients business and financial needs
- Signposting to professional support and advice, such as relevant supply chains and networks and to local universities and private sector research organisations
- Ongoing aftercare to support the growth of the client's business to develop further opportunities to invest within the city
- Specifically for FDI clients, a tailored relocation service to support the requirements of key personnel wishing to relocate to the city. This may require links to property agents, an advisory role etc.
- Information on available property and development sites
- Tailored information on quality of life and key services in the city

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Subject:	Creative and Digital Industry (CDI) Initiatives
Date:	9 November 2016
Reporting Officer:	Donal Durkan, Director of Development,
Contact Officer:	Colin McCabrey, Economic Development Manager

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

1.0	Purpose of Report
1.1	The Draft Programme for Government (PfG) Framework 2016-2021 aims to support a more innovative, creative society. It includes an ambition to have more people working in better jobs and connecting people and opportunities through our infrastructure. Many of the associated outcomes in PfG relate to building confidence and an increased desire to work, live and visit Northern Ireland. This is reflective of The Belfast Agenda and the Growing the Economy “pillar” in particular which identifies key growth sectors and clusters to help achieve the City’s ambition.
1.2	Recent investments by Creative and Digital Industry (CDI) companies in Belfast demonstrate that the sector can be globally competitive, attracting international investment and generating indigenous businesses that can compete in global markets.
1.3	The purpose of this report is to update Members on emerging areas of work within the Council that can contribute to the further growth of the sector in the City and to secure approval to move forward on these initiatives.

2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> – Support the work to explore the role for Council intervention in co-working space and develop a learning pilot for delivery of co-working space for Creative and Digital Sector Businesses, at a total cost of £50,000 (refer to sections 3.9 to 3.12). – Agree to make a contribution of £20,000 towards the costs of hosting the Cartoon Business event in May 2017, subject to Belfast being chosen as the preferred location for the event (refer to sections 3.15 to 3.18). – Note the proposal to develop a programme of activity and support a trade mission to SXSW Austin, Texas in partnership with Invest NI and Generator NI (10-19 March 2017) with a Council contribution of £20,000 towards an overall £50,000 funding package and agree that the Council should be represented at the event by the Chair of City Growth and Regeneration Committee or their nominee and one Officer (refer to sections 3.19 to 3.23). – Approve support for delivery of the Output Conference and music showcase in February 2017 in partnership with Ulster University, private sector partners and Generator NI, with a £20,000 contribution from the Council towards an overall funding allocation of £55,000 (refer to sections 3.24 to 3.28)
3.0	Main report
3.1	<p>Belfast is increasingly becoming a centre for professional services, software development and creative and digital technology. Research suggests that the City has specialisms in a number of areas including TV, film, gaming, animation and music as well as financial services technology, software development and cyber security.</p>
3.2	<p>While the City has been extremely successful in many areas, it is recognised that that this success can only be sustained if there is ongoing investment by all relevant partners. This requires an integrated approach to planning and investment which, to date, has been limited. Members will be aware of proposals to establish an Economic Forum for the City in order to move forward on some of the economic priorities identified within the Belfast Agenda. The buy-in and professional expertise of the Economic Forum will be fundamental to informing how the City supports sector and cluster development for our growth industries of Financial Technology, Financial and Legal Services, Cyber, Creative and Digital Industries, Green Technology, and Health and Life Sciences while, at the same time, ensuring that this growth is inclusive.</p>

3.3	<p>In August 2016, US-based financial technology company Tullett Prebon chose Belfast as the location for a major technology centre to create 300 new jobs contributing over £9.9m in additional salaries to the NI economy each year. Cyber Security is another growing sector with US firm Black Duck Software being the most recent investor to announce 58 new forecast jobs in Belfast contributing over £2 million annually in additional salaries to the local economy. There are currently 1,200 people working in the cyber security sector and the ambition is to continue to grow this to 5,000 over the next 10 years.</p>
3.4	<p>Key economic drivers behind these investments are the local talent pool, competitive overheads, excellent telecommunications infrastructure and research excellence.</p>
3.5	<p>Companies in this field are now working in global markets. In order to ensure that Belfast and its businesses can continue to play a role in these growing sectors, it is important to ensure that there is ongoing investment in infrastructure and support services to maintain and accelerate the rate of innovation and growth.</p>
3.6	<p>A number of emerging developments including the Belfast Story Visitor Attraction, the investment propositions accompanying the Belfast Transport Hub, the relocation of the BBC, the proposed refurbishment and extension of Belfast's Central Library, the Innovation Factory and North Foreshore Film Studios will each help underpin that growth.</p>
3.7	<p>A primary purpose of the Belfast Agenda is to ensure that actions under the "Growing the Economy" pillar are co-ordinated so that the requisite infrastructure and skills are available to meet demand, and that investments stimulate social inclusion. As a starting point to developing the Council's role in the Creative and Digital Sector and to ensure strategic fit with partner stakeholder interventions, research was undertaken by Deloitte to understand the key ingredients for an internationally competitive creative and digital sector. These included:</p> <ul style="list-style-type: none"> – Infrastructure: including telecommunications and transport connectivity – Networking: opportunities to engage with like-minded businesses to share ideas and support collaboration – Skilled Workforce: there are some specialist technical skills that are needed to compete in the highly-competitive sector – Finance and Funding: creative businesses often need access to non-traditional finance or they need investment to pump prime development in the early years

	<ul style="list-style-type: none"> – Internationalisation: creative and digital businesses generally work in national and international markets; they are rarely focused on local markets only – Access to Markets: given the international nature of the business, access to new markets and international clients and partners is critical – Culture and Atmosphere: creative and digital businesses thrive in environments with a high degree of collaboration and opportunities for interaction – Mentors, Advisors and Support System: these are critical for providing targeted interventions to address growth challenges.
3.8	<p>The research noted that, while many of these ingredients were already in place in Belfast, there was a need for greater coordination and investment if the potential was to be fully exploited.</p>
3.9	<p>Collectively the Council is delivering cross-departmentally against many of these ingredients, in particular through the work of the City Centre Development, Smart Cities, International Relations, Employability and Skills and City Events teams as well as our partner engagement with Invest NI, Visit Belfast and Tourism Ireland.</p>
3.10	<p>Taking account of the work of our partner organisations, and focusing on areas in which the Council can provide added-value or those in which other partners are not directly engaged, it is proposed that a number of new initiatives will be taken forward to support the further development of the CDI sector in the City in the coming six months.</p>
3.11	<p><u>Infrastructure & Networking: Proposal for Co-working Space</u></p> <p>As Appendix 1 demonstrates, there are a number of providers of business workspace and business support initiatives to support the development of the Creative and Digital sector. Some of these are sector-specific: others are more generic but do tend towards higher-growth sectors, many of which are technology-focused. While there is now much more support available than in previous years, the scale of the demand is still outstripping supply. This is largely driven by work undertaken at Catalyst Inc. (formerly NI Science Park) as well as additional support in the Universities and Belfast Metropolitan College to encourage knowledge-based start-ups and new business growth.</p>
3.12	<p>The early concept work on the Belfast Story Visitor Attraction identifies the opportunity to support a number of complementary creative elements. In addition to the Belfast Story narrative, there are proposals for the integration of a cinema, performance space and studio</p>

	<p>space. Likewise, the adjacency to Ulster University is considered to provide opportunities for creative workspace to support spin outs and new business starts in the area identified in the City Centre Regeneration and Investment Strategy as the “Regional Learning and Innovation Centre”.</p>
3.13	<p>While this project is still some time off, it is proposed that further analysis is undertaken to understand how the Council (potentially with other partners) might add value in the interim in the provision of co-working space. This phased work will identify the need, inform the specification for any property solution and identify commercial terms through which the Council may engage and potentially develop a project in tandem with a third party, with a view to developing a sustainable solution. This project will be complementary to the work being undertaken by the City Centre Development Team to explore options for the use of vacant space.</p>
3.14	<p>Whilst analysis and development of a long-term co-working space solution advances there is also an opportunity for the Council to facilitate provision of accommodation and a support programme for small creative businesses in parallel. This will target new (less than two years old) micro businesses in the creative sector. This interim solution (approx. 6 months) will provide businesses with co-working space and business coaching support. Belfast City Council will invite established local creative companies to provide space for use by up to 40 individuals or new starts that do not currently have a base. The larger business will also be contracted by the Council to provide some business support and mentoring to the micro businesses. In addition, Officers will look at how venues such as the Innovation Factory can be used for masterclasses and showcasing events for participating businesses, in order to support the key elements of the creative support ecosystem and test out what works, in order to inform any future investment.</p>
3.15	<p><u>Internationalisation: Hosting major business events</u></p> <p>Cartoon Business is an annual international business event focusing on securing finance for film and television series. It has been running for more than 20 years and has taken place in many cities around Europe including Dublin, Utrecht, Paris and Barcelona. The 2017 event will take place on 9-11 May and the organisers have issued a call for cities interested in hosting the event. Belfast City Council, DCAL and Invest NI supported the event in 2013.</p>
3.16	<p>Cartoon Business regularly attracts around 250 European animation professionals and addresses topics around sources of financing and how producers can increase revenues</p>

	<p>from their animated TV production. Public and private funding, new business models, licensing and merchandising and legal issues are also explored to allow professionals to capitalise on their investment and maximise opportunities for economic return.</p>
3.17	<p>The Conference is a three day event at which key speakers from the film and television sector share experience on a range of topics. By hosting the Cartoon Business Conference in Belfast, local animation companies will have the opportunity to improve their knowledge and skills, and help them understand the market to maximise the return on their productions. The Conference will also provide the opportunity for local studios and production companies to attend high level training at a reduced cost and animation students also have the opportunity to attend the sessions and face the key issues of the industry. Visit Belfast has forecast that the Conference will generate £230,000 to the local economy in terms of bed nights and visitor spend.</p>
3.18	<p>Partners from the Department of Communities, NI Screen, Ulster University and Visit Belfast have committed to provide financial assistance of up to £54,000/€60,000 towards the costs of the event. The partners have asked Belfast City Council to be part of the funding partnership, at a level of £20,000. The remaining amount will be contributed by the other partners – as set out in 3.29. A decision on the location for the 2017 event will be made in November 2016. If Belfast is chosen as the location for the event, it will take place in the Belfast Waterfront.</p>
3.19	<p><u>Internationalisation & Access to Markets: showcasing</u></p> <p>The Council's research work highlights the need to communicate the City's assets and strengths to key international markets and investors whilst promoting access to markets for local businesses.</p>
3.20	<p>South by Southwest (SXSW) in Austin, Texas remains the key US showcasing, deal striking, networking and media forum for the international media industry attracting 15,000+ attendees. Belfast City Council has participated in the event in previous years to promote music and digital industries and to profile Belfast as a key investment location and hub for new creative start up businesses. Fourteen Belfast businesses and three Belfast bands attended in 2016 leading to two new company/app launches, £185,000 sales and three USA Booking Agents confirmed. The 2017 event will take place from 10-19 March 2017.</p>
3.21	<p>Taking account of lessons learned from attendance at previous events, and recognising</p>

	<p>changes to Invest NI support for trade mission engagement, the proposed 2017 mission will involve the Council supporting five local micro businesses who are not Invest NI clients to attend. Since earlier this year, Invest NI has restricted its financial support towards trade mission activity to focus on Invest NI clients only. In line with its expanded role in supporting small business, the Council will identify five companies with the potential to export that are not currently active in export markets. The companies will receive mentor support before their visit in order to prepare them to make the most of engagement in the event. They will also be supported during the event and will have access to a post-event programme of support to ensure that they are able to follow up on opportunities identified. Invest NI and Generator NI (the music industry support body) will support twenty additional companies and four artists at SXSW 2017 by providing up to 50% of the travel, accommodation and Conference pass costs. Belfast participants supported by Invest NI or Generator may also avail of the Belfast pre and post trade mission support. This approach is supported by Invest NI and Generator.</p>
3.22	<p>Over the next 12 months, Digital Catapult NI will be developing Creative and Digital Clusters to engage in a stream of activities to support and help build on NI's capability in this sector. Belfast City Council is therefore working with Digital Catapult to maximise local participation at SXSW, particularly those new businesses that have never attended the event but that could benefit from engagement. By partnering with Digital Catapult on the Immersive Tech NI launch and Hackathon (taking place 4-5 November 2016 at The Hive PwC), it is hoped that new talent will be identified for participation at SXSW.</p>
3.23	<p>In addition to the company engagement, Belfast City Council will work with Invest NI and Generator NI to deliver a Creative Belfast Meet The Buyer event, a music showcase and networking event. The Belfast team can also participate on the UK Trade and Investment (UKTI) exhibition stand. The cost for the Council contribution will be £20,000 with another £20,000 being provided by Invest NI and £10,000 by Generator NI.</p>
3.24	<p><u>Atmosphere and Culture: support for key events</u></p> <p>Output Belfast is a music Conference, showcase and performance event. The second annual event took place in February 2016 welcoming a daytime audience of 350 persons and 75 national and international guests. The evening showcase had an overall audience figure of 1,250, spread across 9 different venues. It was primarily hosted in The Mac and Oh Yeah Music Centre but also across multiple venues in the Cathedral Quarter.</p>

3.25	Output Belfast is the island's largest one day music Conference, catering for the wider creative industries, and a one-night showcasing event of over 30 of Northern Ireland's most exciting new bands. The event is developed and hosted by Generator NI and Belfast City Council with additional support from the PRS for Music, BMI, Invest NI, Ulster University and the creative sector.
3.26	The Conference was designed to share knowledge using industry focused workshops, panels and networking events hosted and presented by national and international music industry leading figures.
3.27	Based on the successes of previous events, it is proposed that Output 2017 will be scaled up to attract 500 daytime delegates, 30 music showcases and a minimum audience at the evening showcase event of 1,400 persons. The provisional date for the event is 18 February 2017.
3.28	The overall cost of the event is £55,000. The proposed Council contribution to the event is £20,000. Other commitments include £15,000 from the private sector, £15,000 from Generator NI and £5,000 from Ulster University.
3.29	<p><u>Financial & Resource Implications</u></p> <p>The total cost for delivery of these initiatives for Belfast City Council is £110,000 broken down as follows:</p> <ul style="list-style-type: none"> – Co-working space development: £50,000 towards the research piece as well as the pilot project working with “host” businesses to support new creative start-ups – Cartoon Business Conference: Council contribution towards a total cost of €60,000 (£54,000) is £20,000. The remainder will be met by Department for Communities (£20,000); NI Screen (£10,000), Ulster University (£2,000) and Visit Belfast (£2,000) – South by Southwest, including pre and post trade mission mentor support to participants: Council contribution towards a total cost of £50,000: £20,000. Remainder to be met by Generator NI (£10,000) and Invest NI (£20,000) – Output: Belfast City Council-led activity: £20,000. Remainder of programme cost met by Ulster University £5,000, Generator NI £15,000 and Private Sector £15,000).
3.30	This budget is included within the Economic Development Revenue Budgets for 2016/17. As the Cartoon Business Conference is scheduled for May 2017 it is proposed that part of the funding will be included within the 2017/18 estimates process for the Department subject to

3.31	<p>Belfast being confirmed as the host City for the event.</p> <p><u>Equality & Good Relations Implications</u></p> <p>No specific equality or good relations considerations.</p>
4.0	Appendices – Documents Attached
	Appendix 1 - Emerging CDI Focal Points and Key Players

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Appendix 1: Creative and Digital Industry Initiatives – existing focal points and workspace in Belfast

Provider	Workspace
Blick Studios: (Malone Road & Cathedral Quarter)	Offices for rent – target audience small creative businesses
Oh Yeah Music Centre (Cathedral Quarter)	Offices for rent (6 spaces) – target audience small music-focused businesses
E3 (Springfield Road)	9 incubation units
Catalyst Inc (formerly NI Science Park)	Business accommodation, lab space and meeting space with a focus on high growth tech companies
Farset Labs (Weaver’s Court)	Hacker space which offers workspace, event space and an environment to support collaborative tech projects
Weaver’s Court (Linfield Road)	Business accommodation ranging from small, flexible workspaces to large offices. Location for a number of small creative businesses are located here
Ormeau Business Park (Cromac Avenue)	Office and meeting space provided. There is a small cluster of creative businesses located in the business park
Innovation Factory (Forthriver Business Park)	Grade A standard accommodation which includes 382 workstations (private, co-working and virtual space) for businesses in growth sectors, including the creative and digital sector
Startplanet NI (Donegall Street)	Provides co-working space and seed capital funding to help new start-ups develop the capability and knowledge to succeed internationally
Propel Programme (Delivered at Starplanet NI)	Provides co-working and hot desks for participants based at the Startplanet NI premises
The Foundry (Cityeast Business Centre, Newtownards Road)	Co-working space with space for 15 hot desks, two offices and a flexible desk space for artists and designers
E-Spark (Lombard Street)	Located on Lombard Street (in the Ulster Bank Building). Offer time-limited co-working and hot desk space, alongside programme support
PWC / Google (Waterfront Plaza)	A partnership between Google and the professional services firm PwC. It is the first centre of its kind in Europe and is based at PwC's Northern Ireland headquarters in Belfast's Waterfront Plaza.

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Subject:	St George's Market and George Best Belfast City Airport Partnership
Date:	9 November 2016
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Clodagh Cassin, Markets Development Manager

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

1.0	Purpose of Report
1.1	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> – Advise Members of a proposal to develop a partnership between St George's Market and the George Best Belfast City airport, focusing on branding the catering facilities within the airport using imagery from St George's Market. – Seek Members' approval to move forward with the proposal, subject to a legal agreement setting out the parameters of the partnership.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> – Note the early engagement between the catering franchise partner at the George Best Belfast City airport and the Council with regard to using the St George's Market brand within the revamped catering facilities in the Departures Lounge at the airport – Agree that Officers should proceed with the development work, subject to the ability to sign off on the design concepts and subject to a form of legal agreement, to be drawn up in conjunction with the Council's Legal Services Team.

3.0	Main report
3.1	The George Best Belfast City airport is a key transport facility for the City and the wider region. The airport services a number of UK and European destinations and there are ambitious plans to add further routes.
3.2	The airport is of critical importance to the development of the Belfast Waterfront as a

	<p>conference and exhibition centre. One of the key selling points of the Waterfront venue is the proximity of the airport to the City Centre and the Waterfront. Passenger numbers at the airport are in excess of 2 million every year. This includes a mix of both leisure and business tourists.</p>
3.3	<p>The airport's franchise catering partners, HMS Host, are currently working on a significant refurbishment plan for the café area in the Departures Lounge. As part of this development work, they are keen to give the facilities a local feel and have engaged with the Council to explore the opportunities for reflecting the very successful St George's Market in the design work.</p>
3.4	<p>The principle behind the proposal is that a version of the St George's brand would be incorporated into the branding of the wider catering provision. While the engagement to date has been around the principle rather than any detailed design work, there have been some concept designs developed. These include options for including panels to tell some of the history of St George's. The St George's name would also be incorporated into the design work – possibly referencing the “Market restaurant”, or “Mini Market” with imagery reflecting St George's Market.</p>
3.5	<p>The association with the airport offers significant opportunities to promote St George's Market to leisure tourists who have been to the City and would be keen to come back as well as business tourists who might be keen to return to the City on a weekend break. The airport reports that the majority of their business customers fly out of Belfast on a Thursday. They are actively looking at how they can encourage those visitors to return to Belfast and Northern Ireland for weekend visits and they consider that the local messaging around key attractions, such as St George's will support that ambition.</p>
3.6	<p>Members will be aware that St George's Market currently attracts around one million visitors a year. The growing success of events, such as the Twilight Market, demonstrates that the market is a unique attraction in the City and is critical to our ambitions of doubling the value of tourism in Belfast.</p>
3.7	<p>The benefits of a partnership arrangement with the airport and St George's Market include:</p> <ul style="list-style-type: none"> – Opportunity to profile St George's Market to more than 2 million people annually; – Potential to reduce advertising costs at the airport; – Opportunity to introduce more local produce into the catering facilities at the Airport; – Opportunity to improve the commerciality of the Market.
3.8	<p>While it is planned that there will be an association with St George's Market, the produce on sale does not necessarily have to come from the Market. There has, however, been engagement with the catering franchise to look at opportunities for introducing products from traders at St George's where this is possible and they are keen to explore this further.</p>
3.9	<p>In addition to the presence within the catering facilities, there is an opportunity to work with the airport to look at how the Market is profiled across all of the public areas within the airport in order to maximise the exposure in both the Departures and Arrivals area.</p>

3.10	<p>Following engagement with the Council’s Legal Services team, officers have been advised that there are no reasons why this partnership should not proceed in principle. It will be important, however, to ensure there is a legal agreement between Belfast City Council and the airport’s catering partner outlining the parameters for use of the brand.</p> <p><u>Financial & Resource Implications</u></p>
3.11	<p>No specific financial contribution required from Belfast City Council – the design and branding work will be carried out by HMS Host, following Council approval.</p> <p><u>Equality & Good Relations Implications</u></p>
3.12	<p>No specific equality or good relations implications.</p>
4.0	Appendices – Documents Attached
4.1	None

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Subject:	Belfast Christmas Market update
Date:	9 November 2016
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Clodagh Cassin, Markets Development Manager

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

1.0	Purpose of Report
1.1	The purpose of this report is to provide Members with an update on plans for the Christmas Market which will operate in the City Hall grounds and the immediate outer perimeter area on Donegall Square North from 19 November to 22 December 2016.
2.0	Recommendations
2.1	The Committee is asked to; <ul style="list-style-type: none"> Note the update on the Christmas Market at City Hall.
3.0	Main report
3.1	<u>Key Issues</u> Members will be aware that Belfast City Council has hosted Christmas Markets in the grounds of the City Hall since 2004. The Market is now synonymous with the start of Christmas and, in recent years, its opening has been timed to coincide with the Christmas lights switch-on.
3.2	At the start of this year, the delivery of the Christmas Market was put out to tender. As a result of this process, Marketplace Europe (MPE) were appointed as the operator. MPE have been operating the market since 2004 as a result of previous procurement exercise.
3.3	The Christmas Market is extremely popular with visitors to the city and is one of the main attractions for tourists over the Christmas season. The last evaluation of the Christmas Market – carried out by Millward Brown Ulster in 2014 – noted that the Market generated around £58million into the local economy, with 60% of Market attendees also visiting local

	shops and 39% visiting local restaurants and cafés.
3.4	A recent survey of traders within the Belfast One BID area noted that 97% of those surveyed were aware of the Christmas Market. 91% felt that the Market was of significant direct value to the City while 35% of respondents felt that it was of direct benefit to their business. Traders at St George's also feel that the Christmas Market is complementary to their offer and has a positive impact on their trading performance.
3.5	Given the recent commitments by the Council to invest in the City Centre and to ensure that visitors to the City can benefit from a unique experience, officers took the opportunity of the procurement process for the Market to consider how it could add value to the City and could support some of the emerging Place Positioning narrative of a city open for business, with a unique character. A soft marketing testing process was undertaken to get feedback from potential bidders as to preferred locations, opening period, range of products etc and this information was used to inform the brief.
3.6	One of the most significant opportunities this year in particular was to consider the potential presented by the Northern Ireland Year of Food and Drink 2016. Members will be aware of a significant programme of promotion and awareness-raising activities supported by Tourism NI and led by Food NI. In keeping with this theme, the Market in 2016 will feature a number of unique local food traders who will showcase "The Best of Northern Ireland" in terms of food products. These companies are being selected by Food NI – an umbrella body for a range of food producers and restaurants – and will come from all over Northern Ireland.
3.7	The local traders will be located in new chalets which are to be placed along the outer perimeter railings on Donegall Square North. There will be 20 chalets at this location and 15 of those will be occupied by local food producers as well as a number of craft businesses. The stall holders will operate on a rota basis and will change twice a week. This will ensure that the local suppliers are able to produce sufficient stock to service the significant crowds that come to the Market. These chalets will be branded as "Year of Food and Drink NI". There will be around 90 chalets within the City Hall grounds. This is slightly fewer than in recent years and the market organisers have worked to improve the layout in order to reduce congestion at peak times.
3.8	MPE have also run a competition called "Pitch Perfect". This was open to new businesses and offered the opportunity to sell their products at the Market. This year, there were more than 50 entries to the competition and MPE selected two winners, one of which is a Belfast-based company – the Belfast Beard Company. This company supplies locally-produced beard oils and grooming products.
3.9	MPE have also invested in a significant outreach programme, as they have done in previous years. The school tours programme is already fully booked while their "buddy scheme" programme, which provides supported tours for those with disabilities, will provide opportunities to visit the markets at quieter times (10-12 on Mondays and Wednesdays).
3.10	The Christmas Grotto at the Market will be revamped this year by MPE and the chosen charity is the Children's Cancer Unit at the Royal Victoria Hospital. In addition to the grotto, MPE have invested in a number of family-friendly activities and these will soon be announced

	as part of their promotional campaign for the market.
3.11	As in previous years, MPE are in the process of appointing a contractor to carry out an independent assessment of the economic impact of the Market. This information will be made available to the Council in early 2017 and can be used as a basis for future development in the course of the contract.
3.12	In order to facilitate the extended build programme, the September meeting of the Strategic Policy and Resources Committee agreed that MPE could have access to the site from 7 November to start the pre-build work, focusing on the construction of the chalets on the East Lawn. Work will continue until 11 November and, at this point, the East Lawn will be screened off with panels. No work will be carried out during the observance of Armistice Day on 11 November or during the cross laying ceremony on 7 November morning. There will be a security presence on-site at all times during the pre-build.
3.13	<u>Financial and Resource Implications</u> The contract for running the market was awarded to MPE following a public procurement exercise. There is no cost to the Council for running the event.
3.14	<u>Equality & Good Relations Implications</u> No specific equality or good relations implications.
4.0	Appendices – Documents Attached
4.1	None

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