

# Public Document Pack

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



Belfast  
City Council

2nd February, 2018

## **MEETING OF CITY GROWTH AND REGENERATION COMMITTEE**

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Wednesday, 7th February, 2018 at 5.15 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

### **AGENDA:**

1. **Routine Matters**
  - (a) Apologies
  - (b) Minutes
  - (c) Declarations of Interest
2. **Matters Referred Back from Council/Notices of Motion**
  - (a) Notice of Motion: Problem Parking (Pages 1 - 2)
3. **Restricted Item**
  - (a) European Social Fund (Report to follow)
4. **Requests to Present**
  - (a) NI Water (Pages 3 - 4)
  - (b) MJN - Refurbishment of cruise ships (Report to follow)

5. **Positioning Belfast to Compete**

- (a) MIPIM 2018 - update (Pages 5 - 8)
- (b) Events and Festivals Strategy (Report to follow)
- (c) Events Programme 2018/19 (Report to follow)
- (d) NI Tourism Alliance - governance and structure (Pages 9 - 14)
- (e) Bel Tech Conference Sponsorship (Pages 15 - 20)
- (f) City for Investment Service (Pages 21 - 30)
- (g) Peace & Beyond - conference update (Pages 31 - 34)
- (h) Profiling Belfast through International Cultural Engagement (Pages 35 - 40)
- (i) Local Tourism Product Development Support (Report to follow)

6. **Growing Businesses and the Economy**

- (a) Brexit N.I. Affairs Committee - BCC response to consultation (Pages 41 - 46)
- (b) Markets Update (Pages 47 - 52)
- (c) Belfast City Centre Management Review (Pages 53 - 62)

7. **Strategic and Operational**

- (a) Belfast City Marathon (Pages 63 - 72)



<b>Subject:</b>	Notice of Motion – Problem Parking
<b>Date:</b>	7th February, 2018
<b>Reporting Officer:</b>	Suzanne Wylie, Chief Executive
<b>Contact Officer:</b>	Louise McLornan, Democratic Services Officer

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	To consider the Notice of Motion re: Problem Parking which was considered by the Council at its meeting on 1st February, 2018 and, under Standing Order 13(f), referred to the City Growth and Regeneration Committee without discussion.
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to: <ul style="list-style-type: none"> <li>Consider the motion and take any such action as may be determined.</li> </ul>

3.0	<b>Main report</b>
3.1	<p><u>Key Issues</u></p> <p>The Council, at its meeting on 1st February, will consider the following Notice of Motion which will be moved by Councillor Dorrian and seconded by Councillor Lyons:</p>
3.2	<p><i>“This Council recognises the concerns of many communities across Belfast in respect to ‘problem parking’ in their neighbourhoods, primarily during day time work hours, and recognises the need for further substantive engagement to address and resolve this issue.</i></p> <p><i>To date, strategies and campaigns have had minimal impact in solving these communities’ difficulties.</i></p> <p><i>In mind of ambitious investment and expansion plans contained in the Belfast Agenda, the Council calls for immediate, co-ordinated action to improve parking measures and notes the lack of enforcement action to date with respect to bus and cycle lanes.</i></p> <p><i>This motion also reaffirms the Council’s commitment to full implementation of its car parking strategy, delivering proper parking infrastructure and taking appropriate action against those who show daily disregard for local communities.”</i></p>
3.3	<p>Under Standing Order 13(f), the motion will be referred to the City Growth and Regeneration Committee without discussion.</p>
3.4	<p>If the Committee agrees with the Notice of Motion then a full report on implementation of the parking strategy and any additional measures will be brought back to Committee at the earliest possible opportunity.</p>
3.5	<p><u>Financial &amp; Resource Implications</u> None.</p>
3.6	<p><u>Equality or Good Relations Implications</u> None.</p>
4.0	<b>Appendices – Documents Attached</b>
	None



<b>Subject:</b>	Request to present: NI Water
<b>Date:</b>	7th February, 2018
<b>Reporting Officer:</b>	Suzanne Wylie, Chief Executive
<b>Contact Officer:</b>	Louise McLornan, Democratic Services Officer

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The Committee is asked to consider a request from NI Water to attend a future meeting of the City Growth and Regeneration Committee to provide an update on the investment it is making in Belfast.
<b>2.0</b>	<b>Recommendation</b>
2.1	The Committee is asked to <ul style="list-style-type: none"> <li>Accede to a request from NI Water to present to a future meeting of the Committee.</li> </ul>

<b>3.0</b>	<b>Main report</b>
3.1	Members are reminded that representatives from NI Water attended a Special meeting of the Committee on 12th December, 2017, to provide Members with an update on the Living with Water Programme. This is a critical issue for BCC as a lack of essential investment in our Belfast drainage and sewerage system will curtail our plans to develop housing and business growth.
3.2	NI Water has given a commitment to present to all eleven Councils once per year in order to highlight how it is delivering what matters to its customers in terms of health, the environment, the economy and on investments in the local area.
3.3	NI Water has contacted the Council to seek a date in which it can present an update on the investments being made in Belfast.
	<u>Financial and Resource Implications</u>
3.4	There are no financial or resource implications associated with this report.
	<u>Equality or Good Relations Implications</u>
3.5	None.
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None



<b>Subject:</b>	MIPIM 2018 Update
<b>Date:</b>	7 <sup>th</sup> February 2018
<b>Reporting Officer:</b>	Nuala Gallagher – Director of City Centre Development
<b>Contact Officer:</b>	Marie Clarke – Marketing Manager, City Centre Development

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	To update Members on planned activities for Belfast at MIPIM 2018.
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to: <ul style="list-style-type: none"> <li>• Note the approach to Belfast at MIPIM 2018 including the programme of events being planned.</li> </ul>

<b>3.0</b>	<b>Main report</b>
3.1	<p>MIPIM is the international market for real estate professionals. It will be held at the Palais de Festivals, Cannes, France from the 13–16 March 2018.</p>
3.2	<p>Belfast at MIPIM 2018 will build on the success of the Belfast delegations to MIPIM in 2016 and 2017 which put Belfast firmly on the radar of investors and developers who had not previously considered the city as a location for doing business.</p>
3.3	<p>Following the successful launch event on the 22<sup>nd</sup> November 2017, the Committee will be pleased to note that, at the time of writing, £287,000 of private sector sponsorship has been raised. Sponsors included representatives from the property development, architecture, construction and professional services industries. City partners, including Invest NI, Belfast Harbour, Translink, Queen’s University Belfast and Ulster University, have also sponsored Belfast at MIPIM 2018.</p>
3.4	<p>Plans are well underway for Belfast at MIPIM 2018. This year Belfast at MIPIM will allow for more high impact, targeted events by reducing the number of events on the Belfast at MIPIM stand; increase Belfast’s presence on the main conference agenda; participating at events hosted on other city stands, including Department for International Trade (DIT) and; co-hosting events with other cities.</p>
3.5	<p>Over the course of three days, a number of high profile marketing events will take place on the Belfast stand. These events will showcase our key sectors, cultural offering and development and investment opportunities to the occupier and investor communities. There will also be investor focused events sponsored by Invest NI and Arup respectively.</p>
3.6	<p>In addition, Belfast has been invited to take part in a number of events alongside other cities. We have been asked to join a panel discussion on the main MIPIM conference stage on the topic of ‘Global cities: the new powerhouses’. Following our participation at the European Waterfront Cities and Expo Real in October 2017, we have been invited to join two follow up events at MIPIM 2018. Belfast will also participate on a panel discussion on the Department for International Trade (DIT) stand. These events provide an invaluable platform to get our message out to a wider audience. Further similar opportunities are being pursued.</p>
	<p>The Belfast at MIPIM 2018 stand is located on the Croisette, adjacent to the main MIPIM</p>



3.7	<p>entrance point to the entire MIPIM Zone. This in the same location as 2016 and 2017. The stand design will carry the new Belfast City brand. All marketing collateral will also include the new City Brand. The Stand will incorporate a touchscreen display showcasing VU.CITY Belfast, the 3D interactive model of Belfast. This will allow potential investors and developers to view and interact with development and investment opportunities across the city.</p> <p>A press and social media strategy has been developed to project our message before, during and after the event. A key component of this will be press announcements during MIPIM 2018.</p> <p><u>Equality and Good Relations implications</u></p> <p>None</p> <p><u>Finance and Resource Implications</u></p> <p>The cost for this work is accounted for within existing provisions</p>
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3.10	
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None

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Subject:	Creation of the Northern Ireland Tourism Alliance
Date:	7 February 2018
Reporting Officer:	Donal Durkan, Director of Development, Ext.3470
Contact Officer:	Clare Mullen, Tourism, Culture, Heritage and Arts Manager, Ext.3770

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of Main Issues</b>
1.1	The purpose of this report is to advise Members of correspondence received from Tourism Northern Ireland (TNI) regarding the creation of the Northern Ireland Tourism Alliance (NITA). At the City Growth & Regeneration Committee meeting in January, Members asked for a number of clarifications on a previous report on this proposal.
1.2	TNI have asked that Belfast City Council becomes a member of the Alliance at a cost of £2,000 per year.

<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to:-</p> <ul style="list-style-type: none"> <li>• Consider the request for Belfast City Council to become a member of the NI Tourism Alliance.</li> <li>• Approve the contribution of £2,000 per annum for an initial period of 3 years.</li> <li>• Funding to come from within the Development Department’s existing budget.</li> </ul>
<b>3.0</b>	<b>Main Report</b>
3.1	<p>Members will be aware of the growing importance of the tourism industry to Belfast and Northern Ireland. It is estimated that around 18,000 people are employed in the tourism and hospitality sector. The significant growth in hotel development – with an additional 1,000 rooms becoming available in 2018 – will only serve to increase the employment potential of the sector.</p>
3.2	<p>At present, hospitality accounts for around 5.2% of GDP. This is around half of the figure for comparative cities across the UK and this demonstrates the potential for additional development.</p>
3.3	<p>Unlike other industry sectors, tourism and hospitality does not have a strong industry body to represent its interests to government and to provide a focal point for engagement with the sector. Taking account of this, Tourism NI has been working with a number of key representatives from the sector and agreement has been reached to establish the Northern Ireland Tourism Alliance.</p>
3.4	<p>Recently, a number of trade associations and tourism businesses comprising senior and influential stakeholders from across the NI tourism sector have come together in recent months to seek the formation of such a body. Tourism NI as the lead agency for the development of tourism in Northern Ireland has sought to support the group in its efforts by facilitating this process. However, it is important to note that whilst Tourism Northern Ireland is a non-departmental public body of the Department for the Economy (DFE) this initiative is private sector led.</p>
3.5	<p>The group has progressed matters to the point of incorporation of a LTD Company with agreed Articles of Association in place. It is their desire for this Limited Company to be formally known as ‘The Northern Ireland Tourism Alliance’. Such a name will demonstrate that the organisation speaks with the necessary authority as a pre-eminent and substantial</p>

	<p>representative for its sector across Northern Ireland.</p> <p>The purpose of the Northern Ireland Tourism Alliance is to champion the tourism sector and its benefits to the regional economy, make the case for resources to be made available for the development and delivery of tourism growth, including the work of local government, and to advocate for positive policy change in areas such as VAT, Air Passenger Duty and Licencing Legislation.</p> <p>A Steering Group has been established to explore the potential for creating an independent, private sector – led representative body for the tourism industry. The group met in early December 2017 and the meeting was facilitated by Tourism NI and chaired by Ellvena Graham, Chair of NI Chamber of Commerce and Chair of Belfast Waterfront Board.</p> <p>The Steering Group agreed that it would be important to have all 11 Local Authorities engaged as members of the Alliance, given local government’s role in delivering major visitors attractions, visitor servicing through Tourist Information Centres, regeneration and development of their local tourism industries. It was also recognised that given the scale of the contribution made by the local government sector that it should be afforded a seat at the Executive of the Alliance.</p> <p><u>Membership of the NI Tourism Alliance</u></p> <p>Currently seventeen organisations from the tourism industry have agreed to become members. These organisations will represent the views of its membership (smaller organisations) and make submissions and representations to industry leaders, government departments, agencies and other bodies which impact upon the tourism industry in Northern Ireland so as to develop a collective position on behalf of the sector. In order to ensure the Alliance is suitably resourced these organisations have also agreed to make a financial contribution of £5,000 so that the alliance is suitably resourced to fulfil its objectives. These organisations include: Belfast Harbour, George Best Belfast City Airport, Belfast International Airport, British Airways, Aer Lingus, FlyBe, NI Hotels Federation, National Trust, National Museums NI, Titanic Belfast, Visit Belfast, Hospitality Ulster, Translink, Stena Line, ABTA, NI Federation of Passenger Transport and Food NI.</p> <p>In addition, it was felt that local authorities would have a good understanding of local tourism opportunities and challenges so it would be productive to have local government representation on the Executive.</p> <p><u>Partnership with ROI (The Irish Tourism Industry Confederation)</u></p>
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3.11	<p>The Northern Ireland Tourism Alliance will work with the equivalent partner in the ROI (The Irish Tourism Industry Confederation - ITIC) and other jurisdictions where it is mutually beneficial to do so, collating research in international markets for example and the sharing of information and best practice. The former CEO of the ITIC was an adviser to the steering group tasked with setting NITA up.</p>
3.12	<p><u>Tourism NI's Role</u></p> <p>Tourism NI will provide £30,000 support and will act as observers at meetings of Northern Ireland Tourism Alliance. This is to ensure that there is no conflict of interest and that the group is independent from Government. This reflects the position adopted by Fáilte Ireland and Tourism Ireland in relation to Irish Tourism Industry Confederation in the ROI.</p>
3.13	<p>The Steering Group has proposed that each of the Councils contribute £2,000 per annum towards the running costs and all Councils have been approached to provide this support.</p>
3.14	<p>A Board will be appointed by the members at the first full meeting of the Northern Ireland Tourism Alliance. It has been agreed that the Board should be reflective of the breadth of the tourism industry. It has however been agreed by the Steering Group that there will be at least one local government representative on the Tourism Alliance Board to reflect the collective contribution of Councils to the body and its importance within the tourism industry.</p>
3.15	<p>It is considered that the Northern Ireland Tourism Alliance will provide a useful vehicle for engagement with the industry. Likewise, it will help increase the profile of the industry to government and, in turn, help shine the spotlight on the economic potential of the sector. This is likely to lead to additional focus and resources being directed to support sector growth. Given the potential of the sector in Belfast, this will have a positive impact on the City.</p>
3.16	<p><u>Equality and Good Relations Implications</u></p> <p>No specific equality or good relations implications.</p>
3.17	<p><u>Financial and Resource Implications</u></p> <p>The contribution required from Belfast City Council is £2,000 per annum for three years initially and would be provided from existing Tourism, Culture, Heritage and Arts annual budget.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None.



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Subject:	BelTech Conference 2018
Date:	7 February 2018
Reporting Officer:	Donal Durkan, Director of Development, ext. 3470
Contact Officer:	Colin McCabrey, Economic Development Manager, ext. 3805

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of Main Issues</b>
1.1	The purpose of this report is to recommend a funding contribution of £6,000 from the agreed economic development budget (reduced from the previous year) towards the delivery of the Belfast Technology Conference 2018 (BelTech).
<b>2.0</b>	<b>Recommendations</b>
	The Committee is asked to: <ul style="list-style-type: none"> <li>Consider and approve the request for sponsorship of £6,000 to support the BelTech conference to be held in Belfast on 3-4 May 2018.</li> </ul>

<b>3.0</b>	<b>Main Report</b>
3.1	<p><u>Key Issues</u></p> <p>Members will be aware that one of the key priorities of the Belfast Agenda is Growing the Economy. Central to this pillar of activity is the commitment to increase business start-up, build support for business growth and encourage additional investment in the City.</p>
3.2	<p>Belfast's economic growth in recent years has been driven by technology-focused businesses operating across a range of sectors. These companies are both FDI businesses and small, indigenous companies that are developing products and services here that are being exported worldwide or have the potential to do so.</p>
3.3	<p>Over the course of the last few years, there have been a number of annual tech-focused business conferences and events that have sought to showcase best practice, encourage collaboration between businesses and encourage young people to become engaged in the tech sector. The growing support for the Smart City Agenda means that the Council and the City are now looking at technology not only as a business product but also as a way of changing the way we all do business.</p>
3.4	<p>Belfast City Council supported the inaugural Belfast Technology Conference event which took place in April 2014 and the subsequent conferences in April 2015, 2016 and 2017. Sponsorship from the Council was reduced from £15,000 to £10,000 in 2016 and £8,000 in 2017 with the view to reducing the reliance on Council funding each year as the conference grows and becomes self-sustaining.</p>
3.5	<p>The 2017 conference took place over the course of 3 days at Titanic Belfast and brought together technology and business leaders from around the globe to showcase emerging technologies to support the industry to innovate and compete effectively at a global level.</p>
3.6	<p>The 2017 conference also helped educate and inspire the next generation by engaging with school children, parents and teachers about the potential of a career in digital technology.</p>
3.7	<p>BelTech 2017 attracted a total of 650 attendees, which is an increase of 250 since its inception in 2014. Around 250 of these were technology professionals and 400 were students. 2017 was the first year that the event trialled two stages with a technology theme.</p>

	<p>Whilst one focused on Software Engineering only, the other featured discussions on Internet of Things (IOT), Immersive Tech and Cyber Security.</p>
3.8	<p>The 2018 conference will be held at the new BelTel Print Hall (the old Belfast Telegraph building) and will target technology professionals, technology business owners and potential funders as well as post primary school children, teachers and university students.</p>
3.9	<p>We are currently working with the Department of the Economy and Digital Catapult UK, to develop space within the BelTel building as a hub for the Digital and Immersive Technology sectors and the city.</p>
3.10	<p>Housing the Beltech 2018 Conference in the BelTel Building will add value to and support our ambition for the building and the wider Cathedral Quarter area.</p>
3.11	<p>Key thematic areas for this year's conference include informing technology professionals and businesses of the emerging technologies and approaches that will allow them to innovate and compete effectively at a global market. As well as this the conference will also educate and inspire students and teachers about the potential of a career in technology, thereby building the digital skill base and reinforcing Belfast's global lead in this area.</p>
3.12	<p>BelTech 2018 will run over 2 days and will feature the following:</p> <ul style="list-style-type: none"> <li>• 3 May: Day 1 will focus on technology professionals and businesses and will feature curated conversations on User Experience, Artificial Intelligence, Immersive Technology, Software Engineering, Smart Cities and Cyber Security. An audience of 300 is expected on this day.</li> <li>• 4 May: Day 2 is aimed at attracting 400 post primary school children and teachers and will feature a mix of engaging technology demonstrations, safety in using social media and a discussion of career pathways and opportunities.</li> <li>• 4 May: On the evening of 4 May, the BelTech 50 awards will take place in order to highlight the success of the technology talent here in Belfast. This is expected to attract 200 attendees.</li> <li>• Exhibition: Throughout the 2 days, an exhibition of leading NI and Global high tech organisations will run to allow attendees to get a more detailed understanding of the people, products and innovations covered in the Conference. Education providers will</li> </ul>

also be among the exhibitors to advise students.

3.13

The overall aims and benefits of the BelTech conference include:

- Gaining an awareness of emerging technologies and practices that will improve participants' effectiveness and career development
- Interacting with highly successful tech/business leaders and role models
- Building personal networks and enhancing career prospects
- Contributing to building a vibrant technology community and culture in Belfast and NI that can compete effectively on a global scale
- Contributing to the NI Innovation Strategy
- Informing students and young people about the types of technology careers available and advising them on routes into employment
- Inspiring students and young people by successful role models and their stories
- Supporting teachers to provide quality careers guidance and advice on future employment opportunities for students in this field
- Developing awareness among key international companies of Belfast capability as a source of technology talent.

3.14

The finance requested from Council is £6,000, a reduced amount to the previous year. Sponsorship of the event will provide Council the following:

- Speaking roles for the Lord Mayor, CEO and for a representative of the council on the Smart Cities panel
- Full page advertisement in conference magazine
- Primetime positioning of BCC logo on all materials including website and all promotional materials
- Prime exhibition space
- Permission to display unlimited company marketing stands at the venue
- Included in pre and post event publicity
- 10 delegate passes
- Sponsorship of an award at the BelTech Awards
- 10 tickets for the awards

3.15

It is proposed that the delegate passes will be offered to local technology businesses on our Venture for Success and Creative Industries programmes. A number of Council Officers will also attend to staff the exhibition stand. Should Members wish to attend the event, they should advise Officers and arrangements can be made to enable them to do so.

<p>3.16</p> <p>3.17</p> <p>3.18</p> <p>3.19</p> <p>3.20</p>	<p>Members will be aware that Business Support activities delivered by the Council’s Economic Development Unit concentrate primarily on starting a business, growing a business and investing in Belfast as well as supporting Employability and Skills. The range of initiatives delivered are developed based on research and engagement with partners to identify what will make the most significant contributions to the outcomes set out in the Belfast Agenda.</p> <p>In addition to programme activity, Council’s Economic Development Unit identifies opportunities to engage with local events, such as BelTech, that are aligned to the Council’s strategic priorities. These events act as a pipeline of enquiries and clients to avail of Council led business support programmes.</p> <p><u>Financial &amp; Resource Implications</u></p> <p>The total budget requested is £6,000 which will be met from Economic Development Budgets. This has already been set aside as part of the 2018/19 estimates.</p> <p>Organisers are forecasting an additional £50,000 in sponsorship from other private and public sector partners. They consider that, in the longer-term, the event will become self-funding.</p> <p><u>Equality or Good Relations Implications</u></p> <p>No specific equality or good relations considerations.</p>
<p><b>4.0</b></p>	<p><b>Appendices – Documents Attached</b></p>
	<p>None</p>

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Subject:	Belfast: City for Investment Service
Date:	7 February 2018
Reporting Officer:	Donal Durkan, Director of Development ext 3470
Contact Officer:	Colin McCabrey, Economic Development Manager ext 3805

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of Main Issues</b>
1.1	The purpose of this report is to outline the proposed direction of travel for Council led City for Investment support for indigenous businesses and new investors, focusing on actions to be delivered in the 2018/2019 financial year.
1.2	It sets out the thematic work areas which align to the NI Programme for Government, the draft Industrial Strategy for NI and the Belfast Agenda. The work programme significantly contributes to the Council's priorities of Growing the Economy, Working and Learning, City Development and Living Here. This report seeks Committee's approval for a phased approach to developing an Investment Service over time. An initial service will be developed to co-ordinate investor enquiries in April 2018 in partnership with Invest Northern Ireland.

<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Note the proposed strategic direction for the development of a Belfast City Council Investment Service.</li> <li>• Note that the phased approach may require additional finance or staff resource in future years which will be referred to relevant Committees for consideration and will also be set out in future rate setting processes.</li> <li>• To enable the Relocation &amp; Soft Landing Service to meet the immediate needs of investors provide delegated authority to the Director of Development for commissions (under the delegated threshold) which businesses may require to de-risk their decision to invest in the city (e.g. Research or Skills Academies).</li> </ul>
<b>3.0</b>	<b>Main Report</b>
3.1	<p><u>Key Issues</u></p> <p>Officers have been prioritising programmes and activity for 2018/2019 financial year to deliver against key performance indicators identified in the Programme for Government (PfG), the draft Industrial Strategy for Northern Ireland and the Belfast Agenda. Primarily these indicators relate to business Start-Up, Jobs, Business Productivity and Foreign Direct Investment. Members will be aware that the Belfast Agenda four-year stretch goals to 2021 aim to;</p> <ul style="list-style-type: none"> <li>• Create 15,000 new jobs</li> <li>• Attract £1 billion private sector Foreign Direct Investment</li> <li>• Support 4,000 small business start-ups;</li> <li>• Double the economic value of out of state tourism; and</li> <li>• Welcome 1.5 million overnight tourist stays per year</li> </ul>
3.2	<p>The Council currently delivers a range of business support activities focused on Investing in Belfast, Starting a Business and Growing a Business. These initiatives are supported by Employability and Skills programmes and initiatives targeted towards businesses and individuals. The approach detailed in this report aims to consolidate the Council’s business services and make it easy to do business in Belfast. This is one of the key principles listed within ‘Growing the Economy’ theme of the Belfast Agenda. Over the last two years, Belfast has been ranked as the number one business friendly city of its size. In an increasingly competitive global environment, it is important to retain focus on improving service delivery</p>



and ensure that we are aligning our services to meet business needs.

Developmental Stage – Investment Service

3.3 In order to shape a future Council led Investment Service, the Council commissioned a research piece to identify the optimal approach and structure. OCO/Webb Advisory completed their report and officers have been working cross-departmentally to scope out an implementation plan to consider the viability and phased timing of their recommendations.

3.4 The OCO/Webb Advisory commission included analysis and benchmarking of other UK and ROI cities and consultations with stakeholders across the city including business and public sector organisations. Key learning points were identified from the benchmarking exercise which fed into the development of options and one clear recommendation specific for Belfast City Council.

3.5 The recommended option was to develop a dedicated single point of contact for indigenous and inward investors in relation to all business strands such as enterprise, investment, employability and skills, start-ups, growth, and innovation. Located on the Belfast City Council website it is suggested the landing platform be called; '**Belfast: City for Business**'. Appendix 1 summarises the categories of support available from Council under this promotional banner, the key messages under each and a summary of the support available to businesses and individuals.

3.6 The recommended option is for a '**flexible responsive service**' – responding to various types of enquiries relating to start-up, growth and investment in Belfast. It is envisaged that this service will evolve depending on the level of demand and the type of support service requested by businesses. For specific investment opportunities, the Council will retain the ability to commission support to secure investment. This may include international prospecting, commissioning research to meet investor needs or considering sub-letting incentives for the provision of test trading and/or soft landing space across the city. Officers will obviously work closely with Invest NI and other business support organisations as part of this work.

3.7 There are three elements of the proposed Investment Service in development: These are;

- Relocation / Soft landing support – helping new businesses and their employees make professional and personal connections to quickly embed and grow in the city.
- Investment Attraction – City Centre Development investment portal and international

positioning.

- Belfast Proposition for FDI and indigenous investors – Key initiatives acting as attractors being developed for future consideration.

#### External Stakeholder engagement

3.8

The OCO/Webb Advisory report recognised the significant value that the Council provides to Investors, in particular the Civic Leadership, and the importance of the Council in terms of Strategy Development, aligned to its new statutory functions (Economic Development, Planning & Community Planning).

3.9

It is important that the Council's Investment Service complements the Invest Northern Ireland proposition, adds value and minimises duplication of effort. Council Officers presented our draft ambition to the Director of International Investment and Regional Director at Invest Northern Ireland on 6 December 2017. The feedback received was positive and included some of the following points;

- Recognised the value in a Relocation and Soft Landing Service that Belfast City Council could bring to a pre-investment and investment enquiry.
- Offered the opportunity to collaborate and pilot this approach with a number of pre-investment clients.
- Sought confidence that confidentiality requirements would be met in line with GDPR regulations which will be in force from May 2018.
- Offered the opportunity to agree a protocol for inward collaborative visits or how we could engage with their pre-investment clients and ensure client expectations are understood and met.
- Opportunity to ensure harmony of data and presentation of statistics and sectoral intelligence across both organisations consistently.

3.10

Invest NI expressed a wish to meet again and a draft protocol is being prepared in advance of them providing a sample of pre-investment clients for the first phase of the Investment Service Relocation and Soft Landing Service.

3.11

#### Implementation Stage

It is anticipated that a Phased approach will be adopted to ensure the successful implementation of Belfast: City for Investment in order to minimise reputational risk, and gather an evidence base of enquiries and client type which will inform the future direction of the service.

Phase I – Relocation and Soft Landing Service

3.12

The '**Relocation & Soft landing Service**' will include a Welcome Service, Access to networks, PR, relocation support, advice with housing and education, market intelligence, access to local customers, and ongoing one to one client support from the start-up to the aftercare stage. This service will be resourced via the existing Economic Development Unit and resource requirements kept under continuous review. The initial service will also include:

- Personal client-managed approach by Economic Development Officers.
- Help to build the business case for expansion or relocation, providing up to date statistics and market information in relation to customers, suppliers, labour, recruitment, infrastructure, and property.
- Property and site prospecting – with access to a comprehensive database of available property and sites helping to find the right place to do business, including hot- desking and accommodation offers at a choice of locations to assist with the set up and transition to a permanent accommodation.
- Help with planning and pre-application discussions and information and practical advice and guidance to support the client through any relevant planning and regulatory processes.
- Tailored skills academies or recruitment support services for significant investments.
- Support to families and dependants who move with the company, arrangement of pre-move visits to the area to show the quality of life on offer and provide help with the first steps of relocation.
- PR and support for a launch of the business in the local area including introductions to the key networking and business membership organisations in the city.

3.13

Enquires will be logged and followed up with a client managed diagnostic approach to tailor our support to the client needs. Client interventions will be evaluated and client feedback shall be sought to inform the future direction of the service. We are working with colleagues in City Centre Development to ensure the Council's investment attraction website ([www.investinbelfast.com](http://www.investinbelfast.com)) promotes the relocation and soft landing support available. We are populating the website with consistent sectoral data and tailored support and initiatives by sector. The outward investment promotion by the EU & International Relations Teams and the City Centre Development Team as well as Invest NI will be key elements of Council's relocation and soft landing service. Performance of this service will be reported to the cross

	<p>departmental operational governance structure noted below. Marketing to promote the availability of the service will be measured throughout 18/19 to ensure existing resources can meet demand during this pilot phase.</p>
3.14	<p><u>Phase II – Defining and Promoting Belfast’s specific proposition</u></p> <p>In parallel to Phase I, Officers are scaling an enhanced Belfast proposition, which will be a defined menu of tailored support to investors. This is being developed cross-departmentally and an internal implementation plan and governance structure is being put in place for the future delivery. Key services across the Council contributing to this including;</p> <ul style="list-style-type: none"> <li>• Smart Cities</li> <li>• City Centre Development</li> <li>• EU and International Relations</li> <li>• Planning &amp; Policy</li> <li>• Property &amp; Projects</li> <li>• Employability &amp; Skills</li> <li>• City Deal &amp; Resilient Cities</li> </ul>
3.15	<p>A Project Board will be put in place to oversee the Project and regular operational team meetings will take place in order to develop or broaden Belfast City Council offering and proposition to investors. For example, an enhanced proposition may include Fast Track Planning, Simplified Planning Zones (subject to Committee approval), access to Vu City and Growth Mapper systems, Energy Support, alternative Clean Tech solutions for sites, benefits of locating in UK, R&amp;D tax credits, access to networks and contacts in Universities and Centres of Excellence dependant on the sector. Each of these need considered further internally and will agreed by the Council operational team.</p>
3.16	<p>It is envisaged this developmental work will continue to October 2019 and will be reviewed and evaluated on an ongoing basis internally in relation to work processes, financial and human resources and impact of the service. Evaluation will take the form of follow up one to one’s and evaluation surveys with businesses who have availed of the service. This will inform the future roll-out.</p>
3.17	<p>Members will also be aware of a wider programme of work across the Council to improve customer service standards and to enhance our customer focus. The Council’s “Blueprint for Customer Focus” themes of service quality, customer contact, focus on the customer, accountability and consistency across Council and Business Areas will be adopted for the</p>

3.18	<p>Belfast; City for Investment Service.</p> <p><u>Equality and Good Relations Implications</u></p> <p>The service shall be open to both indigenous and new investors to the city. We have undertaken research to inform levels of under-represented groups in entrepreneurship and business start activity across Belfast. Marketing activity and support will be targeted to encourage participation from under-represented groups. Tailored support will be adopted where possible including interpretive services, translation services and specific support for persons with disability as necessary.</p> <p><u>Financial and Resource Implications</u></p> <ul style="list-style-type: none"> <li>• The initial Relocation &amp; Soft Landing Service launching in Spring 18 will be resourced from Economic Development and Employability and Skills existing staff portfolio and 2018/19 budgets. This element of the service will be reviewed Sept 18 in order to consider strategic direction and financial and resource implications for 2019/20.</li> <li>• Investment Attraction marketing will continue to be financed and resourced via the City Centre Development Team and EU &amp; International Relations budgets and resources.</li> <li>• As the specific Belfast Proposition is developed further, reports concerning work process, staff and financial resources will be tabled back to the relevant Council Committee for consideration.</li> </ul>
4.0	<b>Appendices – Documents Attached</b>
	Appendix 1 - Overview of Belfast: City for Business Service

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# Belfast: City for Business

<b>Themes:</b>	<b>Belfast:</b> City for Business Enterprise	<b>Belfast:</b> City for Business Start-ups	<b>Belfast:</b> City for Business Growth	<b>Belfast:</b> City for Employability and Skills	<b>Belfast:</b> City for Investment	<b>Belfast:</b> Business Services
<b>Messages:</b>	<ul style="list-style-type: none"> <li>* Make the best possible business start with specialist incentives and advice.</li> <li>* Start great. Learn fast. Grow strong.</li> </ul>	<ul style="list-style-type: none"> <li>* Go out on your own without having to go it alone.</li> <li>* Incentives and support to take your business further than you ever imagined.</li> <li>* Start smart. Grow fast. Achieve more.</li> <li>* Gain the confidence you need to help your social enterprise/ co-operative thrive.</li> </ul>	<ul style="list-style-type: none"> <li>* Think it bigger. Do it better. Be it sooner.</li> <li>* Explore new markets. Find new customers.</li> <li>* To grow your tech business, plug into our network.</li> <li>* Discover the truth about your customer service.</li> </ul>	<ul style="list-style-type: none"> <li>* Connecting young people with industry to inspire better career choices.</li> <li>* Flexible work experience opportunities to unlock students' full potential. Outreach through youth and community and other services.</li> <li>* Log in. Skill up. Reach out.</li> <li>* Advice, experience and education to spark students' digital careers.</li> <li>* Employer connections to support recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>* We open doors for investors opening businesses.</li> <li>* International navigation for export-curious businesses.</li> <li>* Good businesses think outside the box. Great ones think outside the country.</li> </ul>	<ul style="list-style-type: none"> <li>* Single directory of city services to businesses:               <ul style="list-style-type: none"> <li>- Planning</li> <li>- Building Control</li> <li>- Licencing</li> <li>- Environmental Health</li> <li>- Health and Safety</li> <li>- Consumer Rights</li> <li>- Waste Management</li> <li>- Economic Development</li> <li>- Events and Festivals</li> <li>- Procurement.</li> </ul> </li> </ul>
<b>Support:</b>	Range of initiatives to help persons define a business opportunity and idea	Programmes to mentor individuals to start a new business and provision of incentives	Programmes to mentor existing businesses to help them become more profitable including export development	Programmes to promote careers, skills development and employer recruitment	<ul style="list-style-type: none"> <li>* Relocation support: Concierge type service to investors (Spring 18)</li> <li>* Investment attraction: <a href="http://www.investinbelfast.com">www.investinbelfast.com</a> (March 18)</li> <li>* Belfast Proposition: Specific incentives for investors (FDI and Indigenous) (Commencing Oct 18)</li> </ul>	Support for way-finding and navigating council's business services

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<b>Subject:</b>	Peace and Beyond Conference: programme update and opportunities for Member engagement
<b>Date:</b>	7 February 2018
<b>Reporting Officer:</b>	Donal Durkan, Director of Development
<b>Contact Officer:</b>	Lisa Toland, Head of Economic Initiatives and International Development

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of Main Issues</b>
1.1	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> <li>Update Members on the upcoming Peace and Beyond Conference which will take place in Belfast from 10-12 April 2018</li> <li>Note that the opening reception will take place in Belfast City Hall on 10 April 2018 and agree to allocate £20,000 from the budget towards cultural animation and hospitality at that event</li> </ul>

	<ul style="list-style-type: none"> <li>Note the offer from the British Council to provide complimentary tickets for one elected member from each party to attend the Conference.</li> </ul>
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>Note the update on the upcoming Peace and Beyond Conference which will take place in Belfast from 10-12 April 2018</li> <li>Note that the opening reception will take place in Belfast City Hall on 10 April 2018 and agree a budget allocation of up to £20,000 towards cultural animation and hospitality at that event. This funding has been set aside within existing Development Department budgets</li> <li>Accept the offer from the British Council to provide complimentary tickets for one elected member from each of the six main parties to attend the Conference</li> <li>Approve the attendance of the Chairperson and Deputy Chairperson (or their nominees) and a representative from each of the other four main parties to avail of the other complimentary tickets.</li> </ul>
<b>3.0</b>	<b>Main Report</b>
	<u>Key Issues</u>
3.1	As Members will be aware, 10 April 2018 marks twenty years since the signing of the Good Friday Agreement (GFA).
3.2	The British Council, working with both universities as well as the Centre for Democracy and Peace Building, is hosting a major conference in Belfast to mark the event. The Conference will take place in a number of venues across the City from 10-12 April 2018.
3.3	The objective of the Conference is to bring together policy makers and peace practitioners from around the world to share reflections on building effective, inclusive and sustainable peace. The series of plenary sessions, workshops, site visits and cultural events will create an open, inclusive and shared space for international dialogue to reflect upon the experience of peace processes across the world. These events will build on the Northern Ireland experience of and expertise in conflict resolution and peace building. By marking the achievement of the multi-track work that led to the signing of the Good Friday Agreement, the Conference will provide opportunities for international dialogue to reflect on the

	<p>experience of everyday peace-building. The Conference will also reflect on the contribution of partners such as EU and USA in the achievement and continuation of peace and stability in Northern Ireland.</p>
3.4	<p>The British Council and its partners hope to attract a number of individuals who played a key role in the GFA negotiations to attend the event. Former US President Bill Clinton has been invited and a decision on whether or not he is able to participate is expected in the coming weeks. Those who have already confirmed their attendance include senior level representatives who have been involved in peace-building research and practice in locations such as South Africa, Libya, Colombia, Serbia and Lebanon.</p>
3.5	<p>One of the main aims of the Conference is to highlight the key role played by local organisations and institutions in building and securing the peace process. The third day of the Conference (12 April) will be dedicated to a series of site visits. These will include Girdwood Hub and the Innovation Factory. These will also offer an opportunity to showcase and highlight the role of Belfast City Council in supporting local communities to build sustainable approaches to peace and to encourage inclusive economic growth in the City.</p>
3.6	<p>It is expected that the event will attract more than 200 international visitors. It, therefore, presents a great opportunity to showcase the developments that have taken place in Belfast over the last few decades and to highlight the positive activities in local areas that have been driven by engaged and active community leaders. While the site visits and the input from the range of local speakers will ensure that the lessons learned are at the forefront of the agenda, there is also an opportunity to present a positive image of a confident and changed Belfast at the City Hall reception. The City Hall has played such an important role in much of the City's peace-building story. As the opening session of the event, it is proposed that Officers will work with the local cultural sector to curate a number of animation pieces that will tell the story of the City's development and that will also illustrate the breadth of the cultural talent in Belfast. In order to ensure that these cultural pieces have the impact that they need to, in keeping with the wider programme, it is proposed that a budget of £20,000 is set aside to cover both the animation and the hospitality costs associated with the event. This allocation has been set aside in departmental budgets for 2018/19.</p>
3.7	<p><u>Equality and good relations implications:</u> The Conference programme has been designed to ensure that it is reflective of all relevant groups in the City.</p>

3.8	<p><u>Financial and resources implications:</u></p> <p>The costs associated with hosting the event will be met by the British Council and others and there will be a cost associated with attendance at the event. The costs associated with hospitality and cultural animation for the Belfast City Hall welcome reception will be in the region of £20,000. This funding allocation has been set aside in departmental estimates for 2018/19.</p>
4.0	<b>Appendices – Documents Attached</b>
	None



<b>Subject:</b>	Profiling Belfast through international cultural engagement
<b>Date:</b>	7 February 2018
<b>Reporting Officer:</b>	Donal Durkan, Director of Development
<b>Contact Officer:</b>	Lisa Toland, Head of Economic Initiatives and International Development

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

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

<b>1.0</b>	<b>Purpose of Report</b>
1.1	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> <li>• Update Members on a number of international profiling opportunities for Belfast, focusing on the cultural and creative talent in the City.</li> </ul>
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the range of international profiling opportunities for Belfast, profiling the City's creative and cultural talent</li> <li>• Note the opportunities for increased engagement with the City's investment messaging</li> </ul>

	as well as the potential for additional partnership engagement with relevant organisations in Belfast’s Sister Cities, to promote cultural and business exchanges.
<b>3.0</b>	<b>Main report</b>
3.1	<p><u>Key Issues</u></p> <p>Members will be aware of the increased focus of the Council and its partners in promoting Belfast as a business and investment location. On the Foreign Direct Investment (FDI) side, the Council works closely with Invest NI in supporting that organisation’s work in bringing new investment to Northern Ireland. As set out in a separate report, working relationships are extremely positive between the organisations and we are in the process of putting in place an MoU to set out our parameters of engagement on Foreign Direct Investment support.</p>
3.2	<p>On the capital investment side, the City Centre Development Team has been leading on a number of initiatives to create confidence in the investment market and to bring forward new investment schemes. This includes the Council support for the £18.7million City Centre Investment Fund (CCIF) as well as proposals for the development of a new City Centre Visitor Attraction and regeneration frameworks for key development zones in the City Centre and surrounding areas.</p>
3.3	<p>One of the key factors in any investment decision – either capital investment or Foreign Direct Investment – is the wider City “offer” in terms of quality of life, city ambition and vibrancy. A City’s cultural provision is a key pillar of that “offer” as it gives confidence to investors that it is a City that open to attracting people in and catering for the range of cultural tastes and interests. Recognising that this is a critical factor in our efforts to sell Belfast internationally, the marketing materials and messaging draw attention to the fact that Belfast is a dynamic, vibrant location with a sense of energy and ambition. The city narrative and brand emphasises this sense of vibrancy and uniqueness in a very competitive investment market.</p>
3.4	<p>The sense of momentum and ambition created through the development work on the European City of Culture (ECoC) bid as well as the success of some of the major cultural events and initiatives that take place across the City each year highlight the ambition and potential of the City’s cultural sector. Recognising this potential, the Council has committed to supporting a number of profiling opportunities in which the cultural offer is in the lead but</p>

	where it is supported by the City investment messaging. These include:
3.5	<p><u>South by South West (SXSW)</u></p> <p>South by South West (SXSW) is a global gathering for the interactive, digital and music sectors. The event takes place in Austin, Texas every year and regularly attracts visitors from all across the world. The event comprises a series of conferences, seminars, workshops and presentations on issues related to the development of the creative sectors.</p>
3.6	<p>Belfast has attended the event over the last ten years. Delegations have involved both civic and business representatives. The Council has provided support for five local companies to attend the event and has helped them prepare for the event in order to maximise the benefits of their visit. The Council will also host three investment and business to business events. The Lord Mayor will accompany the Belfast delegation.</p>
3.7	<p>The five Belfast companies will be accompanied by another 10 NI companies – supported by Invest NI. There will also be four musicians from Northern Ireland who have been successful in their application to attend the event (there is an open call process by SXSW for musicians' attendance).</p>
3.8	<p>The planned format for 2018 takes into account learning gained from the previous missions, which highlighted the need to increase businesses access to buyers and to better utilise SXSW to promote Belfast as an investment location for the CDI sector. The key elements of the mission – hosted by the Lord Mayor – include:</p>
3.9	<p>Output Belfast: City Investment – event to promote Belfast and investment opportunities in the City through the promotion of key sectors and initiatives including the creative digital, Cyber sectors and the Smart Cities ambitions. This will be an invitation-only networking event that provides business to business networking for Belfast City Council and the delegation and key US companies and civic stakeholders and partners/associates from the City of Austin, our Sister Cities of Nashville and Boston. This event will take place in Austin's leading digital hub, the Capital Factory.</p>
3.10	<p>Output Belfast: Creative Convergence – event to promote Belfast and the key sectors and initiatives with a focus on the creative digital industries. This will be an invitation-only networking event that provides business to business networking for Belfast business delegation and key SXSW attendees including Sony, Warner Brothers and Spotify.</p>

3.11	<p>Output Belfast: Music – music showcase and networking event with a focus on promoting the music industry in Belfast and supporting participating bands and musicians identify business opportunities which will be marketed as a key part of the ‘Official SXSW 2018 Programme’.</p>
3.12	<p><u>Belfast International Arts Festival</u></p> <p>The Belfast International Arts Festival (BIAF) is a key city international arts event, with performances, exhibitions and spectacles taking place across the city in October each year. Their mission is to create a civic event of contemporary arts and ideas of international appeal and stature. The international significance of the Festival is reflected in both the programme and its ability to attract leading artists and events from around the world together with an extensive social media reach.</p>
3.13	<p>The International Festival has embarked on an ambitious programme to ensure that the event really is international in every aspect. That includes not only the international performers who come to the City for the event but also the visitors who are attracted by the standard of the cultural offering. In the last two years, BIAF have undertaken a number of international “launches” of the event – focusing on the US (mainly New York) as well as Dublin and London launches.</p>
3.14	<p>For the New York launch, the Lord Mayor of Belfast travelled to New York to provide civic support to the messaging around the cultural offer. This helped present a joined-up perspective of Belfast as a dynamic cultural and business location. At that time, the Lord Mayor also highlighted the development activity around the City’s plans to become the European Capital of Culture in 2023.</p>
3.15	<p>This visit also generated significant additional “ambassador” support for Belfast as a dynamic cultural location and investment destination. For example, the team was able to secure video message support for ECoC from Liam Neeson, Roma Downey, Geraldine Hughes and other major figures from the creative sector who are originally from Northern Ireland. They also met potential investors and companies.</p>
3.16	<p>The New York launch event for the International Festival provided a focal point for discussion on and promotion of the transformation of Belfast into a vibrant, outward-looking City with a rich heritage and a strong cultural product. Leveraging Council support for this work, the</p>



	<p>Northern Ireland Bureau and Tourism Ireland also provided funding to support the delivery of the event and to secure PR and media coverage. On the back of the launch event, the Lord Mayor also met a number of existing and potential inward investors through the Invest NI Office as well as some of the key political representatives in New York. This visit has generated additional opportunities in terms of inward investment and cultural and education partnerships which are currently being pursued by the Council and other partner organisations.</p>
3.17	<p>Final monitoring reports for the Belfast International Arts Festival are not yet complete but, at this point, it is understood that the event attracted more than 60,000 visitors (excluding visitors to the Poppies: Weeping Window at the Ulster Museum) and the print, online and broadcast value of the coverage was in excess of £1million. This illustrates the potential to use events such as BIAF as a platform for profiling the City, as well as the importance of agreed messaging across all partners who are profiling Belfast on the international stage.</p>
3.18	<p><u>Beckett at The MAC</u></p> <p>As part of an earlier visit to Belfast by a Boston delegation, connections were established with the creative team at the MAC. One of the Boston delegation – Professor Bob Scanlon – is an Associate Professor with Harvard University and a friend of the playwright Samuel Beckett. Prof Scanlon worked with the team at the MAC to support the staging of a co-production by the Poet’s Theatre in Boston of four Beckett Plays – “Beckett Women”. This was the inaugural project of a long term cultural exchange as part of the Boston-Belfast Sister Cities project.</p>
3.19	<p>11 performances took place at the MAC in early November 2017. As part of the Council support for this initiative, there were substantially discounted tickets for community groups, school children, tertiary level students, and for those under twenty-five, alongside standard concessionary rates.</p>
3.20	<p>As a direct and linked follow up, Belfast-based creative directors / artists will take part in a follow up Development programme in Boston later this year in order to consolidate links and partnerships and develop training in specialist theatre practice and skills immersion led by Professor Scanlan and Harvard University, with a view to co-producing a new production which will be showcased in Belfast and Boston towards the end of 2018.</p> <p>An update report on our International Relations activity will be presented to the Committee</p>

3.21	<p>in March 2018. This will include details of a proposed visit to Boston in 2018 as well as an inward mission from the City later this year. The cultural links established provide a unique platform for widening the City narrative as a dynamic business location with a vibrant, international cultural scene.</p>
3.22	<p><u>Financial and Resource Implications</u></p> <p>The Council contribution to the SXSW attendance is £40,000. The Council support to the Belfast International Festival for its international programming and promotion work totalled £75,000. The Council support to the MAC for the hosting of the Beckett work and the ongoing cultural exchanges with Boston totalled £30,000. These funding allocations have been set aside within the Development Department’s budget for the financial year 2017/18.</p> <p><u>Equality or Good Relations Implications</u></p> <p>There are no specific equality or good relations implications.</p>
3.23	
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None



Subject:	Northern Ireland Affairs Committee: Suggestions for the next Brexit Inquiry
Date:	7 February 2018
Reporting Officer:	Suzanne Wylie, Chief Executive
Contact Officer:	Donal Durkan, Director of Development

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The Northern Ireland Affairs Committee has opened a call for suggestions for themes for their next Brexit and Northern Ireland Inquiry. The call for suggestions will close on 22 February 2018. Suggestions are to be submitted electronically, and should set out the theme and why Brexit poses a particular challenge or opportunity in that area.
1.2	The Northern Ireland Affairs Committee is appointed by the House of Commons to examine the expenditure, administration and policy of the Northern Ireland Office and its associated public bodies. It consists of 13 Members of Parliament and works principally by undertaking inquiries. For the inquiries, evidence is sought from a wide range of groups and individuals

<p>1.3</p> <p>1.4</p>	<p>with relevant interests and experience to inform the Committee’s findings and recommendations. The NI Affairs Committee has carried out Brexit related inquiries into the land border between Northern Ireland and Ireland and has opened a sub-inquiry into the implications of Brexit for the fishing industry in Northern Ireland.</p> <p>On 21 November 2017, the Committee held a Special meeting to focus on Brexit in order to explore the potential economic impact and to consider Belfast’s resilience to meet the challenges and to take advantage of the opportunities for the future to ensure the economic growth and regeneration of the city. With input from a range of external expert perspectives, the Committee noted a number of potential areas of impact of particular relevance to achieving the ambitions for inclusive growth, attracting investment and growing the Belfast economy at its meeting on 6 December 2017.</p> <p>The Northern Ireland Affairs Committee’s request for suggestions provides an opportunity to highlight the issues and opportunities of particular relevance to Belfast, and to have the Northern Ireland Affairs Committee apply its resources to investigate it.</p>
<p><b>2.0</b></p>	<p><b>Recommendations</b></p>
<p>2.1</p>	<p>Based on the Committee’s consideration of Brexit, the Committee is asked to:</p> <ul style="list-style-type: none"> <li>- Note the NI Affairs Committee themed approach to its next Brexit and NI Inquiry; and</li> <li>- Consider and approve the suggested themes outlined at paragraph 3.6 to be submitted to the NI Affairs Committee as topic areas for the next Brexit and Northern Ireland Inquiry.</li> </ul>
<p><b>3.0</b></p>	<p><b>Main report</b></p>
<p>3.1</p>	<p><u>Key Issues</u></p> <p>At its meeting on 21 November, this Committee considered the potential impact and opportunities of Brexit within the context of the Belfast Agenda and Local Development Plan which have set a challenging and ambitious vision for the city in 2035, with inclusive growth at the centre. These plans are set within the current strategic and economic context, acknowledging the uncertainty and challenges and highlighting the importance of tackling the city’s systemic social and economic issues such as economic inactivity to create sustainable economic growth.</p> <p>The potential impacts of Brexit are wide-reaching and there may be other issues that</p>

3.2	<p>impact more directly on other Committees, such as regulatory and legislative changes. This Committee has acknowledged the following broad areas of particular relevance to achieving the ambitions for inclusive growth, attracting investment and growing the economy:</p> <ul style="list-style-type: none"> <li>- Attracting and retaining investment (particularly high value growth services such as financial services)</li> <li>- Increasing trade (focusing on high growth services sector)</li> <li>- Movement of people - securing a pipeline of talent and increasing tourism</li> <li>- EU funding and any replacement funds</li> <li>- European Capital of Culture designation and funding</li> </ul>
3.3	<p>The Committee has noted that the growth and diversification of the Belfast economy is critical to maintaining its resilience in order to manage future economic changes, potential shocks and stresses. The success of Belfast as the region's key city is vital in the post-Brexit environment and there needs to be a real focus on ensuring that it continues to attract employers, visitors, investors, students etc to ensure economic prosperity for the city and the region as a whole.</p>
3.4	<p>While further clarity and detail will be required to enable a full assessment of the impacts and opportunities as a result of Brexit; the following summary points have been noted by Committee at its December 2017 meeting:</p> <ul style="list-style-type: none"> <li>- The need for clarity on the movement of people in terms of attracting and retaining talent for the city's high growth sectors/knowledge economy as well as cross-border workers, researchers, students etc. and boosting tourism;</li> <li>- The importance of growing the local business base and accelerating alternative models such as social enterprises, co-operatives etc;</li> <li>- The need to encourage social innovation to promote and secure prosperity across the city;</li> <li>- The importance of harnessing the city's anchor institutions, such as universities, to maximise the local impact of their procurement as well as attracting investment;</li> <li>- There are ways in which Belfast may benefit in certain sectors due to its location and proximity to Dublin; its competitive cost base may be an advantage;</li> <li>- The professional services 'axis' of Belfast – Dublin - London offers a real opportunity to position the city;</li> <li>- Ensuring connectivity (air, road, rail and digital connections) and appropriate infrastructure are crucial for growth;</li> </ul>

- The Belfast Region City Deal is both a vehicle to improve prosperity and quality of life in the city-region as well as making the city-region more globally competitive;
- The vital role played by Council in demonstrating leadership to drive inclusive economic growth and the importance of delivering the programmes and plans to progress the ambitions for the city outlined in the Belfast Agenda.

3.5

The NI Affairs Committee request for suggestions for future themes for the Brexit and Northern Ireland Inquiry provides a timely opportunity to highlight the issues and opportunities of particular relevance to Belfast and to inform the focus of work for the NI Affairs Committee.

3.6

Focusing on delivering the Belfast Agenda ambitions to secure sustainable inclusive growth and position Belfast successfully in a more globally connected world, it is proposed that the following themes are submitted to the NI Affairs Committee for the next Brexit and Northern Ireland Inquiry:

- Assessment of the impacts, measures and incentives to ensure Belfast remains competitive in attracting and retaining investment especially Foreign Direct Investment
- The impacts and opportunities for attracting and retaining EU and international students and staff; and their contribution to the regional and city economy.
- The impacts and opportunities for the key growth sectors (including business and professional services, financial services and fintech, creative and digital sector, clean tech, cyber security). There are around 32,000 people employed in the Financial Services sector, this focus would enable consideration of the potential to maximise the professional services 'axis' of Belfast – Dublin – London
- The vital work on peace and social inclusion
- The Erasmus Programme of exchange
- The future role of the tourism sector in terms of connectivity (particularly air routes), labour supply, ease of movement and contribution to the economy (in 2016, over 1.5m overnight trips to Belfast, contributing £334m to the economy).
- Exploring opportunities to incentivise exports and priorities for trade (e.g. geographically and/or sectorally) to support and develop small business growth post-Brexit.
- Consideration of the impact and opportunities of EU funding and any replacement funds to support social, economic and cultural regeneration in the city.

3.7	<p>There is currently no clear information available as to how the Committee will select the subject for the inquiry; however, it is likely to be based on the judgement of the committee members, influenced by lobbying and the volume of support for each potential subject area. Therefore the suggested themes at paragraph 3.6 cover a range of areas that the Committee have raised when considering Brexit.</p> <p><u>Financial &amp; Resource Implications</u></p> <p>There are no financial costs for the Council associated with this report.</p> <p><u>Equality or Good Relations Implications</u></p> <p>There are no equality or good relations implications associated with this report.</p>
3.8	
3.9	
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None

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<b>Subject:</b>	Markets Update
<b>Date:</b>	7 February 2018
<b>Reporting Officer:</b>	Donal Durkan, Director of Development, ext 3470
<b>Contact Officer:</b>	Clodagh Cassin, Markets Development Manager, (ext 5455)

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	To update the Committee on markets including the Christmas Continental Market, St George's Market and Twilight Markets and the proposed increase in stallage fees for St George's Market
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to: <ul style="list-style-type: none"> <li>• Note the update on the Christmas Market</li> <li>• Note the update on the St George's Market and Twilight Markets</li> </ul>

	<ul style="list-style-type: none"> <li>Note and agree the proposal to increase the stallage fee at St George's Market, from £15 to £16 per stall per day, from 1 April 2018 and to increase the stallage fee for hot food concessions from £15 to £25 per stall per day, from 1 April 2018</li> </ul>
<b>3.0</b>	<b>Main Report</b>
3.1	Members will be aware that the Spring and Christmas Markets at Belfast City Hall are operated on behalf of the Council by Market Place Europe (MPE). The contract runs from 1 July 2016 to 30 June 2019.
3.2	This year's Christmas Market took place from 18 November to 23 December 2017. In all, there were 98 stalls. As part of the contract with the Council, there is a requirement for at least 30% of the traders to be local. In reality 34 (33.3%) of the traders at this year's Market were from Belfast or Northern Ireland.
3.3	As a result of the removal of the large screen, the Market organisers drew up a revised layout plan for this year's Market. This included the establishment of a Food Court area in the location previously occupied by the large screen. This development has been welcomed by traders and shoppers. It meant that visitors could circulate more easily as there was dedicated seating space for the Food Court. There was also a small performance space with regular performances from local musicians at peak times.
3.4	As part of their contractual obligations to the Council, MPE must undertake a bi-annual economic impact survey to assess the economic value of the Market in terms of visitor spend and contribution to the wider city economy.
3.5	While MPE are not due to undertake their economic impact survey until after the 2018 Christmas Market, they have undertaken some evaluation based on engagement with a sample of traders and visitors. Traders reported that trade increased by 5% on the previous year. They also remarked on an apparent increase in coach tour business – particularly during the week. Finally, traders noted an increase in the number of overseas visitors this year – many of whom also appeared to be visiting the Market as part of an organised tour.
3.6	Visitors to the Market commented most regularly on the improved layout, the range of new traders and the additional provision for children, including the Helter Skelter. Almost 1000 school children and young adults took part in the Christmas Market Educational Tours which

	were provided free of charge.
3.7	<p>Markets are traditionally a good platform for traders who are starting out in business. The Market experience provides an invaluable opportunity for customer engagement and feedback on the products on offer. Each year, MPE organises a 'Pitch Perfect' competition. This provides new local businesses with an opportunity to trade at the Market free of charge. The winners of this year's competition were Upstyle Originals and The Gift Box. Upstyle Originals, from North Belfast sold upcycled glass bottles that were turned into lamps and ornaments. The Gift Box Company from Newcastle, Co. Down, sold pre-gift boxed Irish products. We also awarded a stall to Outside In, a Social Enterprise company working with the homeless. They sold hats, gloves and sweatshirts. Each product purchased was matched by the company and given to a homeless person.</p>
3.8	<p>Members may recall that, for the first time in December 2016, MPE placed new, smaller chalets at the front of the City Hall, just outside the perimeter railings. These were targeted at small food businesses, as part of the 2016 Year of Food and Drink. These units were open to all types of small businesses this year. For the 2018 Market, MPE will work closely with the Council's Economic Development Team to ensure that local businesses are given the opportunity to trade at the Market.</p>
3.9	<p>Members were advised of additional security arrangements at this year's Market based on engagement with the PSNI. This included additional security personnel at all entrances at peak times as well as random bag searching. There has been no significant adverse reaction to this approach and there were no incidents.</p>
3.10	<p>While the MPE report for the 2017 Market was limited in scope (a fuller report is due next year), research undertaken by the Belfast One Business Improvement District (BID) highlights the value of the Christmas Market to the city – and to other traders in the city centre. According to this research, 100% of those surveyed (sample of traders and city centre users) were aware of the Christmas Market (and 85% were aware of the Spring Continental Market). 75% of respondents felt that the Christmas Market was of significant direct value to Belfast City Centre; 15% felt that it had some direct value, 5% felt that it had some indirect value and 5% felt that it had no value to Belfast. When asked about the impact of the Christmas Market on their business, city centre traders responded as follows: 21% felt that it was of some indirect value and 18% felt that it was of no value to their businesses. All in all, this is a very strong endorsement of the contribution of the Christmas Market to the city</p>

	and to city centre traders.
3.11	MPE's own economic impact research from the 2016 Christmas Market (carried out by an independent research company) found that more than 1,300,000 people visited the Market over the five week period that it was operational. Almost 25% of the visitors were from outside Northern Ireland. The gross economic impact of the Market in terms of visitor spend at the Market and elsewhere in the city as well as trader spend on food/accommodation while trading at the Market was in excess of £78,000,000. Members will be aware that MPE pays a fixed fee of £80,000 and a percentage of rent from the stalls to the Council for operating the Market and is also contractually obliged to make good all damage to the front lawn by replacing the lawn after the event.
3.12	Work is already underway on plans for the Spring Continental Market (dates are Thursday 24 to Monday 28 May) and for the 2018 Christmas Market. Feedback from traders and Market users will form an important element of the lessons learned in order to inform plans for future events.
3.13	<u>St George's Market and Twilight Market update</u> St George's award winning Market is going from strength to strength and in 2017 attracted customer numbers of over one million. This is an increase of 20% on 2016. The weekend Market is continuing to grow and recent research conveyed that 66% of customers interviewed cited St George's Market as their main reason for visiting Belfast City Centre. Tourist visitors have also increased into the market by around 20%. In addition the estimated economic impact for the city is £40.9 million a year.
3.14	St George's Market is also now a popular venue for events from Monday to Thursday. In 2017 the venue hosted conferences, exhibitions, youth markets, wedding fairs, as well as key events such as Digital DNA, NI Science Festival, Generation Innovation, and the extremely popular Twilight Markets.
3.15	The original Twilight Market in 2015 was conceived as a means of trying to boost evening trade and economy in the city, as well as to promote our local food and drink industry. It grew from a pilot event to become one of the largest events in the city calendar.
3.16	Over 140 traders from the local food and drink industry take part in each event and traders

	<p>from the restaurant sector and arts and crafts industry are also represented. In addition there are local musicians and local entertainment.</p>
3.17	<p>Twilight Market is now firmly “on the map” in terms of our city’s calendar of events. Having received a Tourism NI award in 2016 for Market Innovation, Twilight Market has welcomed over 80,000 visitors since it opened its doors in 2015 and has gone from strength to strength.</p> <p>The Twilight Market is now a two day event and regularly attracts over 25,000 customers to St George’s. Planning work is currently underway for the 2018 Twilight Markets. While dates are currently being finalised, it is likely that four events will take place in May, August, November and December. 2018 will also see an increase in other events in the Market with some bookings already in place.</p>
3.18	<p>Members have advised that they wish to realise savings in the Council’s budget and to increase revenue generation opportunities. In addition to the weekend markets, a new staffing structure with additional front-facing Customer Service and Duty Manager roles means that the team is now equipped to explore new opportunities for increasing income at the Market. In addition to the planned Twilight Markets, there are a number of additional mid-week bookings at St George’s Market and the management team are now actively seeking new business opportunities to offset the costs associated with running the Market.</p>
3.19	<p><u>St George’s Market Stall Increase</u></p> <p>At the City Growth and Regeneration Committee on 10 February 2016, Members agreed to increase the stall fees at St George’s Market by £1, to £15 per stall, with effect from 1 April 2016. It was also agreed that a review of stallage fees, and other potential income sources, would be undertaken with a view to identifying how the fees can support the investment required to sustain the Market into the future. There has not been an increase in stall fees since that date. Members will be aware that the success of St George’s Market has grown significantly in recent years. Much of this success is due to ongoing investment by the Council in the venue, working in close partnership with the traders.</p>
3.20	<p>At present, the Market attracts between 6,000 and 7,500 visitors on each Market day (Friday, Saturday and Sunday). It is now one of the most significant visitor attractions in the city. In the 2017 calendar year, over 1 million people visited the market. In addition to the weekend Markets, St George’s hosted three Twilight Markets in 2017 as set out above.</p>
3.21	<p>The current stallage fee of £15 represents very good value for money for traders, as it also</p>

	<p>includes marketing and promotion of the Market. Members will be aware that there are now a number of markets across the city. All of these markets are charging more than the fee for St George's. For example, Folktown Markets charges £50 per stall per day, and Fine &amp; Dandy Market charges £25 per stall per day.</p>
3.22	<p>It is proposed that the stall fee is increased to £16 per stall per day, with effect from 1 April 2018. It is also proposed that the stallage fee for hot food concessions is increased from £15 to £25 to reflect the additional costs i.e. cleaning and maintenance and its current significant investment in ventilation units.</p>
3.23	<p><u>Financial and Resource Implications</u></p> <ul style="list-style-type: none"> <li>• Christmas and Spring Continental Markets The Market operator, MPE, makes a payment to the Council for the operation of the Market. This involves a flat fee and a rate per stall. They also cover all utilities and repairs to the lawn.</li> <li>• Twilight Markets A budget of £70,000 has been set aside as part of the budget estimates for 2018/19 and have been included in the cash limit agreed by Members on 10 January 2018 at SP&amp;R Committee.</li> <li>• St George's Market Stall Increases This increase of £1 per stall per day, from £15 to £16, will generate an annual increase of approximately £24,100, the increase of stallage fees for hot food concessions from £15 to £25 will generate an additional £30,600, the increased income will be used to offset the running costs of the Market and have been already factored into the Revenue Estimates for 2018 / 2019 and have been included in the cash limit agreed by Members at its meeting on 10 January 2018.</li> </ul> <p><u>Equality and Good Relations Implications</u></p>
3.24	<p>There are no specific equality or good relations implications.</p>
4.0	<p><b>Appendices – Documents Attached</b></p>
	<p>None</p>



<b>Subject:</b>	Belfast City Centre Management Review
<b>Date:</b>	7 February 2018
<b>Reporting Officer:</b>	Donal Durkan, Director of Development
<b>Contact Officer:</b>	Colin McCabrey, Economic Development Manager

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

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

<b>1.0</b>	<b>Purpose of Report</b>
1.1	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> <li>- Update Members on the key recommendations from the Review of Belfast City Centre Management (BCCM) which was independently completed by consultants Baker Tilly Mooney Moore;</li> <li>- Approve an approach to support BCCM in their transition towards a commercial model; and</li> <li>- Consider resource and project planning implications of the proposed transition on the Council.</li> </ul>

<b>2.0</b>	<b>Recommendations</b>
2.1	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>- Note the findings of the independent review undertaken by Baker Tilly Mooney Moore Consultants and the planned transition by BCCM towards a commercial model;</li> <li>- Provide core funding of £95,000 to Belfast City Centre Management and up to £30,000 to cover Project Management costs and technical expertise within the 2018/19 financial year;</li> <li>- Note that throughout the transition period, dependent on need, the Council may enter into Service Level Agreements (SLAs) / commercial agreements with BCCM to ensure service continuity throughout the transition period, subject to normal procurement procedures.</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	<p><u>Key Issues</u></p> <p>The review focused on Belfast City Centre Management's (BCCM) Business Plan, its operating model and its alignment to Belfast's strategic and operational context. Baker Tilly Mooney Moore consultants completed the review reporting to a Steering Group with representation from BCCM, Belfast City Council, Department for Communities (DfC) and Belfast Chamber of Trade and Commerce (BCTC). The key recommendation advocates for BCCM to adopt a self-financing/income generating model.</p>
3.2	<p>A robust approach was undertaken to complete the review including consultations with 85 key stakeholders, international city comparisons (Auckland, Copenhagen, Stockholm) and considerable desk research of approaches in other locations and current research and thinking on City Centre Development models. The consultants also undertook an organisational review and analysis including value for money and definition of remit, role and City Centre Management Services across a number of organisations. As part of the review process, Party Group Briefings were held and there was broad agreement around the key findings and recommendations.</p>
3.3	<p><u>Overview of Key Findings</u></p> <p>The initial findings of the review, which were accepted by all parties, including BCCM Board were:</p> <ul style="list-style-type: none"> <li>- The city landscape and operating environment has changed significantly with the Council</li> </ul>



heavily involved in the development of the City Centre and taking a much more proactive role in this work;

- The strategic context has also changed with the introduction of new policies and strategies guiding city centre design, management and development;
- BCCM provides a good co-ordination role and is well connected to parts of the City Centre. Staff are well engaged and enthusiastic about their roles and the BCCM offer, however there may be a need for a new skills set to deliver the services required in the future. There is a sense that BCCM's relevancy is less than it could or should be and the value of some of its services does not add sufficient value to the City Centre development or management;
- The emergence of Business Improvement Districts (BIDs) in Belfast has altered the funding and service delivery landscape. BIDs are a common feature in most major cities in the UK and RoI. This change has led to a shift in service delivery and engagement mechanisms in all cities in which BIDs have been introduced. Two Belfast BIDs have been developed (Belfast One and Destination CQ) and a third BID will operate from February 2018 (Belfast Two), bringing further changes to the role of BCCM in supporting City Centre development (see Appendix 1 - Belfast City Centre Map);
- There is evidence of duplication of services across the City Centre while there are gaps in other areas, principally around support for Council and other partners in developing a strategic approach to City Centre development, taking account of issues such as investment, planning, regeneration and public-private partnerships
- Consultation feedback indicated mixed views on the effectiveness of current arrangements
- The current Board composition is not reflective of the key issues impacting on the City Centre and is largely focused on retail. This does not recognise the changing role and function of the City Centre and the ambition set out by the Council for this area.

#### Review Recommendations

The Review provides examples of services that could be continued as well as those that need to be refreshed, and has highlighted the opportunities for a focused organisation which can make a meaningful contribution to city development. The key recommendations include:

- The preferred option is to create a self-financing option for BCCM. The move towards

3.4

this way of working will require a change in focus and structure;

- There is a core of services which BCCM could continue to deliver via SLAs and there are opportunities to compete commercially for contracts emerging from traditional funders and from other sources. The Review identified a number of commercial opportunities which a re-configured BCCM would be well positioned to compete for and generate sustainable income;
- A changed operational structure will require a refreshed governance model with associated changes to board membership, staffing roles, focus and responsibilities;
- The consultants developed an outline business case for BCCM Board's consideration as a blueprint for effecting a transition throughout 2018/19
- The Council should phase out its grant funding over the course of 2018/2019 but should be prepared to commit 50% of its existing grant (£95,000) in that financial year.

#### Changing roles in the City Centre

3.5

Before BCCM was established, the Council did not have an engagement mechanism to support interaction with Centre Centre businesses and to act as a sounding board on City Centre issues. The changing landscape referred to above reflects wider changes in the Council's approach to City Centre issues. In 2015, Members agreed the first City Centre Regeneration and Investment Strategy and, since then, the City Centre Development Team has been established to support its development and delivery, including rolling out the £18.7million City Centre Investment Fund (CCIF).

3.6

In addition, both the Development Department and the City and Neighbourhood Services Department are directly involved in a range of business support and service delivery functions impacting directly on the City Centre. Likewise, the Financial and Resources Department are collecting the levy for all three Business Improvement Districts.

3.7

In parallel to the Council engagement, Belfast Chamber of Commerce is changing its focus to become an advocacy and lobby organisation representing the interests of Belfast businesses – with their membership drawn predominantly from city centre businesses.

3.8

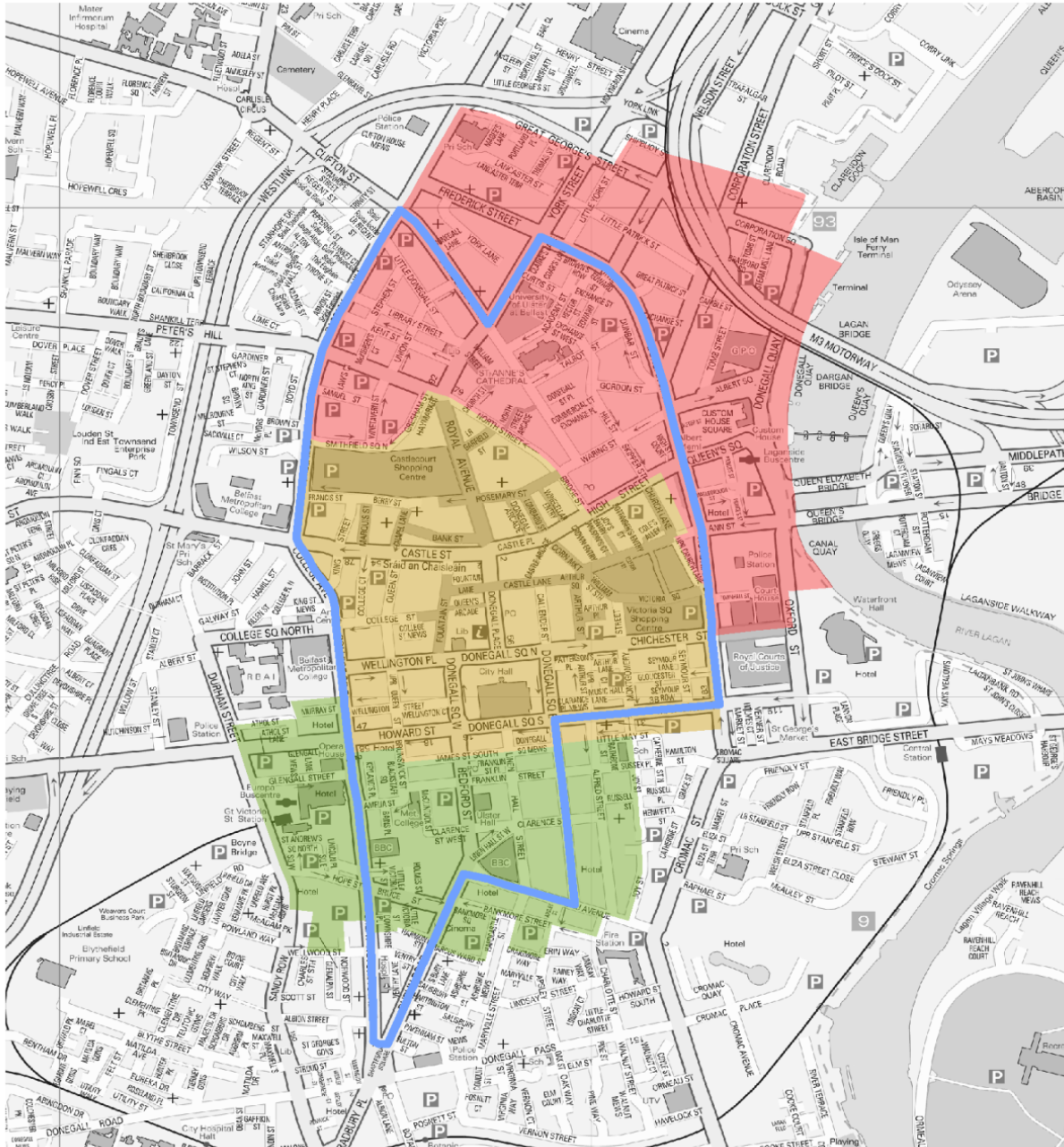
The emergence of the BIDs marks the emergence of a new series of strategy and investment partners in the City Centre. Each BID has a mandate from its levy payers to deliver on a series of priority activities that are in addition to core Council and partner services. The Council is a levy payer in all three BIDs and the total annual Council contribution across the

3.9	<p>three BID areas is around £51,000.</p> <p>The consultants identified the potential for significant duplication of delivery in the City Centre due to these changes, as well as the changing external environment. Partners were unclear about who was delivering what and the review considered that there was a need to look again at what was being done in order to identify what specific support the Council and its partners needed to provide to support a successful, vibrant City Centre.</p>
3.10	<p><u>Impact on Services</u></p> <p>The recommendations of the review have been broadly accepted within the context of streamlining services, reducing duplication and ensuring efficient and effective delivery. Any changes to the current approach will have an impact on how Council services work with and through BCCM. Appendix 2 sets out the range of services provided by BCCM, the likely impact on Council Services and how Officers will work with BCCM and other partners to mitigate these risks through SLAs or commercial arrangements. Economic Development Unit will be the key interface to support BCCM's transition alongside DFC.</p>
3.11	<p><u>Financial &amp; Resource Implications</u></p> <p>Belfast City Centre Management is a company limited by guarantee and currently employs ten people. Since the inception of BCCM, the Council has been a key funder (providing £190,000 annually) alongside a funding contribution from DfC and income from SLAs and contracts with BID One and Belfast Chamber of Trade and Commerce.</p>
3.12	<p>As the Board of BCCM embarks on a new commercial model, the review report recommends that the Council should phase out its core funding over the course of 2018/2019. As a consequence, BCCM's board of directors will need to assess the organisation's liabilities, resources and potential to raise income from other private sources. This work is already underway.</p>
3.13	<p>The spirit in which the Board of BCCM has adopted a change in approach is to be commended. In keeping with the review, it is proposed that 50% of the 2018/19 allocation originally set aside within the Development Department budget to support BCCM (£95,000) is allocated to the organisation to support business continuity. To assist in the transition phase, the BCCM Board has approved the recruitment of a Project Manager who will oversee the commercial development and governance changes to the organisation.</p>

3.14	<p>It is also recognised that technical professional assistance may be required for HR, legal or marketing advice. In addition to 50% core funding, it is therefore proposed that up to £30,000 is profiled in 2018/19 to support these aspects of the transition (DfC has also agreed to set aside £30,000 for this work). It is important to note that, during the transition phase, commercial contracts may be put in place with BCCM to carry out specific elements of work, subject to normal procurement procedures. This financial commitment will be met from 2018/19 Economic Development budgets.</p> <p><u>Equality or Good Relations Implications</u></p> <p>There are no specific equality or good relations implications.</p>
3.15	
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	<p>Appendix 1 - Belfast City Centre Map – including BID and BCCM boundaries</p> <p>Appendix 2 - BCCM's Role: assessment of impact for Belfast City Council</p>

# Appendix 1

## Belfast City Centre Map



- Key**
- Belfast City Centre Management
  - Business Improvement District (BID)**
  - Belfast One
  - Belfast Central Business District
  - Destination CQ

Belfast Mapping Data prepared by Belfast City Council  
 Based upon the Land and Property Services map with the permission of the Director & Chief Executive  
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## Appendix 2 – BCCM’s Role and assessment of potential impact for Belfast City Council (based on current business plan structure)

BCCM’s current role	Impact on Belfast City Council/issues for consideration
<b>Economic Performance</b>	
<ul style="list-style-type: none"> <li>- BCCM provides research information on Belfast’s economic performance. Data includes: retail footfall trends; Retail Sales Trends; Vacant Property (Ground Floor); Health check and benchmarking; Traffic surveys; Parades &amp; Protests Impact Analysis; and Post Event Impact Reports (major events).</li> <li>- Some post-event reviews are undertaken (e.g. Orangefest) although this tends to be based on available funding e.g. DfC</li> </ul>	<ul style="list-style-type: none"> <li>- The sample size, methodology and sectoral assessment of BCCM’s research is limited. There are now more reliable research sources to which the Council and partners have access e.g. footfall data captured by BID One, SMART Cities, information from the City Centre wi-fi provision and research commissioned by the City Centre Development Team.</li> <li>- Impact on Belfast City Council if current research provision stops is considered minimal</li> <li>- May commission BCCM for specific engagement to inform qualitative impact of projects in future (subject to normal procurement processes).</li> </ul>
<b>Public Space Management</b>	
<ul style="list-style-type: none"> <li>- BCCM is responsible for the management of the masts in Donegall Place</li> <li>- Other work involves activities to maintain public realm such as <i>liaison with</i> the Council’s Cleansing Services on street cleansing; and with DfC re DfC-owned public space, infrastructure and property; and DfI on H&amp;S hazards and lighting issues etc. Remit for these partners includes weekly quality inspections of and reports on public realm and reporting of any issues negatively impacting the City Centre such as vandalism, graffiti and fly posting.</li> </ul>	<ul style="list-style-type: none"> <li>- Common issues relate primarily to waste (e.g. number/state of bins, collection times, concerns around vermin). If BCCM ceases to exist as an interface, these issues will remain. The vehicle for lobbying for change may shift to BIDs or directly to the Council. As part of our initiative to make Belfast more Business Friendly we are adopting a client-centred approach and ultimately reducing clients having to be referred through intermediaries. The Council will communicate direct contact details for lead officers responsible for city centre collections etc. and share details with the BIDs, BCTC and promote via <i>Belfast: City for Business</i> web page.</li> <li>- DfC are proposing to maintain funding at the existing level for BCCM 2018/19 which will mean no negative impact on public space management. It is assumed that they will still have to ensure delivery of this function after the 2018/19 financial year and will do so through an appropriate procurement route.</li> <li>- No significant direct impact on Council if BCCM does not carry out this work.</li> </ul>
<b>Christmas Lights</b>	
<ul style="list-style-type: none"> <li>- BCCM delivers the Christmas Lighting programme across the City Centre on an annual basis. This involves overseeing the installation of 340 decorations in 51 streets.</li> <li>- The lights are currently listed on BCCM’s asset register at a value of £50,000. In total, £340,000 capital investment has been made in the lights since 2006. Funding has come from BCC, DfC, DfI, BCTC and other private sector.</li> </ul>	<ul style="list-style-type: none"> <li>- Currently low-risk approach for Council for BCCM to manage Christmas lighting. Christmas lighting needs refreshed because of: <ul style="list-style-type: none"> <li>• Quality, attractiveness and efficiency of existing lighting – has not been fully replaced for more than a decade;</li> <li>• Need to ensure alignment with new City Brand;</li> <li>• Changing City landscape requires audit of locations where it is</li> </ul> </li> </ul>

<p>- Some BIDs may be interested in working with partners to ensure the installation of new/additional lighting from next year. Also interest from Councillors to ensure additional lighting in some streets (e.g. Castle Street).</p>	<p>installed – there are gaps in some parts of the City Centre;</p> <ul style="list-style-type: none"> <li>• Changing way in which cities and destinations procure Christmas lights. There is now a tendency to lease rather than purchase lights. It will be important to look at all options in significant detail in advance of any new investment decisions;</li> <li>• Increased interest from BIDs and other private sector partners to ensure appropriate levels of festive lighting (in terms of both volume and quality). This may present an opportunity to secure additional resources from partners towards any new investment.</li> </ul> <p>- A change in approach will require Officers to work through options (with partners) including purchase/lease of new lights (and possible inclusion of city branding).</p> <p>- Will require a phased approach, particularly if new lighting stock needs to be commissioned. In order to ensure that there is lighting provision in place for Christmas 2018, it may be appropriate to contract BCCM to oversee the installation of the existing stock, if new arrangements cannot be approved and commissioned in time.</p> <p>- Proposed next step: options paper to be considered by PMU/Procurement to define/agree preferred approach for Council investment. Following this, need for early engagement with partners (BCC, BCTC, BCCM, BIDs, DfC).</p>
<p><b>Safer City</b></p>	
<p><u>Retail Crimewatch (RCW)</u></p> <p>- This is a partnership between BCCM, the PSNI and Retail Crimewatch members</p> <p><u>City Centre Beat/other public safety initiatives</u></p> <p>- BCCM is contracted until March 2021 to deliver City Centre Beat Initiative on behalf of Belfast One via an SLA with PSNI. BCCM is currently negotiating a future SLA with Belfast Two.</p> <p>- BCCM also delivers other crime reduction initiatives such as: Body Worn Cameras, the On-street Drinking Project, Night-time Volunteer Group and Emergency Contact Points scheme.</p> <p>BCCM has over 2,000 business city centre contacts on its database and approx. 800 contact mobile numbers of key holders / managers on its Text Alert System.</p>	<p>Council does not directly fund the delivery of these services: they are provided primarily through other stakeholder funding. This may be one service that the BCCM Board wish to commercialise further. RCW contributes to perceptions of the City Centre as a safe place to shop.</p> <p>A future collaborative approach under the auspices of the Belfast Agenda will continue with co-ordination across the Council's Services and forums such as PCSP. Council staff on Safer Cities and City Centre Regeneration team will be a key liaison point. Depending on the issues arising there may be a need to bring in an independent convenor such as BCCM on a project-based commission (rather than it being a core funded activity). Co-ordinating some of this activity via the BIDs will allow interventions to directly address very localised issues.</p> <p>In readiness for GDPR, all Councils services are cleansing databases, including business databases. BCCM is potentially considering the commercialisation of their alert service and should Council wish to avail of this service in future it will be at our discretion to use the service, subject to relevant assurances around all necessary compliance checks being in place.</p>





<b>Subject:</b>	Belfast City Marathon 2019 and Onwards – Request from Belfast City Marathon Ltd
<b>Date:</b>	7th February 2018
<b>Reporting Officer:</b>	Donal Durkan, Director of Development, ext 3470
<b>Contact Officer:</b>	Gerry Copeland, City Events Manager, ext 3412

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

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

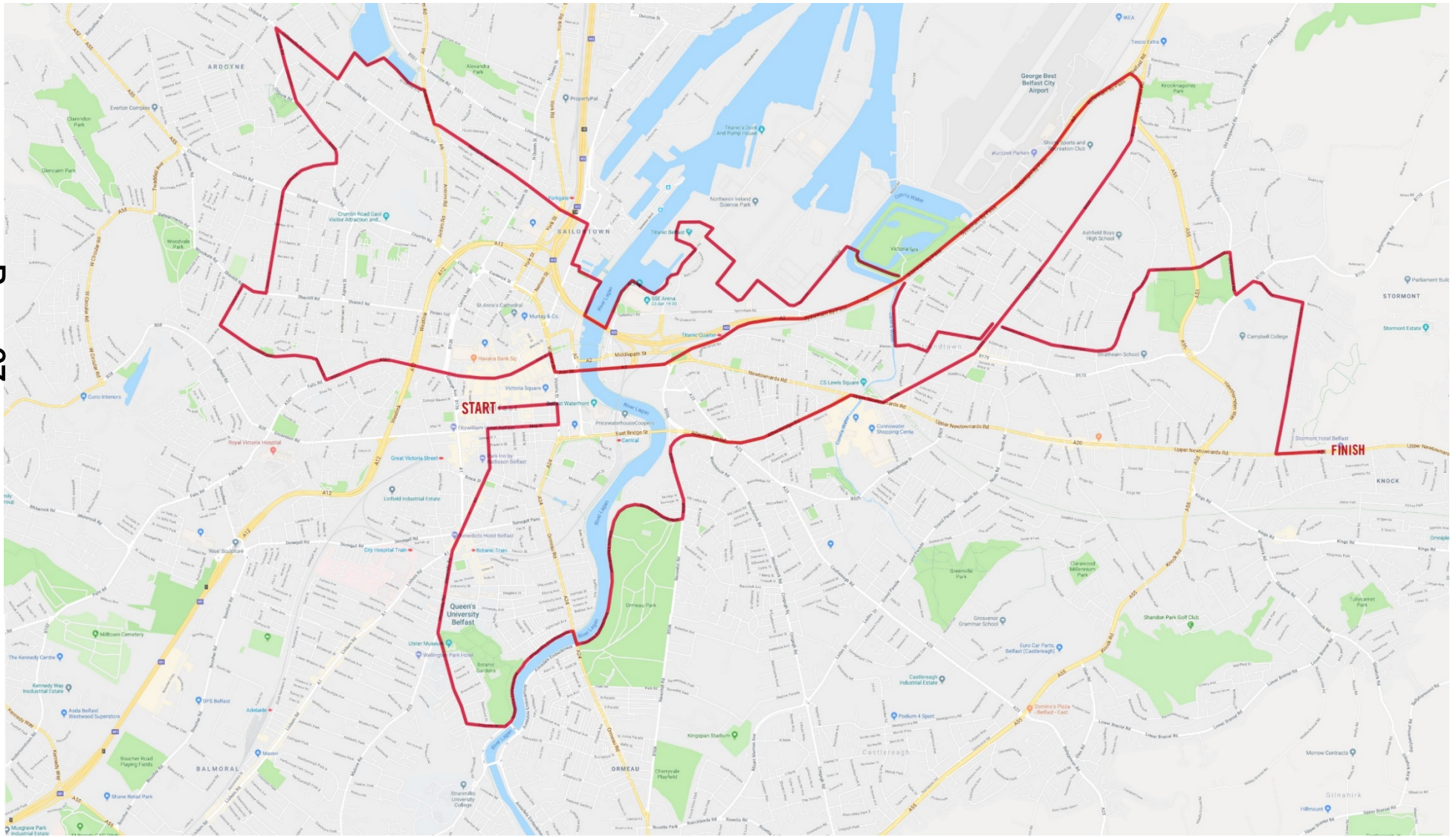
<b>1.0</b>	<b>Purpose of Report</b>
1.1	<p>The purpose of this report is to seek Council's support for changes to the Belfast City Marathon. These changes are as follows:</p> <ul style="list-style-type: none"> <li>- a new course from 2019 and onwards (<b>as per Appendix 1</b>)</li> <li>- for the event to move to a Sunday from 2019 and onwards</li> </ul>
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>- Support the Belfast City Marathon Limited in regard to proposed changes to the course and for the event to be staged on a Sunday from 2019 and onwards.</li> </ul> <p>The Committee is asked to note that the Belfast City Marathon Limited is a free standing, legally constituted organisation that has no legal connection to Belfast City Council, other</p>

	than funding arrangements.
<b>3.0</b>	<b>Main Report</b>
3.1	The Belfast City Marathon Ltd was set up in 1982 by Council and Athletics Northern Ireland. The aim of the company was to hold a Marathon Event in the City of Belfast on May Day. The Event was sponsored by Guinness and in its first year over 3,000 participants ran a two loop course. The Belfast Marathon was repeated in 1983 and as its popularity grew, it has become an annual fixture in the events and athletics calendar of Belfast.
3.2	Over the last 36 years, due to the success of the Belfast City Marathon and to encourage more people to get physically active, the organisers have introduced other additional elements to the day. This includes: the Team Relay – for teams of 2-5 people running the same course as the main Marathon Race across 5 legs with distances ranging from 3 to 7 miles; an 8 Mile Walk – a non-competitive event permitting people of all ages (16 years and over) to walk part of the Marathon Route; and a Fun Run – a 3 mile race which takes in a different route to that of the Main Marathon, but still starts and finishes at the same locations (City Hall and Ormeau Park). This event is targeted towards families and school children.
3.3	The Belfast City Marathon Ltd company is now totally independent of the Council with no Elected Representatives or Officers on its Board. This position occurred as part of BCC's review of Councillor and Officer representation on statutory and non-statutory bodies, which was part of the recent Local Government reform process. However, the Council has funded the event via BCC's City Events Unit budgets, with the contribution for 2018 event proposed at £26,000. The overall Marathon on average attracts 18,000 competitors, making it the biggest mass participatory sporting event in Northern Ireland. It is estimated that each year the Belfast Marathon creates over £1 million additional economic activity for the city and over £1.5 million for charities connected to the event.
3.4	Over the last thirty-six years, the marathon has used various routes which have been designed to incorporate the entire city. It has also had to adapt to incorporate a changing city. These changes have meant that the current staging of a marathon on the May Bank Holiday Monday is difficult to sustain, with recent requests from the Belfast Chamber of Trade and Commerce (see <b>Appendix 3</b> ) seeking to move the event to a Sunday. This call is due to the level of traffic disruption created on what is now an important business day in the retail calendar. In addition, the overall level of vehicular traffic on the May Bank Holiday has also increased over the last 36 years. There is also a need to meet costs incurred by PSNI on the May Bank Holiday Monday, which are double the normal rate in comparison to a standard working day. Members are asked to note that since 2013, the organisers staged a secondary event from the Belfast City Marathon – the Belfast City Half Marathon. This race, which

	<p>annually attracts approximately 4,000 people, takes place on the third Sunday of September, with limited negative impact.</p>
3.5	<p>Given the above issues the Belfast City Marathon Limited company wish to garner Belfast City Council's support for a new route and a change of day which would see the event take place on Sunday, 5 May 2019, and then annually on the Sunday of the first May Bank Holiday weekend. This change of day would reflect other major European and global marathons which all take place on a Sunday – Berlin, Boston, Chicago, Dublin (in 2016, the Dublin Marathon saw an increase in competitors from 14,000 to 20,000 when they moved to a Sunday), London, Paris, etc. It is anticipated that the new route and the switch to a Sunday would increase participant numbers, positively impact on the economic returns to the city and decrease traffic congestion</p>
3.6	<p>It would be the intention of the Belfast City Marathon to consult on the new course and the move to a Sunday. This consultation would include stakeholders and the various churches directly and indirectly affected by the proposed new course (see <b>Appendix 2</b>).</p>
3.7	<p>Members are reminded that the strategic review of Events and Festivals is nearing completion with an outline draft to be presented at this Committee meeting. However, the Belfast City Marathon envisage that their proposed changes would need to be planned for regardless of the events and festivals review outcomes, as the timelines to develop and deliver the changes presented need to be implemented twelve months out from the 2019 event.</p>
3.8	<p><u>Financial &amp; Resource Implications</u></p> <p>Subject to agreement of the city rate, resources for 2018 event would be £26,000. However, there is no financial commitment, by Council, to the Belfast City Marathon, beyond the 2018/19 financial year.</p>
3.9	<p><u>Equality &amp; Good Relations Implications</u></p> <p>The proposed programme of events is open to all and as such has the potential to promote good relations &amp; equality by bringing together people from a wide range of backgrounds.</p>
<b>4.0</b>	<p><b>Appendices – Documents Attached</b></p>
	<p>Appendix 1 – Proposed NEW Belfast City Marathon Route Map  Appendix 2 – Proposed NEW Belfast City Marathon Route with Churches Referenced  Appendix 3 – Belfast Chamber of Trade and Commerce letter</p>

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# Appendix 1 – Proposed NEW Belfast City Marathon Route Map



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## Appendix 2 – Proposed NEW Belfast City Marathon Route with Churches Referenced

Donegall Square North	Name of Church	Time of Service
Chichester Street		
Victoria Street		
May Street	May Street Presbyterian Church	9.45, 10.30
Adelaide Street	St. Malachy's Church	9.30am , 11.30am, 5pm
Bedford Street		
Dublin Road	Belfast Citadel Salvation Army	10.00
	Shaftesbury Square Reformed Presbyterian Church	10.45
	Moravian Church	11.00
Shaftesbury Square		
Bradbury Place		
University Road	Crescent Church	10am, 11am, 7pm
Stranmillis Road	St Bartholomew's Parish Church	10.30
Ridgeway Street		
Stranmillis Embankment		
Ormeau Bridge		
Ormeau Embankment		
Ravenhill Road		
Albertbridge Road	Mountpottinger Methodist Church	11.00
Newtownards Road		
Hollywood Road	St Mark's Parish Hall	10.30
	Christian Science Church	11.00
Tillysburn Roundabout		
Sydenham By-Pass		
Bridge End		
Queen Elizabeth Bridge		
Ann Street		
Victoria Street		
High Street	St George's Church	8.30, 10.00, 11.00
Castle Place		
Castle Street		
Divis Street		
St. Peter's Square	St. Peter's Church	9am, 11am, 6.30pm
Falls Rd		
North Howard St		
Cupar Way		
Lanark Way		
Shankill Rd		
Tennent St	John White Memorial Congregational Church	11.30
	Try Praying	
Hillview Road		

Oldpark Rd		
Torrens Avenue		
Oldpark Road		
Cliftonville Circus		
Cliftonville Rd	Cliftonville Moravian Church	11.00
Turn left after Cliftonville Street		
Waterworks		
Antrim Rd		
Duncairn Gardens		
Brougham Street		
Dock Street		
Clarendon Road	Sinclair Seaman's Presbyterian Church	11.00 6.30pm
City Quay Walkway		
Lagan Weir		
Queens Quay		
Rear of Odyssey		
Dock side of Arc		
Cobbles beside Nomadic		
Left side of Olympic Way		
Rear of Titanic Belfast	The Dock Church	Currently no Sunday Service
Titanic Slipways		
Rear of Titanic Studios		
Queens Road		
Harland Road		
Musgrave Channel Road		
Sydenham Rd		
Airport Rd		
Sam Thompson Bridge		
Victoria Park		
Connswater Greenway		
Mersey Street	Mersey Street Presbyterian Church	
	St Christopher's	
Connsbrooke Ave	Connsbrook Ave Congregational Church	11.00
Park Ave		
Hollywood Rd	St Mark's Church	8.30, 9.30, 10.30
Sydenham Ave	Belmont Church	10.30
Circular Rd		
Cairnburn Rd		
Old Hollywood Rd		
Belmont Rd		
Massey Ave		
Castle Hill Road	Stormont Presbyterian Church	11.00
Upper Newtownards Road		
Stormont Estate		



## Appendix 3 – Belfast Chamber of Trade and Commerce Letter



Chief Executive's Office	
Date:	15/1/18
Noted by CX:	Y/N
Ref:	SW 23/1
Referred to:	
Copy sent	Original sent
MB updated	Invite reg

Belfast Chamber of Trade and Commerce  
Sinclair House, Second Floor,  
95-101 Royal Avenue, Belfast  
BT1 1FE  
T: 028 9033 1399  
F: 028 9023 0809  
W: www.belfastctc.com  
E: membership@belfastctc.com

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

4<sup>th</sup> January 2018

Dear Ms Wylie,

Belfast Chamber of Trade & Commerce, at a meeting of its Executive Council in 2017, unanimously resolved that it wishes to see the day of the annual Belfast Marathon moved from Monday to Sunday. The Chamber's reasons include:

1. While retailers normally enjoy an increase in trade on bank holiday's, on Marathon day trade in the city centre is only half of that experienced on an average Monday.
2. The Chamber believe that a Sunday Marathon would encourage more weekend visitors to participate in or support the event and visit Belfast.
3. The vast majority of Marathons internationally are held on a Sunday, moving the Belfast event to a Sunday may encourage greater participation by international athletes.
4. A Sunday event would benefit business in the city centre, who cannot open until 1pm.

Both Belfast Marathon Company and Belfast Chamber of Trade & Commerce are committed to bringing more people into Belfast. To that end, we would be keen to explore opportunities to work together to promote our respective and shared goals.

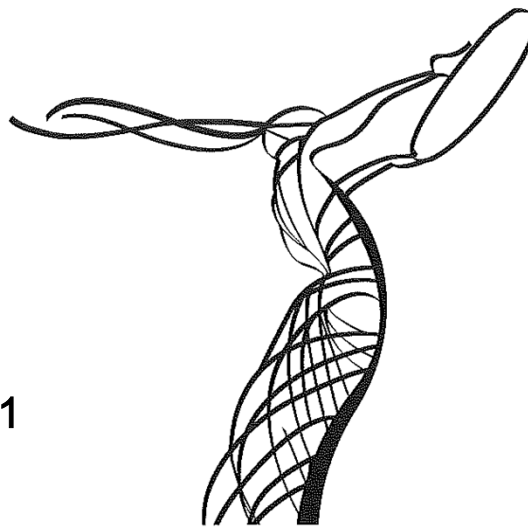
The Chamber would be grateful if the Belfast Marathon could be moved to a Sunday with effect from 2019.

Thank you.

Yours sincerely,

Michelle Greeves

Cc: David Seaton  
Marathon Chair  
Belfast City Marathon



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