



LISBURN
CITY COUNCIL

ECONOMIC
DEVELOPMENT
STRATEGY REVIEW
2006-2009

2006/2009

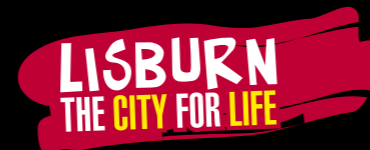
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OUR OBJECTIVE IS

“to improve the economic circumstances of the City and to develop Lisburn City’s competitive position regionally, nationally and globally.”

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FOREWORD



Councillor Jenny Palmer
Chairman, Economic Development Committee

As Chairman of the Council's Economic Development Committee I am delighted to present this review of the Economic Development Strategy and associated Action Plans for the period 2006 to 2009. The Council, along with enterprise partners, government agencies, community and voluntary groups have worked together to deliver a comprehensive programme of activity across the themes of Business Development, Tourist Development, Rural Development and Lagan Corridor and City Regeneration. The total budget for Economic Development activity during this period was £4,244,848, with £708,484 of match funding secured against this, which ensured a high impact, value for money and strategic programme of economic initiatives.

During the period of 2006-2009, the Economic Development Unit delivered 45 dedicated business support programmes which supported 385 local businesses to identify new sales, explore international trade opportunities, streamline manufacturing processes, increase R&D activity and investment in innovation, and expand their businesses using franchising. In addition to date over one hundred businesses have participated in the new Lisburn Entrepreneurs Network (LEN), which provides networking and information on a range of key business issues. Key business outputs over the period 2006-2009 include assistance provided to local companies to explore business opportunities in five new markets, three of which were international, with over £2 million of actual sales generated as a result, over £6.1 million anticipated new sales, and delivery of 11 innovation projects, worth in the region of £2.24 million.

The Council continues to provide significant funding to Lisburn City Centre Management to deliver a programme of city centre activities. This includes the Lisburn Historic Quarter programme, and I was very proud that the Council's Castle Gardens £4.7 million restoration project was successfully completed during this time. A testimony to the high quality of the project was the achievement of the Green Flag Award in both 2008 and 2009. The Lisburn Historic Quarter Arts Group has also enjoyed many successes in recent years with highlights including the Neil Shawcross Exhibition in 2007, the Enchanted Evenings at Castle Gardens in 2008. The Bridge Street Townscape Heritage Initiative also continues to make a positive impact upon the fabric of the buildings within Bridge Street and to date has restored 17 properties and created 68 jobs, with a total investment and funding of £2,628,645. Phase II is now in its final year with work progressing for a further 9 identified properties for refurbishment at a total cost of £4.6 million.

The Council remains a strong supporter of the City wide CCTV scheme. During the period of the strategy the Council provided funding towards the CCTV scheme in Lisburn city centre, Hillsborough, Dunmurry, and Moira, and supports over 50 businesses participating on a citywide Radiolink scheme.

A number of exciting new tourism businesses opened their doors during the period 2006-2009. In September 2009, the Premier Inn Hotel, opened to the public in Lisburn City Centre. Several new activity providers and tourist attractions, with support from the Tourism Development Unit, also opened to the public. These included Myrloc Angling and Fishery, Mill Yard Equestrian Centre and Harry Ferguson Memorial Gardens, while Drumbo Park Greyhound Stadium added new facilities to an already flourishing attraction. The Tourism Development Section also continues to fund local events in order to encourage new visitors into Lisburn.

The Council's Lagan Corridor Section successfully undertook 7 capital projects, including Kilrush Cemetery improvements, and created 11 new Lagan Corridor projects, such as Young Street Development Framework

and Maze Prison Site Development with funding worth £317,150 secured. The Council also continued to develop strategic partnerships, such as the Lagan Canal Trust, which comprises the Department of Culture, Arts and Leisure, Northern Ireland Environment Agency and Inland Waterways Association of Ireland and four neighbouring councils working in partnership. During the period 2006-2009 the Lisburn stretch of the River Lagan has attracted 640,000 visitors for a range of leisure and tourism activities. The Council along with the Department for Social Development recently commissioned consultants to produce an inspirational Masterplan for Lisburn City Centre which will guide the future implementation of regeneration and investment schemes in the city centre and capitalise on its inherent assets.

Lisburn City Council is also the lead partner for administration and management of the new EU funded Rural Development Programme 2007-2013 which has secured £8.7 million from the Department of Agriculture and Rural Development to fund a wide range of initiatives designed to increase economic prosperity in rural areas of Lisburn, Belfast and Castlereagh. These projects include farm diversification, business creation, rural tourism, rural heritage and the development basic rural services. In the first year of activity, in 2009, the programme approved funding of £287,500 to a wide range of rural based projects.

As can be seen from the summary outputs of this Strategy in the following pages, the Council is committed to the provision of local economic development support for the benefit of the whole of the City, and with a proven track record, and a commitment to providing value for money for all ratepayers, the Council will continue to work hard for the economic and social benefit of all stakeholders in Lisburn City.

Councillor Jenny Palmer
Chairman, Economic Development Committee



BUSINESS DEVELOPMENT ACTION PLAN RESULTS 2006 - 2009

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
International Trade Development Programme Key Target Markets Spain Netherlands Estonia (Russia, Sweden, Finland) Czech Republic Turkey <u>Other Markets to be Exploited</u> North & South America West, East & Central Europe	Development of International Trade Opportunities for local business in new and emerging markets	Local SMEs with growth potential	Trade Development Consultants with proven expertise and presence in international markets	New market penetration 7 trade visits 50+ companies £2.8 million new revenue generation in the short term private sector investment & introduction to opportunities for new international cooperation (exporting, product sourcing, strategic alliances etc)	New market penetration to the Netherlands, Central & Eastern Europe, Southern Ireland and GB 06/07 <ul style="list-style-type: none"> 3 trade visits 24 participating companies 1 million euros anticipated sales in Netherlands £1 million in Central & Eastern Europe £800,000 anticipated in GB & ROI markets Lisburn Council participated on a Trade Mission to Atlanta, US in 2006 with the Northern Ireland Chamber of Commerce 07/08 <ul style="list-style-type: none"> 3 trade visits 24 participating companies £100,000 actual sales in GB and ROI £700,000 anticipated new sales in Netherlands and Central & Eastern Europe 08/09 <ul style="list-style-type: none"> 7 companies recruited to Netherlands Programme November 2009 500,000 euros anticipated new sales in Netherlands Founding Member of NI-NL trade network to the Netherlands, with three networking events per year and annual trade dinner.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Business Development Support Innovation Promoters Programme	To provide support to local business based on identified needs A programme, which will provide advice & guidance on R&D, innovative solutions to business problems, product development. Targeted at companies that would benefit from innovation when faced with growth challenges	Local SMEs	University of Ulster Lisburn City CouncilA	5 participating companies 10% increase in sales new product development identification & adoption of new business processes, techniques & technologies. Uptake in R&D activity in the city 5 companies access to tailored assistance	06/07 <ul style="list-style-type: none"> 7 participating companies 7 companies signposted to additional support KTP, SMART and COMPETE worth £1 million 07/08 <ul style="list-style-type: none"> 8 participating businesses 2 KTP Projects and 2 SMART Projects worth £1.24 million 2 awareness raising events held with 300 companies attending 09/10 <ul style="list-style-type: none"> Innovation Networks Programme launched in September 2009, new partners SERC 5 Innovation Roadshows held 8 business recruited 10 businesses participated in website development and Search Engine Optimisation workshops and mentoring 1 technology commercialisation seminar with interest in 6 new technologies from local businesses 1 business collaboration project commenced Dedicated innovation website developed at www.lisburninnovationnetworks.com project ongoing
Commercial Recycling & Waste Management Programme	An initiative to facilitate links between industries from different sectors to create sustainable commercial opportunities and improve resource efficiencies through recycling & waste management	Existing businesses with waste problems which could be recycled into commercial products	Lisburn City Council Private Sector University Linkages	5 New business start ups costs savings to existing companies with waste management problems reduction in landfill 5 companies access grant assistance	Key Programme Objectives achieved through the Innovation Promoters Programme and ongoing awareness raising activities Joint promotion of the South Eastern Regional College Carbon Zero NI programme to businesses and local residents Joint Renewable Energies Conference hosted with Invest NI in 06/07 with 300 companies attending Promotion of Invest NI initiatives and events with a focus on sustainable business development to local businesses

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Advanced Sales Development Programme	Project to develop quantifiable new sales opportunities	Existing high growth orientated companies with low sales development expertise	Lisburn City Council Private Sector	3 Advanced Sales Development programmes delivered 15 companies to identify new sales opportunities 10 companies to secure new sales contracts % Increase in revenue generation	06/07 <ul style="list-style-type: none"> 6 companies identified new sales opportunities £43,300 new sales secured £82,000 projected sales 07/08 <ul style="list-style-type: none"> 6 companies identified new sales opportunities £315,000 actual new sales £750,000 anticipated new sales
Competitive Edge	Enhanced Sales development and supply chain management programme	Aimed at assisting local companies to grow faster and to sustain their competitive advantage by moving up the supply chain, and developing quantifiable new sales opportunities			09/10 <ul style="list-style-type: none"> Programme launched in August 2009 12 participating companies Project ongoing
Core SME Growth Programme	6 integrated Small business development programmes	New & existing SMEs	Lisburn City Council & partners (Local Enterprise Agencies, local private sector)	20 new jobs New revenue Private sector investment	
Go For Growth	to assist local businesses growth and promote new employment				21 participating companies 12 new jobs
Lisburn Procurement Programme	to assist businesses to develop a structured and professional approach to effective tenderin				20 participating companies improved skills and capacity to submit tenders

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Lisburn Investors In People Group Scheme	To assist local businesses to achieve this recognised training Standard				6 companies helped through the IIP Accreditation process
GB & ROI Exporters Programme	Local companies assisted to identify new sales in mainland GB and the South of Ireland				06/07 12 participating companies £400,000 actual new sales £1 million anticipated new sales £160,000 of quotations submitted 07/08 7 participants £160,000 actual sales £250,000 anticipated new sales 3 new jobs
Franchise Development Programme	Franchising Programme to assist individuals and businesses to understand the opportunities in franchising				Launched in November 2009 5 Lisburn businesses working to franchise their business 6 potential new franchise opportunities identified Project ongoing
Advanced Industry Manufacturing Savings Programme (AIMS)	Programme to assist local companies to reduce their costs by improving the flow, quality and sustainability of materials used in their products and services.				Launched in December 2009 12 Lisburn companies recruited to date Project ongoing
Graduate Into Business Programme	The Graduate Into Business Programme aims to increase the number of local graduates setting up in business in the City				Launched in November 2009 with 60 attendees 7 potential participants identified to date Programme website developed www.lisburngraduateintobusiness.co.uk Project ongoing

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Headstart	The Programme has been developed to include a tailored Start a Business Programme and will deliver a highly practical activity-based programme, to assist local students to improve their understanding of the value and role of enterprise.				10 participants 1 bursary of £1,000 awarded to new student start up business mentoring and provision of subsidised workspace.
Enterprise Week 06-07	National Enterprise Week 13-17 November 2006				Lisburn City Council supported, managed and co-ordinated a series of events aimed at promoting local enterprise and business
Development of Business Networks	Two new business networks established Lisburn Entrepreneurs Network (LEN) and the Lisburn Business Leaders Forum Programme	New and existing SME's	Lisburn City Council Private Sector		LEN launched in December 2009 Lisburn Business Leaders Forum - 4 meetings held, 100 businesses participated to date
Start A Business Programme (SABP)	to increase levels of entrepreneurship within the City and business start ups	New start up businesses	Lisburn City Council Invest Northern Ireland Lisburn Enterprise Organisation Glenwood Business Centre	432 new business start ups 859 new jobs New revenue generation Private sector investment	SABP no longer exists, and has been replaced by the Enterprise Development programme funded by Invest NI. LCC is no longer a direct funder however ongoing Enterprise Awareness initiatives are delivered on a continuous basis in support of the new Enterprise Development Programme and 'Go For It' brand at a local level.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
To develop information/knowledge provision in support of investment promotion					Targets refocused to proactively promote key City investment & development opportunities
Invest Lisburn	Ongoing facilitation of the Council's existing web based investment promotional tool www.investlisburn.com	Local businesses Investors Developers	Lisburn City Council Lisburn City Centre Management	£5m of new investment 20 new businesses 100 new jobs online investment promotion Representation at key industry exhibitions	Development of dedicated project website at www.investlisburn.com and associated marketing materials Developer/Investor database established Representation at key industry exhibitions (BCSC and MIPIM) on an annual basis with a dedicated Invest Lisburn exhibition stand and delegates attending 1 inward investment visit hosted 1 familiarisation tour with an investor 9 meetings held with local developers 5 developers engaged in discussions Property searches initiated on behalf of new investors 30 development opportunities identified Contact made with key local property agents
Online Business Support Services	Ongoing facilitation and management of the Council's existing web based business support services to include: Lisburn city jobs & online Employment Forum, Online Business directory, Online Commercial land & Property Registry, online innovation funding directory Lisburn innovation.com	Local Businesses Investors Developers Private sector as a whole Local job seekers	Lisburn City Council Lisburn City Centre Management Glenwood Business Centre Lisburn Enterprise Organisation Private Sector	Online business support and information network	Online business support and information network development ongoing throughout the delivery of the strategy, new email alert service for businesses commenced.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Vocational Training, Skills Development & Educational Linkages	To influence & facilitate training provision and skills development throughout the City of Lisburn	Local residents Long Term Unemployed Priority Groups	LCC Vocational Training Project Team Local Employers DEL Lisburn Strategy Partnership	Training and skills development delivered in line with, and meeting the needs of, local employers Address local skills shortages Meet skills needs of new investors	<p>Employability and training event - Positive Futures Lisburn, took place on the 23rd April 2009 at Lisburn College and featured 20 local employers, training and educational providers. 150 local residents who were either looking for a new job or seeking information on other opportunities open to them through up-skilling and self-employment attended the event.</p> <p>The Council also facilitated a 'Credit Crunch' event that highlighted sources of support for local businesses in February 2009 in partnership with Invest NI with 25 businesses attending.</p> <p>The Council is represented on the Workforce Development Forum this has been established and driven by local colleges and brings together local education and training providers and local employers to ensure training delivered locally is meeting the needs of local employers.</p> <p>Facilitation of training and employment needs for new inward investors</p> <p>Promotion of training provision to local businesses</p>

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Classroom 2000 (C2K)	Promote the potential of the C2k internet initiative	LBEP Local primary schools Local secondary Schools Lisburn Institute of Further & Higher Education	LCC Vocational Training Project Team Local Employers DEL Lisburn Institute of Further & Higher Education	C2k initiative promoted Scope to develop a .Net Academy in Lisburn Improved IT skills of school leavers Development of software skills by students, enhanced employability	Project was delivered by DEL
Regeneration & Infrastructure locations on a Citywide basis Capital Development To develop capital workspace in key locations	Provision of new commercial workspace for the City of Lisburn (Cloona House, Lisburn Enterprise Organisation, Glenwood, Old Warren, Colin Gateway)	New & Existing SME's	Lisburn City Council & Partners	40,385 sq ft of new workspace 30 new businesses 117 new jobs private sector investment	<p><u>Cloona Economic Units</u> – 6,000 sq ft comprising 7 new workspace units, 43 new jobs, with scope for 25 further jobs over the next two years at a total cost of £768,800, Council contribution £115,000 (50%ERDF)</p> <p><u>Glenwood Business Centre</u> – 8,800 sq ft comprising 5 new workspace units creation of up to 30 jobs at a total cost of £779,914, Council contribution £100,000 (50%ERDF)</p> <p><u>Laganview Enterprise Centre</u> – 10,000 sq ft comprising 3 workshops, 3 commercial units, 4 offices and a community hall, with the creation of 14.5 jobs at a total cost of £1,259,839, Council contribution £319,886 (Economic Development £36,788)</p> <p><u>Lisburn Enterprise Organisation</u> Capital project did not proceed</p>

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Strategic Infrastructural Development	<p>To facilitate the provision of innovative solutions to infrastructural development throughout the City</p> <p>To take a proactive approach to the development of strategic projects which have a significance at a regional, or sub regional level</p>	Private sector Investors/ Developers Government Agencies	Lisburn City Council & Partners	<p><u>Strategic Development Frameworks</u> Linenhall Street Young Street Bridge Street (& Gap Site) Castle Street Colin Area Maze Regeneration Site West Lisburn/Blaris *Hotel Development</p> <p>*(Budget for activity linked to Hotel Development held within Economic Development budget but progressed through Tourism Development)</p>	<p>Funded secured of £45,000 through the Department for Social Development to deliver Colin Town Centre outline development framework.</p> <p>Funding of £3. 1 million secured through the Department for Social Development to deliver an Environmental improvement scheme on the Stewartstown Road in the Colin Area. Work commenced on the scheme design in late 2009 for completion late in 2010.</p> <p>Note: Other Strategic Projects considered in Lagan Corridor Regeneration Section</p> <p>See Tourism Development Section for report on Hotel Development</p>
City Centre Pedestrian Signage	Project to provide high quality pedestrian signage in Lisburn City Centre	Lisburn City Centre	Lisburn City Council Lisburn City Centre Management DRD Roads Department Social Development	<p>Provision of high quality pedestrian signage in Lisburn City Centre</p> <p>Improved accessibility</p> <p>10% reduction in vacancy rates in Lisburn Historic Quarter</p> <p>1.5% increase year on year in retail sales beyond £42m baseline of retail spend in city centre</p> <p>5% increase year on year in visitors and other city centre users</p>	<p>This project was completed and successfully installed by March 2007 and as a result has improved accessibility throughout city centre area.</p> <p>£80k match funding was secured from DSD (Dept of Social Development)</p> <p>Ongoing monitoring of visitor levels</p>

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Castle Gardens	Stage 2: Extensive restoration of gardens, terraces & monuments and archaeological investigation	Local residents, private sector and visitors	Lisburn City Council Castle Gardens Project Team Heritage Lottery Fund	<p>4 jobs</p> <p>Flagship project in the regeneration of Lisburn Historic Quarter</p> <p>Restored park facility for use by local residents, businesses and visitors</p>	<p>3 full time jobs</p> <p>Additional seasonal jobs as required</p> <p>Restored park facility for use by local residents, businesses and visitors</p> <p>Visitor numbers increased due to the delivery of an education programme and events held in the Gardens 2008 – 7,000 visitors at workshops, events and tours</p> <p>2009 - 9,000 visitors at workshops, events and tours</p> <p>Additional casual visitors estimated at 15,000 per annum.</p> <p>Green Flag Award achieved for Gardens in both 2008 and 2009.</p>
Bridge Street THI Initiative Phase II	Second Phase of the ongoing refurbishment and restoration scheme for properties located in Bridge Street, in Lisburn City Centre.	Property owners and businesses in Bridge Street	City Centre Management Lisburn City Council Bridge Street Partnership Heritage Lottery Fund DSD Planning	<p>Provision of new workspace & living accommodation through refurbishment of properties</p> <p>10 new businesses</p> <p>20 new jobs</p> <p>Private sector leverage and investment</p>	<p>Phase 1 complete with 14 properties refurbished with funding of £1,217,398</p> <p>Private sector leverage and investment of £1,411,247</p> <p>50 jobs created or maintained</p> <p>2,796 sq m floor space brought back into use</p> <p>Bridge Street Reminiscences Project & Public Information Exhibition held</p> <p>Environmental Improvement Scheme in partnership with DSD at a cost of £46,000</p> <p>Living Over the Shops Initiative for 6 properties</p> <p>Phase II now in Yr 4 with remaining 3 properties completed to date and work progressing for a further 9 identified for refurbishment at a total cost of £4.6 million</p> <p>18 jobs created or maintained</p> <p>903 sq m of floor space brought back into use</p>

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Lisburn Historic Quarter (LHQ) Branding and Awareness					Annual Lisburn Historic Quarter Action Plan Delivered
Events Programme	Events programme to increase footfall in, and awareness of LHQ.	Key stakeholders, local residents, visitors and businesses located within LHQ	Lisburn City Council Lisburn City Centre Management LHQ Sub Groups	Increased footfall in LHQ Increased awareness & branding of Lisburn Historic Quarter Local media profile	22 events held Annual LHQ Summer Festival Increased footfall in LHQ Number of Media hits
Branding and Awareness Raising Programme	Promotional activities designed to raise awareness of regeneration activities in LHQ	Key stakeholders, local residents, visitors and businesses located within LHQ	Lisburn City Council Lisburn City Centre Management LHQ Sub Groups	Increased footfall in LHQ Increased awareness & branding of Lisburn Historic Quarter Local media profile Increased private sector participation	36 new promotional banners Increased awareness & branding of LHQ Local media profile Increased private sector participation
LHQ Annual Progress Report	LHQ annual outputs report) and web version)	Key stakeholders and influencers, local residents, businesses within LHQ	Lisburn City Council LHQ Sustainable Economic Investment Sub Group	Dissemination of Lisburn Historic Quarter outputs Raise awareness of Lisburn Historic Quarter activities & branding	Annual Progress Reports Produced Overall Lisburn Historic Quarter Strategy Review due for completion in 2010
Investment Incentive Package	A range of business development assistance to attract new investment into LHQ & to assist existing businesses to grow	Local SMEs (existing and new start up)		10 new businesses 20 new jobs Marketing & promotional activities 4 business expansion projects Reduced vacancy rate in Lisburn Historic Quarter	LHQ Wedding Cluster established 21 members and participation in events and local media profile New business and job creation reported in Bridge Street TH1 2 business expansion projects Reduced vacancy rate in LHQ £5k of private sector investment was made for the wedding cluster initiative.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Lisburn Historic Quarter Arts Group	Ongoing facilitation of the arts group in order to co-ordinate a series of key events and promotional activities & implement a series of cultural arts initiatives in a bid to enhance the streetscape in Lisburn Historic Quarter and increase footfall to the area.	Residents, visitors, local artists	Lisburn City Council (Economic Development & Island Arts Centre) Local Artists Lisburn City Centre Management	Increased footfall Additional sources of funding identified & secured 6 new projects implemented increased awareness & branding of area high media profile	2008 Monthly Art on the Rails Event April – September Enchanted Evenings – Castle Gardens Halloween Fireworks Murder Mystery Event Christmas Concert 2009 St Patrick's Day Music Event Weekly Art on the Rails Event April – September Postcard competition, photography competition, production of LHQ Calendars on an annual basis. All of which have contributed to increased footfall, media attention and awareness of LHQ. £15k funding for the Neil Shawcross Exhibition was generated from fundraising. Membership of the Group has remained consistent throughout with additional members attending in relation to Art on the Rails activities.
LHQ Market Research Update	Field research to gauge awareness levels of regeneration activities in LHQ	Local residents, workers and visitors in LHQ	Private Sector	3 Market Research reports produced baseline measurement of awareness levels	Market Research not carried out in Lisburn Historic Quarter. (Scheduled for 2010) Visitor numbers reported for Lisburn City in Tourism Development Section.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
City Centre Management	Provision of a city centre management function and delivery of a range of economic, regeneration and investment initiatives, to ensure developments at Sprucefield remain complementary to City Centre activities	City centre businesses, new and existing SMEs, developers and investors	Lisburn City Centre Management Lisburn City Council	Increase in City Centre events New investment Development of an evening and weekend economy Increase in businesses locating in the city centre 100 new jobs Management & delivery of key projects Delivery of the Strategic Investment Framework	5 full time and 2 part time jobs (LCCM staff complement) Increased Council funding contribution for delivery of key city centre initiatives 2 new retailers to city centre with 80 jobs and £1.75 m investment 2 evening economy businesses to city centre with 25 jobs and £1.25 m investment 4 City Centre events p.a. 5 meetings of the Masterplan Advisory Group. Annual delivery of the Lisburn Historic Quarter Action Plan. Management of the Bridge Street THI Initiative 10 Shop Front Scheme Projects delivered with DSD grant of £30K leveraging £120K of private sector investment 5 new Action Groups including the City Centre Partnership established LCCM also facilitate the City Centre part of the Invest Lisburn programme. The City Centre Ranger is managed by LCCM to keep Lisburn City Centre graffiti free Annual LCCM Business Plan Agreed by Council
CCTV	Ongoing provision of 4 CCTV networks in Lisburn City. (Lisburn City Centre, Hillsborough, Dunmurry & Moira)	Key public sector stakeholders, local businesses and local community groups	Lisburn Commerce Against Crime (LCAC)	Ongoing maintenance of the 4 CCTV networks Impact made in crime reduction	Enhanced LCC funding for the 4 CCTV networks 6 new LCAC Board members 29 cameras operating 3 new cameras being installed by NIO New contracts in place for extensive capital and equipment upgrade, and monitoring of cameras Annual Service Level Agreement in place between LCAC and LCCM for delivery of key performance indicators in 09-10: 15 new radios linked to control room 167 taskings to PSNI from CCTV 486 reactive operations by CCTV operators 181 proactive operations by PSNI 1527 incidents recorded & PSNI informed 68 tapes reviewed by PSNI 37 master evidential tapes created 95 arrests Launch of Citywatch scheme which integrates Radiolink and CCTV schemes:

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Laganside Rural Development	Comprehensive Strategic Programme for rural businesses in the City of Lisburn	Citywide	Lisburn City Council Laganside Rural Development	210 individuals assisted with reskilling & Training needs 15 new businesses 64 new jobs 10 rural businesses to access a new international marketplace development and implementation of Rural Development Strategy access funding from DARD and Europe	New Rural Development Company Lisburn Leader established by Lisburn City Council to deliver on BSP outputs as detailed below: 18 projects funded ranging from capital build to business support £657,435 of funding awarded One European marketing awareness programme was held Six structured training programmes, 9 jobs, 13 new business start ups
COMET	A sub regional network of six Local Authorities within the Greater Belfast Metropolitan Area working together to secure funding for the delivery of projects with regional significance (e.g. CONNECT, INTERREG IIIa Shadow Partnership)	Local business Local residents	Lisburn CC Belfast CC North Down BC, Newtownabbey BC Carrickfergus BC Castlereagh BC	New job opportunities New business creation International linkages Raised profile in Europe Funding opportunities identified and secured	Raised profile in Europe Funding opportunities identified and secured Funding secured to deliver CONNECT project Joint COMET Valencia Trade Programme led by Lisburn City Council An INTERREG strategy and new Partnership Board was developed for the COMET region. Appointment of an INTERREG project manager to facilitate implementation of strategy and to identify new funders, partners and projects for the COMET region COMET PLATO programme delivered with a focus on the local manufacturing sector aiming to raise capacity and business growth, and encourage business networking. New strategy development and evaluation of COMET partnership commenced

TOURISM DEVELOPMENT ACTION PLAN RESULTS 2006 - 2009

1. Product Development

To develop new and exciting quality tourism product offerings for visitors and locals.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Hotel Development	Facilitate the development of new hotel (s).	Private investors developers, hotel chains	Council, Northern Ireland Tourist Board, Strategic	New Private Sector Investment of a full service hotel and budget hotel Create new jobs Increase International Profile, New Visitors	Premier Inn Hotel opened in September 2009 (60 bedrooms & 200 seat restaurant). Creation of new jobs Increase International Profile, & New Visitors 6 Hotels have Planning Permission in the City.
Accommodation Provision	Increase bed stock in B&B and self-catering	Local, national and international visitors	Local industry, Northern Ireland Tourist Board, Laganside Rural Development Limited	Creation of 18 new B&B and self-catering facilities by 2009	24 new B&B and self-catering facilities in 3 years. Creation of new jobs. Lisburn Leader Ltd formed to safeguard the rural development grants from BSP and administered through DARD.
Hospitality Training	Customer service and communication skills training for private sector	Local hospitality industry and retailers	Council and Partners	300 participants	Limited training over 3 year period. Accommodation sector had a number of training opportunities with adhoc Accommodation Forum and TidiNet training.
Major Events	Delivery of 3 major events per annum eg Festival of Racing, National Countrysports Fair, Hillsborough Oyster Festival.	Local, national and international visitors	Council and partners	153,000 visitors 6,300 bed-nights £6,201,600 spend	Successful programme of major events with portfolio from April through December each year. A number of these major events now annual events in the City, ie National Countrysports Fair – 20,000 visitors (2009), Garden Show Ireland – 25,000 visitors (2009), Hillsborough Oyster Festival – 15,000 visitors (2009).

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Minor Events	Delivery of at least 6 minor events per annum eg Harry Ferguson Working Day, Vintage Rallies, European Beer Festival, Ploughing Championships, and Moira Festival	Local, national and international visitors	Small grant funding to local organisations	24,000 visitors 3,600 bed-nights £2,467,440 spend	Successful programme of minor events based on applicants meeting predetermined criteria.
Harry Ferguson Programme	Develop visitor information point and display at Homestead	Local, national and international visitors	Council, Laganside Rural Development Limited, Department of Agriculture and Rural Development, Friends of Harry Ferguson Committee	7,500 visitors 1,800 bed-nights £781,200 spend	Harry Ferguson Memorial Gardens completed in August 2008, incorporating off-street car parking, interpretive signage, landscaped gardens, and life size bronze sculpture.
Product Development	Develop new and exciting tourism products to compete as a quality tourism destination eg Harry Ferguson programme, cycling and walking paths, fisheries	Local, national and international visitors	Council, Laganside Rural Development Limited, Department of Agriculture and Rural Development, Northern Ireland Tourist Board	9,000 visitors 900 bed-nights £1,020,600 spend	No budget allocation. Product Development projects assisted through Lisburn Leader Ltd (more detail under Economic Development Action Plan).

2. Marketing

To promote and market the City of Lisburn as a quality visitor destination.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Marketing	Promotion of Lisburn as a quality tourism destination nationally	Local and national visitors	Literature, promotions, trade exhibitions	Increase awareness of tourism product, compete with other destinations	Annual Visitor Guide, Visitor Map, Events Guide, plus outreach projects including presentations, shopping centre promotions and stands at annual events.
Out of State Marketing –Regional Tourism Partnership	Promotion of Lisburn with regional tourism partnership to out of state markets	International visitors	Northern Ireland Tourist Board and Regional Tourism Partnership Consortium	Increase bed-nights and trips by 15% in 3 years, and spend by 10% in 3 years into Lisburn.	Membership of Greater Belfast Regional Tourism Partnership. Annual Service Level Agreement agreed with 6 monthly evaluations of targets. No research commissioned in Lisburn area for 2009.
Joint Marketing	Promoting breaks to Lisburn City	Border region visitors (out of state)	Council and industry partners ie Northern Ireland Tourist Board, Tourism Ireland Limited, private sector	Promote Lisburn as a visitor destination	A number of varied adhoc campaigns, including production of Tourism DVD, Hillsborough Welcome Signage, Website Management, Lisburn Wedding cluster promotion.
Familiarisation Visits	Public Relations	National and international journalists and tour operators to the city	Council with target groups	200 individual journalists and operators to Lisburn <ul style="list-style-type: none"> increase international profile increase tour operators knowledge 	Over 100 journalists and tour operators visited Lisburn. Further to this, two familiarisation trips for Tourist Information Centre Advisors from across the province were organised to increase knowledge on the Lisburn product.
Walking Tours	Tours of Hillsborough and Lisburn Historic Quarter trail along with literature	Local, national and international visitors	Council and Tourist Information Centre Staff, Lisburn Historic Quarter Partnership	600 participants on tours and brochures developed/ updated	120 participants in year 1, however budgets not agreed for last 2 years of strategy.
Ballance House	Visitor Attraction	Local, national and international visitors	Ulster New Zealand Trust	Increased visitor (6,000+ per annum) numbers through diversified activity	Reduced numbers visiting Ballance House. No further financial assistance from LCC.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Market Research	Profiling visitors to the City	Local, national and international visitors	Consultants	Trends developing to target specific segments of market	Through membership of Belfast Regional Tourism Partnership in 2007, & 2008. Budgets not agreed in 2006 & 2009.
Advertising	Promotion of Lisburn City Council with key trade publications (ie gateways)	Local, national and international visitors	Trade and consumer publications	Promotion of Lisburn as a visitor destination	Continued promotion of Lisburn through advertising in at least 35 publications annually.
Brown Signage	Audit and erection of brown signage for tourism industry	Local tourism industry providers	Council, Northern Ireland Tourist Board, Department Of Environment	Direction tourism signage for visitors to the Council area	Annual audit completed each January, ongoing liaison with DOE Roads Service on proposed signage. New Hillsborough Village Welcoming Signage erected in 2008.
Internet Development	Website development and updating of information	Local, national and international visitors	Council	Increased out of state interest in local tourism and hospitality product Increased e-commerce awareness and usage by local hospitality and accommodation providers	Ongoing internet developments with increased hits/ visits to www.visitlisburn.com Limited e-commerce awareness and usage by local industry. Training offered on ad-hoc basis.
Retail Tourism	Campaign led to promote the shopping experience on offer in Lisburn	Local and national visitors	Council, Lisburn City Centre Management	Increased domestic visitors and spend within the City Centre area.	£100,000 Integrated Marketing Campaign delivered to promote the City of Lisburn over the 2008 Christmas period as a visitor destination to Northern Ireland and Republic of Ireland markets.
Enterprise Train	Lobbying for the Enterprise to be made a permanent stop at Lisburn	Local, national visitors and business users	Translink, Irish Rail and Council	Increased visitors and spend. Ease of use for locals	Ongoing progress made with Translink to secure a future 'pilot scheme'. Some capital works required on platform enhancements.

3. Visitor Servicing

To provide a first class service to visitors and locals including accommodation booking, bureau de change, gift centre, free literature and advice.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Visitor Servicing	Continued improvement & provide award winning Tourist Information Centre's (TIC)	Local, national and international visitors	Council, Northern Ireland Tourist Board	160,857 trips 1,779,750 bed-nights £44,339,160 million spend	Targets were on course to be met, however research budget not approved in 2006 and 2009 and overall results not known.
	Staff and training of TICs	Local, national and international visitors	Council, Northern Ireland Tourist Board	Better knowledge and skills of staff	
	Development of visitor signage	Local, national and international visitors	Council, Northern Ireland Tourist Board	More easily accessible information	Ongoing training of staff as per NITB audit and LCC Annual Performance Review.
Charter Mark	Quality standards achieved	Local, national and international visitors	Council, Chartermark Assessment	Improved efficiencies and service offered.	Application made to Customer Service Excellence accreditation with on site visit expected early 2010.
Exhibitions	Promotion of Lisburn City Council as a tourism destination	Local, national and international visitors	Council, Northern Ireland Tourist Board	Increase awareness and promotion of Lisburn as a visitor destination.	Attend at least 3 shopping centre promotions annually, plus promotions at all major Council events.
			TOTAL OUTPUTS	360,357 trips 1,779,750 bed-nights £54.81 million spend	Statistics over length of strategy not available as budget for research not approved in 2006 and 2009. Research from 2008 suggests all targets were to be met.
			TOTAL COSTS (Apr '06 – Dec '09)	£1,204,703 (Revenue) £80,000 Capital £156,720 Income	

LAGAN CORRIDOR ACTION PLAN RESULTS 2006 - 2009

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Lagan Corridor Capital Programme	Kilrush Cemetery Restoration	Living Relatives, Ratepayers, Visitors, Historic Groups, schools	Council	Regeneration of historic cemetery. Improved H&S, safe access, signage etc.	All proposed Kilrush Cemetery improvements completed December 2008.
				Improved links with Historic Quarter, Lagan Valley Island and Lisburn City Centre	Cemetery site and related historic information included in Wayfinder City Centre signage programme-directing visitors from throughout the City.
	Millbrook Huguenot Riverside Park	Local Ratepayers, Towpath users and visitors	Council (Economic Development). Leisure Services to deliver play element.	Enhanced riverside environment. Improved access and entrance features at Millbrook and Huguenot. Potential play area at Huguenot Drive.	Match funding of £249,000 secured through Heritage Lottery Fund for the scheme. Planning approvals received in May 2008. Final design scheme approved by Heritage Lottery Fund. Programme for eradication and management of invasive species to commence Spring 2010. Capital work postponed due to planning issues but will now commence December 2010.
	Hilden	Local Ratepayers, Towpath users and visitors	Council	Acquisition of Hilden Playpark and riverside land that is surplus to Coats Barbour. Regeneration of Hilden Playground	Leisure Services took responsibility for regeneration project and new playground was completed in June 2009.
	McIlroy Park (Ballyskeagh)	Local Ratepayers, Towpath Users, Visitors, Sports Groups	Council, Distillery Football Club	Enhanced car parking facilities progressed with Lisburn Distillery	New entrance feature completed Oct 06. Project enhanced by new CCTV security monitoring provided by new consortium setting up Greyhound Stadium.
		Local Ratepayers, Towpath Users, Visitors, Fishermen	Council, DCAL	Introduction of enhanced facilities for fishermen	Project not progressed due to problems with access and land ownership. Local Fishing Club also disbanded.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Partnerships	Inland Waterways Association of Ireland Lagan Branch	Local Ratepayers, Towpath users, Visitors, Tourists, Waterway users Local Ratepayers, Towpath users, visitors, Waterway users	Council, IWAI, DCAL	Increased awareness and promotion of recreational activity on the water Volunteer resource to undertake restoration work on the derelict locks along the system	A full programme of events was held throughout the period of this strategy including information sessions, walks and work-parties connected to the Lagan. Also included two Boat Rallies on the River Lagan in May 07 and August 2009 where boats attended to raise awareness of the waterway and generate support for getting the Lagan Navigation opened up from Belfast through to Lough Neagh. Branch membership continues to increase. In Feb 2006 volunteers from IWAI Lagan Branch completed clean up and lock clearance at Becky Hoggs. Number of organised clean ups and work groups took place along the towpath and riverside.
	Lagan Canal Trust	Local Ratepayers, Towpath users, visitors, tourists, waterway users	Lisburn City Council, Belfast City Council, Castlereagh Borough Council, Craigavon Borough Council, Inland Waterways Association of Ireland, Department of Culture Arts and Leisure, Northern Ireland Environment Agency, Ulster Waterways	Partnership with other bodies towards the establishment of a Lagan Canal Restoration Trust. Potential to secure funding for the re-opening of the Lagan Navigation Secure funding / support for restoration of Becky Hoggs Lock and Weir	Four Councils, DCAL, NIEA & IWAI signed up to the Trust and Steering Group established with Business Plan agreed. Trust Manager recruited in February 2008 and Trust now incorporated as a Company Limited by Guarantee. Trust and partners secured £23,500 from DCAL to progress a business case to investigate the re-opening of the navigation. This is due for completion in April 2010. From this a full Funding Strategy will be developed. Engineering feasibility / costing study & environmental scoping report included within Maze Lagan Report. The report has been circulated to DCAL & OFMDFM seeking support and inclusion within Maze Project. Negotiations remain ongoing.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Creation of new Lagan Corridor Projects	Young Street Development Framework	Local ratepayers, key stakeholders, local business, towpath users, visitors, tourists, waterway users Local Ratepayers, Towpath users, visitors, tourists, waterway users	Council, local business, Government Agencies	Commission and deliver a Strategic Development Framework for the area	Strategic Development Frameworks completed for Young Street and Linenhall Street in 2006 at a costs of £13,950. Frameworks further developed into Laganbank Quarter initiative. An additional study was completed to recommend potential regeneration developments in the Market Square area of the City Centre, at a cost of £15,700. In July 2008 a Flood Risk Assessment was completed to assess the impact of the proposed developments identified in the Laganbank Quarter initiative. A Heritage and Archaeological Impact Study was completed to assess the impact of the proposed developments identified in the Laganbank Quarter initiative in September 2008. All of the previous studies enabled the Council to secure support from the Department for Social Development to take forward development of a Masterplan for Lisburn City Centre, which is due for completion in September 2010. In February 2009, in partnership with the Department of Social Development, the Council appointed consultants to produce a Traffic Impact Study for Lisburn City taking into account all future planned developments. This will be completed in September 2010. Develop and cost proposals for the Council owned Barbour Playground site Barbour Playground site is now part of future Masterplan development proposals.

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
	Maze Prison Site	Local ratepayers, key stakeholders, local business, visitors, tourists, waterway users	Council, Strategic Investment Board.	New development linked with the River Lagan, green link through to Lisburn City Centre	<p>Looking at the River Lagan in the Maze area an engineering feasibility / costing study & environmental scoping report was produced as Maze Lagan Report. The report has been circulated to DCAL & OFMDFM seeking support and inclusion within future Maze/Long Kesh development plans.</p> <p>Proposed that the works to be carried out would include the construction of new locks, new weirs, a new bridge, modifications to existing bridges, restoration of an existing lock, improvements of the river channel, extended towpath and the construction of a new canal section.</p> <p>Council has also remained as a major stakeholder and consultee during any development of plans for the Maze Long Kesh site.</p>

Project Name	Description	Target Group(s)	Delivery	Key Outputs	Outputs Achieved
Programme Promotion	Promotion	Local ratepayers, key stakeholders, local business, towpath users, visitors, tourists, waterway users	Council, private business, LVRP	<p>Increased awareness of Lagan Corridor, riverside and LVRP</p> <p>Promotion of Lagan Belle as tourist attraction</p> <p>To develop tourism potential of waterway</p>	<p>Lagan Branch IWAI events used to raise awareness of Lagan Corridor Programme. Monthly events held throughout the year to promote the work of the Council and the Lagan Branch.</p> <p>Lagan Branch event took place on the River Lagan working in partnership with Belfast City Council's 10th Birthday celebrations for the Waterfront Hall in Belfast City Centre.</p> <p>In June 2007 representatives from the Council attended the World Canals Conference in Liverpool. This provided a useful and cost effective means of promoting Lisburn City and in particular the Lagan Corridor Programme.</p> <p>Lagan Belle (a riverboat providing tourist trips) operated as a successful tourist attraction from March 2005 on the River Lagan attracting some 4,500 visitors. Council assistance was provided for promotion of the attraction. Due to personal reasons the operator made the decision to cease trading in August 2006.</p> <p>Funding of £15,000 secured through the NI Rural Development Programme to progress the production of a Guide to the Lagan Canal. The publication is being developed by all partners involved in the Lagan Canal Trust and should be completed in December 2010.</p> <p>Through a partnership approach Lagan Valley Regional Park a number of events and initiatives have been delivered for the local community and wider visitors. The Lisburn stretch of the River Lagan and towpath is currently attracting some 160,000 visitors per year.</p>