

Outline Recovery Programme

Theme	Action
City Centre	<ul style="list-style-type: none"> • City Centre Marshals • New permit arrangements for businesses • Opening of Castle grounds • Animation of Churchill Way, Hill Street and other key locations • Commuting plan • Continued monitoring of parking provision • Establish Park and Stride schemes where appropriate • Improved signage and wayfinding • Promotion of staycations and domestic tourism • Adoption of child friendly measures
District Centres	<ul style="list-style-type: none"> • Public realm improvements • Greening of spaces • Investment in active travel • Additional promotion
Employment Support	<ul style="list-style-type: none"> • Continuation of Economic Task Force • Use of Kickstart Scheme within the Council and across partners • Increased support for Into Work services
Events	<ul style="list-style-type: none"> • Roll out of test events • Support for venues where restrictions continue
Cardiff Bay	<ul style="list-style-type: none"> • Visitor attractions • Increased waste collections • Greater use of open space
Safe	<ul style="list-style-type: none"> • Continued roll-out of vaccination and track and trace.
Business Support	<ul style="list-style-type: none"> • Working with Welsh Government to provide direct business support • Continued signposting and promotion of business support schemes

Key Missions

Mission 1: Reimagine the city centre

While the cities are expected to bounce back and continue to lead economic growth, the potential impact on city centres however is real and significant. This is especially true of Cardiff city centre, which has Wales' biggest concentration of employment, supporting around 70,000 jobs.

Although office workers are expected to return to city centres, it probably won't be in the same volume, as employers choose to maintain the flexible and hybrid working practices introduced during the pandemic. The city centre will, however, continue to act as Wales' primary commercial centre, and so we will maintain the momentum of our current projects improving the city's strategic business and transport infrastructure, wrapped around Central Station.

The retail and hospitality sector has been hit hard. The 'Amazonisation' of the high street will continue to see many familiar names disappear, and while the hospitality sector will bounce back, it will need additional support to do so safely over the remainder of the year. A dynamic approach to ensuring empty spaces are used productively will be needed to maintain the quality of the city centre. Cardiff's major events programme will remain in abeyance, and with international tourism unlikely in the short term, Cardiff's visitor offer will become more localised, creating experiences and attractions for citizens and for the regional market.

Over the longer term, cities will need to respond to these challenges by taking a more active role in the management of their centres. As the economy restructures and space within the city centre gets repurposed we must make sure it does so in a way that adds to our city, whether it is better and more appropriate office and co-working space, new public squares and spaces, or simply a greener space.

In Cardiff, we will respond by reclaiming the streets for people, with more shared space, greater flexibility in how we use that space, and a focus on place-making.

In the recovery it is essential that we work to mitigate the threat to the thousands of jobs supported by our hospitality, retail and office sectors by attracting people back to the city centre when it is safe to do so.

We must maintain the momentum of our current projects, driving direct jobs through construction, but also improving our overall city infrastructure in the long term.

The response to shape the long-term future of the city centre needs to include measures to re-activate the night time economy, to improve the cultural offer, animate public spaces and diversify public transport options.

New governance arrangements will be needed to engage the full range of city centre stakeholders with joint initiatives to drive a collaborative response to recovery.

Key Issues

- The death of the city is greatly exaggerated – agglomeration will continue to drive innovation and creativity.
- But city centres face challenges, and office, retail and hospitality will change – we must actively encourage it to change for the better.
- Cities' role as a convener of people, for arts, culture, for work or shopping, or just to meet, will become more important.
- Spaces will change, and we need to actively manage how they do so.
- Retail and hospitality will increasingly value the local and authentic.



Our Priorities

Accelerate the completion of the central business district to support continued jobs growth.

Support existing businesses to grow and become more productive.

Improve existing - and establish new - public squares, streets, green spaces and open up our waterfront.

Take a more direct role in managing the future of the city centre to reflect the needs of residents, workers, businesses and visitors.

Put culture and arts at the centre of the recovery, embracing the role the sector plays in shaping our city centre.

Making a city centre that is safe, clean, welcoming and attractive for people of all ages and backgrounds.

Create a city centre that is fully accessible to all ages, and people of disabilities underpinned by a fully integrated transport system.

Proposed Projects

Complete Central Square and Central Quay as a new central business district.

Complete Metro Central and the new Bus Station as a new the gateway to the city and Wales.

Bring forward the Canal Quarter development to create a major new city centre destination, reconnecting the city to its riverfront and opening up new public spaces.

Implement a new scheme to improve air quality and public realm and reduce congestion on Castle Street.

Explore proposals to develop a network of new squares, green streets with proposed new public spaces at St Mary Street south, Greyfriars Road, Park Place, and Metro Central south.

Bring forward plans for a new Metro link between Central Station and Cardiff Bay to provide first phase of the development of Cardiff Crossrail.

Complete a cycle loop around the city centre to connect each of the key city cycleways with each other.

Establish new safe and secure cycling hubs, commencing with a pilot initiative.

Invest in parklets, street greening and more flexible outdoor uses of public space across the city centre.

Keep Cardiff Castle open as a public park.

Work with Welsh Government's Transforming Towns programme to support in city centre regeneration schemes, street frontage improvements and public spaces.

Establish new city centre management arrangements with a stronger partnership with the Business Improvement District.

Develop proposals for a new creative hub in the city centre to support production and performance.

Adopt a new 'home grown' events strategy and place animation programme.

Develop proposals for a 'meanwhile use' and incubator space programme for empty and underutilised properties and places.

Deliver further investment in Cardiff Market as a leading destination for local produce.

Mission 2: A City for Everyone

The health impact of the pandemic has not been felt evenly, with older people and those from deprived communities and from a minority ethnic background experiencing worse health outcomes.

The economic impact of COVID-19 has resulted in the greatest recession most of our city's residents will have experienced. This has led to a doubling of unemployment, over a 100% increase in Universal Credit applications and, ultimately, to a great many more families falling into poverty.

Across the UK, those working in front line jobs – often 'key workers' – have seen greater levels of infection and greater mortality than those able to work from home.

Overall, economic and health inequalities that existed before the pandemic have widened. Unless concerted action is taken, these gaps between communities will continue to grow.

Looking to the year ahead, we know the economic recovery will be uneven, with some sectors continuing to be impacted by the pandemic, particularly those sectors – such as hospitality and retail – that typically employ young people, women and those from a BAME background.

Over the months ahead there is an immediate need to ensure we respond by supporting those most impacted

by the pandemic, whilst at the same time address the issues that are critical to narrowing health inequalities, including access to good jobs, good housing and education, and safe, clean and cohesion communities.

Focussed action will also be required in support of those most impacted by the pandemic, including children and young people, citizens from a minority ethnic background and the city's most vulnerable citizens.

Key Issues

- The pandemic has widened inequalities, and without concerted city-wide action, the gaps between communities will grow.
- Unemployment has doubled and this is likely to be sustained for some time.
- It is expected that the young, women and those from a BAME background will feel the effects more than others.
- Life experiences of young people have been limited and there is a need for specific support in response.
- Cities will need to address the long term drivers of health inequalities, including providing access to good jobs, housing and education to citizens in more deprived communities.



Our Priorities

Use the role of the Council as an economic anchor institution, and the power of the Council's policies, procurement and partnerships to drive a local economic recovery.

Ensure that the benefits of the city's regeneration and development programme are felt across all the city's communities.

Become a Child Friendly City, where the interests of children and young people are at the heart of our response.

Ensure that the new models of support in place for the city's most vulnerable residents are maintained post-pandemic.

Address the long term driver of health inequalities, including investing in housing, education and local communities.

Ensure that Cardiff is a city where we can all feel safe and welcome.

Proposed Projects

Gain status as a UNICEF Child Friendly City – the first UK city to achieve recognition and deliver a Child Friendly Recovery and Renewal programme.

Work with partners to deliver the Living Wage City initiative and encouraging all employers to become living wage accredited.

Work with Welsh Government to make sure all young people can access an offer of a job, training, education or voluntary opportunities.

Continuing to invest in our Into Work team to provide support for people in our communities to get back into employment and training.

Continue our investment in new schools in the city's most deprived communities.

Provide additional support and mentoring for young people with a focus on hard to reach groups.

Deliver a programme of extra-curricular activity for Cardiff children, focusing on areas of deprivation.

Maintain the radical approach to supporting rough sleepers and the homeless population introduced during the pandemic.

Deliver over 2,000 new Council Houses as part of the most ambitious Council house building programme in Wales.

Support the Race Equality Task Force to address the long-term causes of racial inequalities.

Aim to establish social clauses within all major council contracts and capital programme to maximise local job creation and support local supply chains and local businesses.

Strengthen links between schools, higher education and business to increase the depth of digital and STEM knowledge, skills and experiences offered to children and young people via the Curriculum for Wales 2022.

Mission 3: A City of Villages

The pandemic has brought to the fore the role of communities, local centres, our parks and the spaces on our doorstep. As the nation transitioned to a working day where the majority were working from home in some for or other we saw big changes in the way we travelled, shopped and generally used the spaces around us.

It is clear that forms of agile working will remain in the post-pandemic world, and with it both a greater appreciation of the local. For the city this means there are opportunities to expand on those good things that happened during the pandemic such as increased active travel and a renewed focus on local economies. In responding we need to take steps to lock in the things that raised the profile of our local centres, whilst also investing in their future.

While curating and renewing the city centre and delivering major new developments, Cardiff will progress its version of a more interlinked city, a city of villages based on the existing network of successful local and district centres by making them more vibrant, busy and relevant to local communities. We will develop local areas with better and safe access by bike or foot to amenities and jobs on their doorstep, and with quick access also to the city centre. This fits with a hub and spoke approach to cities which may become more attractive after COVID-19, with more appetite for split-working between local centres and the central business district.

New opportunities come from public and active travel investment and improvements in local services, from investing in green and blue infrastructure – embracing our waterfronts and parks, and greening public spaces. These areas will provide minimum standards in terms of access to services, economic opportunity and green space. Improvements also come from investing in housing, jobs and public services in our communities.

The 'City of Villages' concept will be supported by the delivery of a 'locality' approach to public services, with the colocation of public service teams in a network of Community and Wellbeing Hubs and a strengthened role for local schools in community life.

Achieving a city of villages with integrated transport and land use also requires a strong regeneration and economic development capacity, which should be invested in as part of the establishment of 'place infrastructure compact' style arrangements between the public and private sectors.

The Council will also need to take a more pro-active role in these areas to curate a city of networked centres that delivers for the economy, communities and our environment, where financial interests aren't the driver, but a means of supporting our communities.

Key Issues

- Working from home has led to a greater appreciation of our local communities and demand for local services.
- The use of parks and green spaces has increased massively as people have discovered their local green spaces.
- There are benefits that come from acting more local – from reduced congestion to community regeneration.
- Cities around the world are adopting the premise of the 'city of villages' in developing more liveable and sustainable cities.



Our Priorities

Creating safe and accessible local centres for everyone, particularly children and older people.

Deliver a step change in the provision of public transport and active travel measures to link our communities, as outlined in our Transport White Paper.

Manage, curate and promote local and district centres – to create vibrant centres by encouraging and promoting diverse local businesses, retail, workplaces, incubation spaces and social activity.

Invest in existing and establish new green spaces, whilst more actively embracing our waterfront.

Showcase and celebrate the diversity and culture of different parts of our city, including our city's historic assets.

Deliver a 'locality' approach to public services, with teams based in and able to respond to the needs of communities, built on the networks of Community and Wellbeing Hubs.

Align resources across the Council to deliver a coordinated programme of regeneration activity in line with Welsh Government's Town Centres First Principle.

Support public service staff to work in an agile way, with community-based spaces in localities across the city.

Invest in estate renewal, enhancing existing housing estates and their neighbouring areas to deliver high quality sustainable low carbon housing, public realm and business space for our communities.

Proposed Projects

Adopt a new Regeneration Strategy to support our district centres and local centres aligning with funding sources such as Welsh Government's Transforming Towns Programme.

Invest in a network of safe and segregated cycling routes between local centres as well as safe walking routes.

Establish 20mph speed limits in residential areas, creating safe urban environments where all people, children and families feel safe.

Transform public transport connectivity in district and local centres by working with Welsh Government and Transport for Wales to deliver investment in Cardiff Crossrail, City and Circle Lines and new train stations.

Develop proposals for a new urban park between the City Centre, Callaghan Square and Cardiff Bay, by greening Lloyd George Avenue to create Cardiff's equivalent of the New York Highline.

Provide active travel plans and effective safe active travel connections for schools.

Take forward the Channel View regeneration scheme and new Gasworks development to provide high quality, affordable, sustainable communities.

Develop and promote current assets such as the Wales Coastal Path to provide more outdoor attractions for residents and visitors across the city.

Expand and enhance our network of local multi-agency hubs, including a youth hub in the city centre.

Deliver major new large and small public realm and green infrastructure investment including a programme of re-greening our communities, improved footways, places, investing in trees, SUDs and new green spaces.

Support investment in co-working, innovation and start-up hubs within our city's communities, including touch-down hubs for public sector workers, focussing on areas of highest deprivation as a starting point.

Consider the expansion of existing city centre management arrangements to include district centre management to keep each centre clean, attractive and vibrant.

Promoting district and local centres through the 'Visit Cardiff neighbourhoods' campaign.

Mission 4: Culture and sport-led renewal

Much of the creative sector has been devastated by the pandemic, with venues in particular closed by the restrictions for over a year. This has not only affected those businesses, but also those employed in the wider supply chain. There is an immediate need to ensure a sustainable renewal of the sector.

Sport came to a halt, affecting both professional and grassroots participation. For much of the past year attendance at sporting events has been restricted, whilst local clubs have been left unable to compete.

Even though the pandemic has forced the doors to close on these sectors, it has too shone a light on their importance to city life, to the economy and to wellbeing.

During the periods of heightened restrictions, we have turned to music, literature and TV and film to fill our time. We've seen people engage with their own creativity, but we've also seen the desperation for people to see live performance, whether its theatre, cinema, music or sport.

Culture, creativity and sport shape cities as places to work, to live and to visit. In a world where the lines between these activities are increasingly blurred, maximising the impact of our creative and cultural assets is one of the key ways in which we can create better lives for our communities and our workers, and to differentiate Cardiff from other cities for visitors.

Of course, this will still bring economic benefits, a productive and creative economy is now a prerequisite to a competitive economy. Cardiff has already staked its claim as a creative city, from producing the biggest budget TV shows in the UK, to its reputation for nurturing talent from grassroots to conservatoire musicians, to world class animators, games designers and artists.

Sport has also been a core component of our visitor economy, with our professional and national teams attracting millions of attendees each year. Our local talent has also been second to none.

Building on its strengths but also learning from weaknesses exposed by the pandemic in all cities, Cardiff will seek to develop its creative, cultural and sporting assets to support its economy, support the wellbeing of its residents, and to make the city a better place to live, work and visit. This will include reanimating the city centre to be safe and enjoyable as a unique place of interaction for business, arts, events and retail. It will be about providing space for our creative community to flourish. It is also about providing the facilities for people to participate.

We will also work to develop Cardiff Bay, with the new arena as a catalyst, to develop a cluster of creativity, bringing together the excellence already present in the city such as the Wales Millennium Centre, to create a focal point for the creative sector in Wales, a place where not only can you see the best performances, but also where the best productions are forged.

Sport is a big part of our culture, from our professional teams, to our local talent, to the thousands of grassroots teams and clubs in our city. Part of our response is to recognise the benefits of supporting grassroots activity across all our communities.

Key Issues

- The pandemic has raised the importance of arts, culture and the creative use of space.
- The creative sector will be scarred, but raring to return.
- Culture, creativity and heritage (including sport) are important issues for Cardiff residents, but also attract business and visitors.
- Cities across the globe are embracing culture as a means of differentiation.
- Local experiences will become more important in attracting domestic and wider tourism.
- Culture is also increasingly recognised as a key wellbeing asset.
- Cities need to allow for and provide space for creative and cultural activities.



Our Priorities

Put culture at the heart of redevelopment, creating places and spaces that people want to be in and around, and supporting a more creative economy.

Invest in our creative infrastructure, from digital communication to low cost artist workshops and studios, to makers' spaces and grassroots venues, enabling our skilled creatives to flourish, and recognising the role that culture and creativity can play in developing a better city.

Embrace Cardiff's Music City Strategy to make Cardiff the first city in the UK to incorporate music into its city structure – from planning and licensing to social wellbeing and tourism.

Support investment to unlock participation in sport at all levels.

Develop a new post-COVID Events Strategy with Welsh Government to support a home-grown focussed events sector that delivers a sustainable programme of events, supporting our own businesses in developing our visitor economy.

Proposed Projects

Deliver the new 15,000 seat arena in Cardiff Bay and establish an associated grassroots music support programme.

Develop a new creative partnership for Wales in the heart of Cardiff Bay to develop more home grown productions and support local jobs and businesses.

Develop proposals for public realm improvements in Womanby Street to create a cultural heart of the city centre.

Develop a culture-led regeneration scheme for Mount Stuart Square that provides space for creative businesses, and recaptures the cultural heritage of Butetown.

Establish plans for new creative hubs for businesses both in the city centre and in our district centres, providing flexible space for artists and creatives across Cardiff.

Deliver the Cardiff Music City festival as the first of the city's proposed new home-grown cultural events to kickstart the new events strategy.

Develop the business case for a new Centre of Contemporary Arts for Cardiff, with the intention of developing Wales' first internationally relevant exhibition space for contemporary art.

Explore the feasibility of Cardiff as a host city for the 2030 World Cup.

Deliver a new velodrome and outdoor cycling and running facility at the International Sports Village.

Mission 5: Tech City

The pandemic has seen a wholesale adoption of technology across almost all sectors, be it the almost instant adoption of flexible working practices for many, or the digital innovations in the hospitality sector have adopted throughout. Technology has both helped us to manage the health impact of COVID-19, whilst also supporting businesses who would have otherwise needed to close.

The UK response to the previous economic downturn was associated with a prolonged period of stagnation in productivity growth, manifesting itself in the low wage recovery that exacerbated income disparities. There is a need for cities to respond in a way that creates wealth for their citizens, and not just those in control of capital.

Productive cities however are not now reliant on natural resources or heavy industry. Today's successful cities are driven by the skills, knowledge and expertise of the people and businesses that live and operate there.

The pandemic has shown the impact that investment in technology can have in improving our lives and supporting business growth. As Cardiff emerges from the pandemic we need to build on our strengths as a liveable and clever city to grow our knowledge economy, creating not just more, but better, jobs.

To do this requires working with business, working with our universities, and working with our communities. We need to make sure we retain our talented people, and provide them with the base to unleash their potential. This means creating the networks from which they can thrive, providing the working environment where they can collaborate, and having a great infrastructure backbone in place.

It's also important to note that tech businesses don't always need Grade A office space to flourish, the tech start-up of the future is just as likely to start in a co-working hub in the city centre, Bay, or in one of our communities. Investments such as Tramshed in Grangetown have shown the way for such spaces, and the internationally competitive businesses that can emerge from them.

We must however support tech at all stages of development, and providing high quality space for businesses with the need to high spec spaces, or the space to grow their operation is essential else we lose our city's best and brightest businesses. Projects such as Cardiff Parkway are integral to this, as is support for the city's emerging life sciences sector.

Key Issues

- Agglomeration, innovation, creativity will continue to drive economic and wage growth.
- Hybrid working is here to stay – and the adoption of technology has been accelerated.
- There are opportunities for smaller cities to take advantage of the potential move away from the 'mega cities'.
- Technology has enabled business to operate and develop through the pandemic.
- Public services have also embraced and used technology to deliver services and improve performance.
- Competitive cities of the future will be reliant on a technology focused enterprise culture and an associated skilled workforce.



Our Priorities

Establish Cardiff City Centre and Cardiff Bay as 'Tech Central' for Wales, retaining, developing and attracting the knowledge-based businesses of the future.

Support a 'start-up to IPO' tech eco-system creating a network of spaces for all stages of business development, and a programme of business and financial support for businesses with private sector partners.

Strengthen relationships between Cardiff and universities that focuses on public policy and economic development research for the city.

Invest in the infrastructure to support tech businesses in the city of all shapes and sizes, repurposing buildings to develop clusters of knowledge-based business.

Embed technology in the future delivery of public services.

Proposed Projects

Deliver a new 'Tech City' approach that delivers dedicated programmes for support for the tech, finance, creative and life sciences sectors.

Establish an Equity Fund for high growth businesses in the city.

Support the development of a new Tramshed Tech network in the city to provide a full spectrum of support for emerging tech business, developing space, skills support, networks and links with finance for new and established businesses.

Support the development of a business case for a new Life Sciences Park with the Cardiff and Vale University Health Board that accelerates the development of the city-region's life sciences sector, and attracts the best start-up businesses in the sector.

Support the delivery of Cardiff Parkway, a new business growth centre within the city, as an essential part of the city's business infrastructure offer.

Establish a new formal arrangement with the city's universities to share knowledge and expertise in developing public policy.

Develop a plan for Cardiff to become a Smart City to manage energy, traffic flows, congestion and air quality.

Work with partners to develop city to city rail links, including improved services to London, Bristol and Swansea.

Bring forward proposals for incubation space and business expansion space for the fintech, creative and cyber security sectors.

Develop the case for relocating a major UK Government department to Cardiff as part of the Places for Growth programme.

Mission 6: One Planet Recovery

Cities around the world are generally embracing a zero carbon, greener, cleaner and more sustainable response to the pandemic, creating better and more liveable communities.

The importance of local environment, including clean air, public squares, parks, and green spaces has been highlighted during the pandemic. More of us have been using these spaces, and they have become ever more important for our wellbeing. The temporary drop in emissions has improved otherwise congested spaces, as well as encouraging more active travel.

As Cardiff emerges from the COVID-19 crisis, the urgency, and radical nature of the interventions, which characterised the city's response to the pandemic must now be brought to bear on tackling the climate emergency.

The One Planet Cardiff strategy sets out an ambition for Cardiff to become a Carbon Neutral City by 2030. It outlines a wide range of activity to reduce carbon, whilst creating economic opportunities and promoting social well-being. The economic impact of COVID-19 has heightened the importance of this approach, and the Council will work to accelerate those carbon reduction projects that will create jobs and reduce living costs for those living in the city.

A number of major initiatives are already being progressed to help decarbonise the city. A city solar farm has recently been completed, generating 9MW of clean energy, construction of a major district heating network is about to commence, delivering an 80% carbon reduction heating emissions in connected buildings, and a housing energy retrofit programme is being developed with a longer term ambition of making 2,000 homes per year warmer, greener and cheaper to run, especially in some of the most disadvantaged parts of the city. We're also setting a mission statement to significantly improve the energy performance of the Council's estate, moving towards Zero Carbon new build, and are implementing the Coed Careddydd project which will see a significant increase in the area of the city given over to tree planting and enhanced biodiversity.

Measures are in place to improve air quality across the city, particularly in Castle Street. A £21 million programme of investment will dramatically improve air quality through transformational improvements to the urban realm, public transport and active travel infrastructure.

In the short term, every effort will be made to ensure people feel safe and confident returning to using public transport. Over the longer term, the Council will progress the transformative package of transport projects set out in the Transport White Paper.

Our aim over the next ten years is to fundamentally transform the way people move around the city, reducing the dependency on private cars whilst adopting challenging modal split targets for active travel and public transport.

In response to the climate emergency the Council will also adapt its own organisational policies and practice to lead Cardiff's transition to a low carbon economy. Measures will include increasing the uptake of hybrid working and active travel amongst staff, driving our procurement activities to discourage and then remove all single use plastics from Council venues and pursuing the continued divestment from fossil fuels by the Cardiff and Vale of Glamorgan Pension Fund.

Equally important is the adoption of new technology. A cluster of innovative technologies is emerging, all of which will support a more innovative and productive economy. Forward looking cities are grasping these opportunities to create jobs and safeguard environment by establishing sizable investment programmes in green economy schemes. This is an important consideration given that the green economy has grown at around 5% over the last 10 years, making clear that economic growth in Cardiff must be green growth.

Key Issues

- Post-COVID, the climate emergency will remain as the greatest challenge and risk to cities.
- The pandemic has raised the importance of our local environment.
- The fall in emissions has created better environments and better spaces in otherwise congested city centre areas.
- Our use of parks and green spaces has risen, and is expected to stay higher than pre-pandemic levels.
- The growth of the green economy represents a huge opportunity for jobs growth, with potential for immediate projects to create significant numbers of new jobs.
- Flooding will become a greater risk that will require mitigation through enhanced planning and investment in defences.

Our Priorities

Deliver the One Planet Cardiff Strategy, with the aim of becoming a carbon neutral city by 2030, and adopting 'zero carbon zero poverty' principles as we recover from the pandemic.

Use the market potential of the Green Recovery to create local jobs.

Develop planning policy and guidance to facilitate and maximise low energy, resource efficient and resilient development across the city. Crucially, we'll also be leading by example in this in our own construction activities.

Use the power of the Council's spending and investment decisions, and its own organisational policies, practice and partnerships to deliver maximum social and environmental gain.

Invest in sustainable homes and neighbourhoods, driving down both carbon footprint and energy costs for our communities.

Develop the infrastructure to make Cardiff the most Electric Vehicle (EV) friendly city in the UK, and promoting and expanding infrastructure for a range of EV vehicles, including electric bikes.

Ensure the city is prepared for and protected from flooding events.

Proposed Projects

Work with regional partners to develop proposals for a mass retrofit programme for homes, upscaling and accelerating work to make existing homes more energy efficient, tackle fuel poverty, and stimulating new areas for skills development and employment.

Seek to establish a real time publically accessible clean air monitoring network across the city.

Deliver 4,000 new sustainable homes, built to low carbon standards, at scale and pace focused on affordable, sustainable and low carbon mixed tenure homes.

Continue investment in active and sustainable travel, including expanding the Nextbike hire service across the city, investing in publically available electric charging points.

Deliver an integrated and segregated cycle network, and develop Active Travel Plans and accessible walking and cycling routes for all schools.

Investigate a new pipeline of renewable energy generation projects on Council land to generate clean, renewable energy, both for direct local use and to help to further decarbonise National Grid electricity.

Deliver Phase 1 and Phase 2 of a Local Heat Network for Cardiff Bay and the City Centre.

Explore with partners proposals for tidal power to harness the energy potential of the Severn Estuary and establish a cluster of linked businesses.

Establish proposals for a programme of EV infrastructure investment.

Work with Cardiff Bus and other bus companies to green the city's bus fleet, including the introduction of new zero emission battery-electric buses as part of a modernisation and improvement for Cardiff Bus.

Promote healthy, local and low-carbon food through delivering the Cardiff Food Strategy.

Establish a City Tree Farm as part of the ambition to increase the city's tree canopy coverage and deliver the Coed Caerdydd Programme of mass planting of trees across the city.

Delivering the Missions

Working together to develop a Greener, Fairer, Stronger Capital City

The crisis has identified the need for cities, councils and government to reflect on how they enable recovery and transformation. The accelerated devolution of power, responsibilities and finance, and innovative partnership working between all tiers of government has underpinned successful cities internationally, and Cardiff should be part of that story.

Across the globe evidence on city performance suggest that they deliver most for their residents, region and nation when empowered to work in partnership with other tiers of government. Collaborative working, making the right decisions, at the right level, for the right purpose.

Cities also need to recognise that more than words are required to take forward their agenda, and to that end need to establish the means to do so.

In the case of Cardiff, this means establishing innovative governance arrangements between the Council, Welsh Government, Cardiff Capital Region, Western Gateway partners and UK Government, shaped by a common purpose whilst also recognising the city's need to determine its own agenda and to empower it to deliver.

This will also require new models of working that incentivises growth around public goals, bringing together governance structures and new financial mechanisms that encourage investment that drives public benefits.

For Wales it is also critical that the unique role of the capital city is recognised and reflected in its economic policy and development agenda.

To do this we will:

Drive competitiveness through collaboration

We will work with Welsh Government to support their economic agenda, and establish a modern, sustainable and inclusive capital city that delivers for our nation.

We will work with our local government colleagues in the Cardiff Capital Region to establish a Corporate Joint Committee that sees resources devolved to a regional level in a way that enables local government to support a stronger regional economy.

We will work with the Western Gateway to leverage investment on an international scale, and recognise the potential for shared assets across the region to raise our overall competitiveness.

We will work with the UK Government as part of the Levelling Up agenda to establish Cardiff as a top tier UK city.

Establish new models of working

We will look at models such as Place Infrastructure Compacts, with a view to establishing a 'Capital City Compact' that leverages investment to benefit all of Wales.

We will explore the use of value capture models that incentivises sustainable development.

We will work with all levels of government to align external funding sources around a common purpose.

We will establish formal arrangements with our universities to maximise their impact on our economy and community development.

An International Capital City

We will reaffirm our international role through engaging in international networks.

We will work with our twin cities to establish a programme of professional exchanges for individuals and businesses.