

TRANSFORMATION

SOUTH / WEST

Enhancing Place, Connecting Opportunities, Serving Belfast





the **paulhogarth** company

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01

INTRODUCTION

INTRODUCING A TRANSFORMATION





INTRODUCING A TRANSFORMATION

This is a plan for the future of one of Belfast's most important economic areas.

Once a tranquil flood plain of the Blackstaff River, Kennedy Way and Boucher Road are now home to industry and employment, retail and leisure.

In many regards the success of this busy area is self-evident, with its frequent influx of shoppers and workers, aided by the convenience regional road connections.

Yet a closer look reveals that the area faces significant challenges from prominent vacant sites and traffic congestion, to the less visible but serious problems of air pollution. Furthermore, the area borders communities experiencing some of the highest levels of deprivation in Northern Ireland.

So what now for this part of the city? Is it sustainable or desirable for it to continue on its current market-led trajectory with minimal intervention or proactive planning? Or can viable strategic projects be identified that would attract further investment and integrate it better with the surrounding city?

01

INTRODUCTION

INTRODUCING THE AREA

Falls Park

Falls Road

Park Shopping Centre

Donegall Road

The Village

Milltown Cemetery

Windsor Park

The Kennedy Centre

Lisburn Road

Boucher Road

Westwood Shopping Centre

Boucher Road Playing Fields

Andersonstown Road

Casement Park

Musgrave Park

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STUDY AREA

The adjacent aerial photograph shows the study area defined for the purposes of this masterplan. It covers an approximate area of 2km² and extends from the Falls and Andersonstown Roads in the West to the main railway line in the east and from Stockman's Lane in the south to the Bog Meadows and Windsor Park in the north. Bordering the study area are the neighbourhoods of The Village, Donegall Road, Falls Road, Andersonstown and Lisburn Road.

At present this area is considered locally as two distinct entities with Boucher Road of South Belfast and the Kennedy Way / Andersonstown Road of West Belfast. However, for the purposes of this study, both areas are being studied simultaneously for two reasons.

Firstly as evidenced by the adjacent photo, the distribution of land uses and general character of the areas is broadly the same in comparison to predominantly residential neighbourhoods that surround them. Secondly, the split of this river floodplain area dates back to the 1960s construction of the M1 motorway, exacerbated by the subsequent division of the city along sectarian lines. In an era of peace and reconciliation, it is therefore constructive to consider such areas together, so that opportunities can be maximised and stronger linkages found.



MASTERPLAN PROCESS

MASTERPLAN BACKGROUND AND PURPOSE

Transformation South / West was commissioned by Belfast Regeneration Office (DSD) in 2011 working in collaboration with Belfast City Council, South and West Belfast Partnerships, as well as other government stakeholders.

It was produced by The Paul Hogarth Company Urban Designers and Landscape Architects, with the support of Hoy Dorman (Transport), BDO (Economics) and WYG (Costs).

The purpose of this masterplan is to provide strategic vision for the regeneration and development of this area, thereby informing future investment and policy decisions. It is not a statutory document, but is expected to be used to inform future planning for the area, including the forthcoming Development Plan.



MASTERPLAN PROCESS

The Masterplan is founded on a process of robust data gathering and analysis pertaining to the way in which the area looks and functions, as well as the views of local stakeholders.

During production of the plan the consultant team gave numerous interim presentations to the Project Board, providing the opportunity to comment on and steer the project.

The Draft Masterplan was published by Social Development Minister Mervyn Storey MLA on 19 November 2014. This initiated an extensive public consultation exercise outlined in the following section. The project was the first in Northern Ireland to use a new online consultation platform in an official capacity - (www.placespeak.com).

CONSULTATION PROCESS

Consultation on the draft masterplan extended for a fourteen week period between November 2014 and February 2015.

In addition to advertising the consultation period in the local press and on NTV Community Television, just under 10,000 information leaflets were distributed to households and businesses located in the immediate vicinity of the study area. Letters were also sent to key businesses owners notifying them of the draft masterplan and informing them on how to provide their feedback. Finally, social media, including Facebook and Twitter, was also used to promote the various consultation activities.

During the consultation period presentation boards, providing information on the project and emerging proposals, were available to view at the following five locations throughout the city:

- Belfast City Hall
- Andersonstown Leisure Centre
- Olympia Leisure Centre
- Agape Centre
- The Kennedy Centre

In addition to facilitating public drop in sessions at each of the venues listed above, engagement meetings were also conducted with South Belfast Partnership, South Belfast Economic Forum and South West Belfast Neighbourhood Partnership.



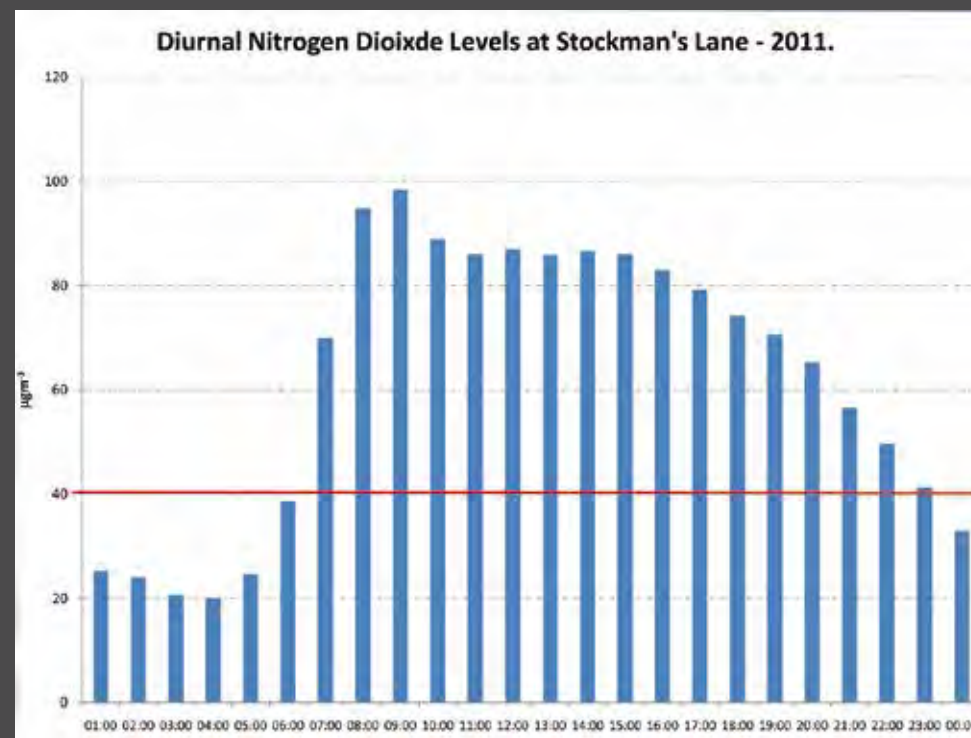
ANALYSIS FINDINGS

ANALYSIS FINDINGS

In order to gain a thorough understanding of the study area, an analysis process was conducted, involving desktop review, stakeholder engagement and a series of site visits. The primary role of this process was to identify the strengths of the area and the elements that make it unique as well as those factors which undermine the quality of the place and need to be addressed.

This section summarises the key findings which emerged from the analysis process.

**Successful
economic
hub of
regional
significance**



**Major current
investment in
local sporting
stadia**

EXISTING STRATEGIC DEVELOPMENTS



BELFAST
RAPID TRANSIT



WINDSOR PARK AND
OLYMPIA REDEVELOPMENT



CASEMENT PARK STADIUM
REDEVELOPMENT



Air pollution black spot of European concern, with health issues

Poor Environmental Quality - For Pedestrians

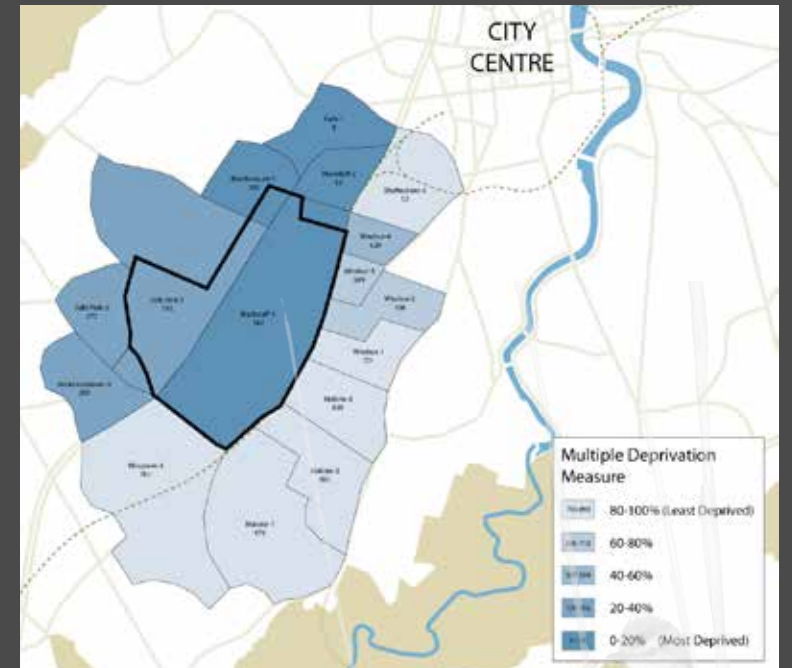
Major traffic congestion, impacting upon potential investment

Social & political divide



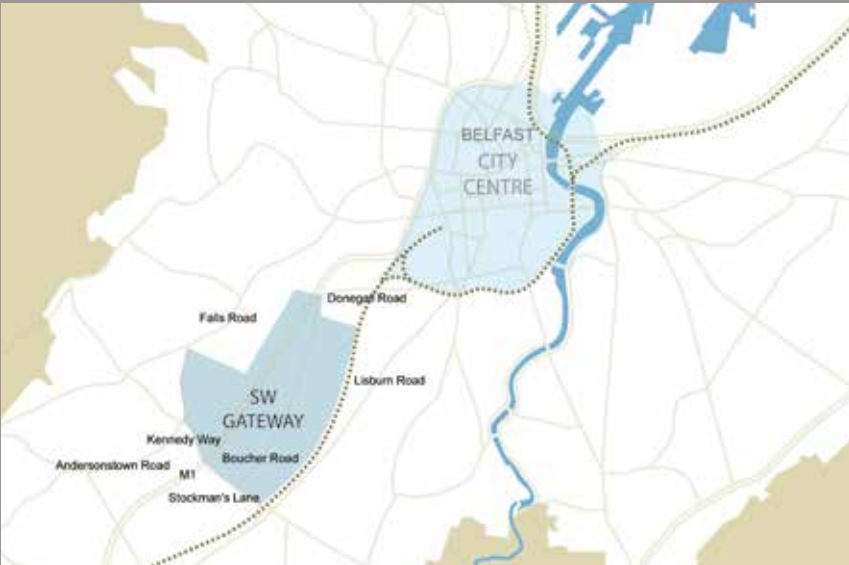
large number vacant sites

Route of the forgotten River Blackstaff, a founding river of the city



Lack of positive identity locally and as an approach into the City

Ad hoc development



SUCCESSFUL ECONOMIC HUB OF REGIONAL SIGNIFICANCE

Located on the primary transport corridor connecting the city with the south and west of the region, this is a strategically important area of Belfast. It is home to a wide range of commercial businesses, including manufacturing, warehousing, distribution and retailing, making it an economic powerhouse for not only the city of Belfast but for Northern Ireland (NI) as a whole. The figures below demonstrate the area’s strong economic position, as Boucher Road is able to command significantly higher costs per square foot for warehousing and storage than other major industrial hubs across NI.

Location	Average Cost per Sq Ft (£)
Boucher Rd, Belfast	5.54
Dargan Industrial Estate, Belfast	3.73
Newry	3.21
Derry / Londonderry	2.58

(Source: Property Pal - All available warehousing sites 23-Oct-2012)

EXISTING STRATEGIC DEVELOPMENTS

The regional significance of the Masterplan area is demonstrated by investment currently being channelled there. Major capital schemes include Belfast Rapid Transit (BRT) and the redevelopment of both Windsor Park and the nearby Casement Park.

Belfast Rapid Transit (BRT) is a bus-based rapid public transport system, which runs from the city centre to the east and west of the city, and to Titanic Quarter. It is expected to start operating in 2018.

Commencing in April 2014, the £35million redevelopment scheme of Windsor Park will provide an 18,000 seated capacity national football stadium comprising player accommodation, office and conferencing facilities and community space. In conjunction with these works, proposals also include redeveloping the Olympia Leisure Centre to provide leisure and wellbeing facilities in the west stand of the new stadium and establish an attractive formal entrance to the stadium from the Boucher Road.

Investment is also earmarked for the redevelopment of the twelve-acre Casement Park site to provide an ‘iconic GAA stadium’, for Ulster and the City of Belfast. The new facility will provide active street frontage along Andersonstown Road and will incorporate a range of sporting and non-sporting uses as well as community facilities.





IMPORTANT LOCATION FOR SPORTS AND LEISURE

The area performs an increasingly important role in the sports and leisure life of the city, with both Windsor Park and the nearby Casement Park accommodating major sporting events. Moreover, the Boucher Playing Fields, the Olympia and nearby Andersonstown Leisure Centres provide vital sports and leisure services for local communities. Furthermore, the use of Boucher Playing Fields as a venue for major music concerts adds to and complements this important leisure role. This is recognised in the Belfast Metropolitan Area Plan 2015 with these portions of land within the study area zoned as areas of existing open space.

LARGE NUMBER OF VACANT SITES

Despite the wide range of commercial businesses located within the study area, a large number of sites currently lie vacant or underdeveloped, while several major outlets have recently gone into administration. In addition, several businesses have relocated elsewhere in the city while there has also been an increase in the number of lower value shops and a reduction in the number of high quality brands. A key priority, therefore, of this Strategic Plan will be to build upon the area's existing economic strengths and address economic decline.





ROUTE OF THE FORGOTTEN RIVER BLACKSTAFF, A FOUNDING RIVER OF THE CITY

Prior to the expansion of Belfast from the mid-19th Century, this area was known as Falls Meadow and comprised expansive floodplain associated with the River Blackstaff, providing farmland and natural habitat for an array of bird and plant life (refer to adjacent historic plan). With construction of the M1 motorway in the 1960s, a section of the River was culverted and large scale infilling and development took place across the study area.

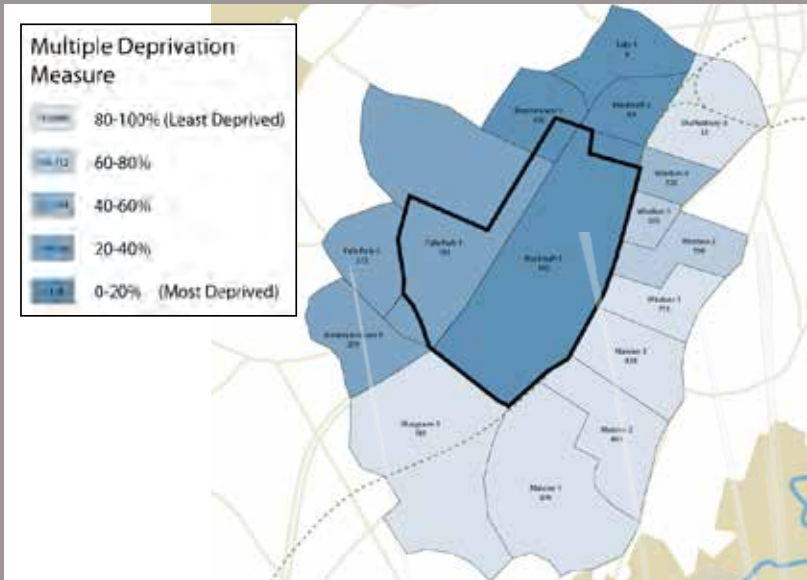
Today, a portion of the former Falls Meadows has been preserved and designated as Bog Meadows Local Nature Reserve, while the Blackstaff River itself follows a linear route through the study area, parallel to the M1 motorway, before entering a culvert and reaching the River Lagan at the Gasworks. While Bog Meadows provides high quality open space for leisure and recreation, visibility and use of the river is negligible as it predominantly runs to the rear of Boucher Road commercial properties.



SOCIAL AND POLITICAL DIVIDE

The masterplan area straddles a socio-political interface between the predominantly nationalist West Belfast and the predominantly unionist South Belfast, while figures from NINIS (Northern Ireland Neighbourhood Information Service) show that the study area is bordered by several of NI's most economically deprived and affluent neighbourhoods.

Moreover, the absence of physical links throughout the study area and lack of connectivity between local businesses and local communities further reinforce these divisions.





AD-HOC DEVELOPMENT

While the area has seen rapid commercial expansion over recent years, there has been a stark absence of strategic planning guidance for the area, demonstrated in the recently adopted Belfast Metropolitan Area Plan (BMAP) 2015. While BMAP includes zonings for employment and district centre uses for the Andersonstown Road/Kennedy Way commercial area, planning guidance for the Boucher Road area, which had previously been set out in the, now superseded, Belfast Urban Area Plan 2011, has been removed.

This rapid commercial expansion and lack of a strategic vision for the area, has resulted in a disjointed development pattern emerging (illustrated in the figure ground plan above). Such development impacts on legibility and movement throughout the area for both motorists and pedestrians and further reinforces the physical barriers created by the motorway and railway line.



POOR ENVIRONMENTAL QUALITY

While the area occupies a strong regional location, its position along a primary approach route into the city has resulted in a car dominated environment, with the area suffering from major vehicular congestion, particularly at peak times. This has had a significant knock on effect on the environment for pedestrians and cyclists, while the levels of air pollution in this area are the highest in the whole of Northern Ireland.



LACK OF POSITIVE IDENTITY LOCALLY AND AS AN APPROACH INTO THE CITY

A culmination of ad hoc development, low environmental quality, congestion and other factors have conspired to negatively impact upon the identity of the area. This is not only detrimental to the business located there, but also surrounding communities and given it's prominent location, the city as a whole. The identity of the area at present is in contrast to other successful regional retail and business locations with which it currently competes.

VISION

The overarching vision for this part of the city is to strengthen its social and economic role by greatly improving its environmental quality and connectivity.

This important, yet at times overlooked part of the city has considerable potential to contribute more fully to the life of Belfast, its people, wildlife and business community. A coordinated approach to the planning, design, management and promotion of the area would reap considerable benefits for all.

The following four overarching aims outline the key priorities of Transformation South / West :

- Supporting existing business and attracting new investment
- Network of new linkages, connecting neighbourhoods and opportunities
- Dramatically improved, healthier environment
- One attractive and identifiable location for employment, retail, sports and recreation

SUPPORTING EXISTING BUSINESS AND ATTRACTING NEW INVESTMENT



NETWORK OF NEW LINKAGES, CONNECTING NEIGHBOURHOODS AND OPPORTUNITIES

DRAMATICALLY IMPROVED, HEALTHIER ENVIRONMENT

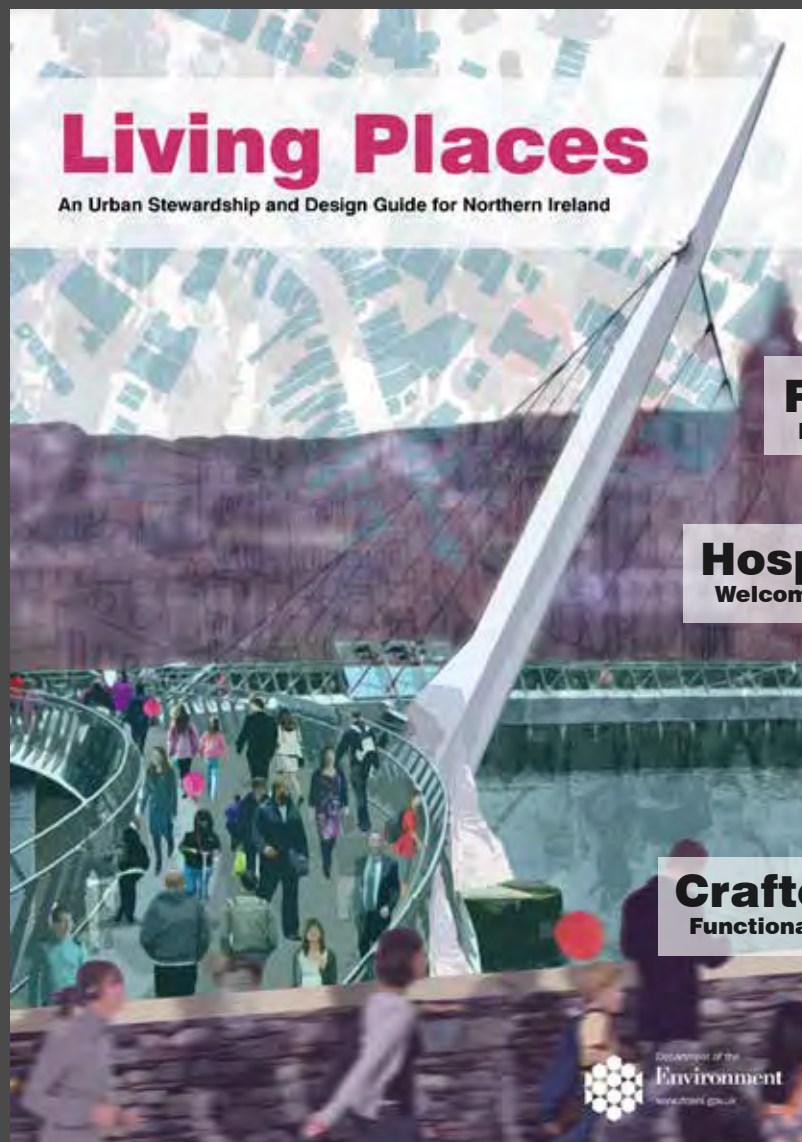


ONE ATTRACTIVE AND IDENTIFIABLE LOCATION FOR EMPLOYMENT, RETAIL, SPORTS AND RECREATION

KEY PRINCIPLES

A key requirement of the area is to radically improve it's quality of place. It is advocated that the qualities of urban stewardship and design (illustrated below), are pursued by those involved in delivering the vision.

The recent DOE publication, 'Urban Stewardship and Design Guide' introduces the following ten qualities for successful urban places. Each one is important and has its own particular benefits, as well as challenges associated with its delivery. However, only when these ten qualities are brought together, can truly great place making begin.

**Visionary**

With clarity of purpose & direction

Collaborative

Shared in use, management and planning

Contextual

The 'Right Fit', reinforcing sense of place

Responsible

Resource efficient, minimising impact

Accessible

Easy to access for all of us

Hospitable

Welcoming, safe and healthy

Vibrant & Diverse

Alive with centralised activity

Viable

Of excellent design quality and aesthetics

Crafted

Functional, flexible and lasting

Enduring

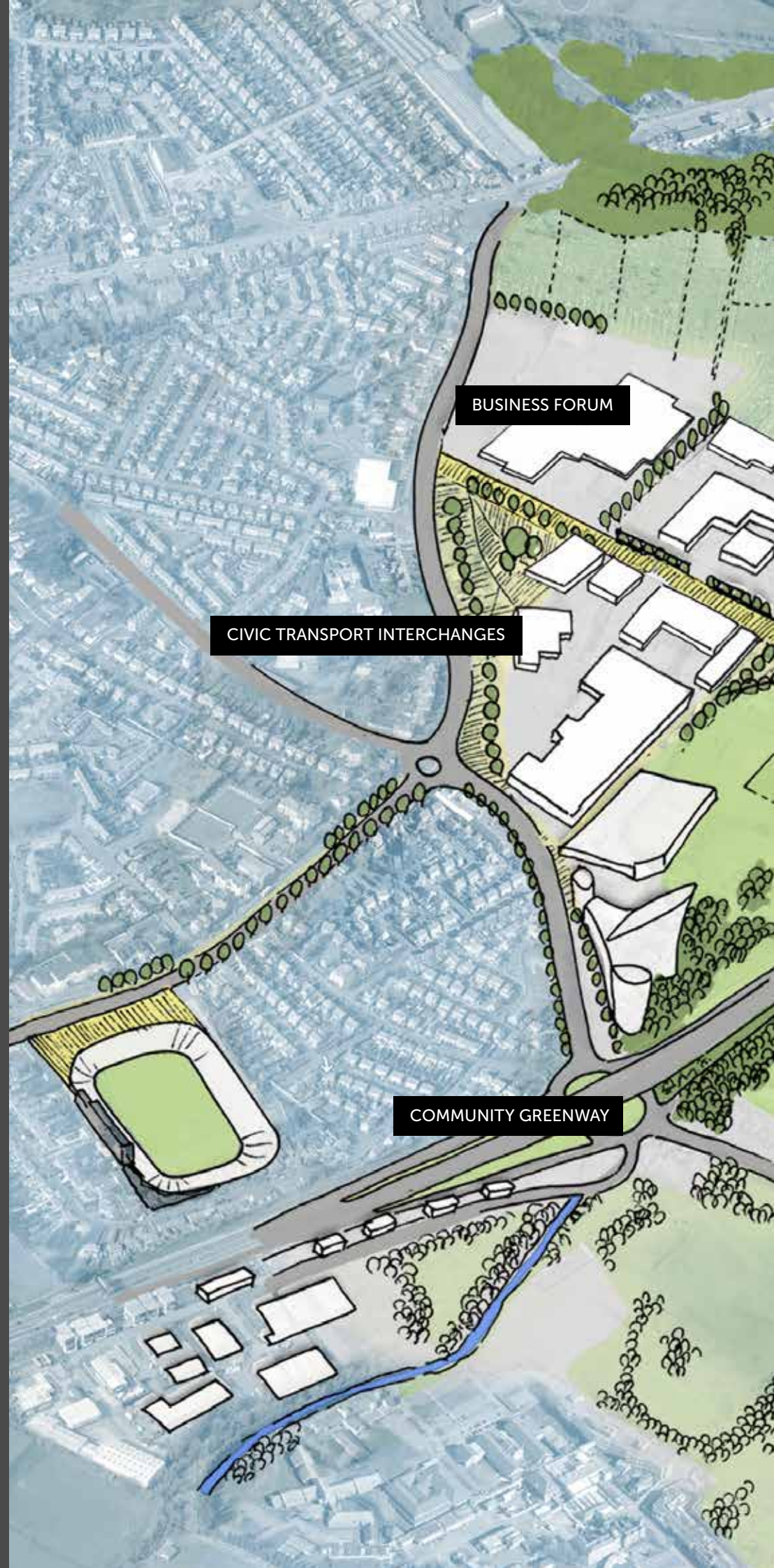
Imbued with a legacy of continued understanding and interpretation

MASTERPLAN OVERVIEW

INTRODUCTION

A series of 12 actions are proposed for the Transformation South / West Masterplan. These actions vary in scale, character and complexity. Yet they share the common goal of fulfilling the Vision of dramatically improving the environment, creating new linkages, supporting business and establishing one attractive and identifiable location for future investment.

A description of each action is provided over the following pages, along with a series of potential benefits and issues associated with them.





QUALITY WILDLIFE CORRIDORS

QUALITY PEDESTRIAN & CYCLE CORRIDORS

SUSTAINABLE ENERGY AND WASTE INITIATIVE

LANDMARK M1 BRIDGE

POSITIVE PLACE BRANDING

BLACKSTAFF PARK

COMMUNITY DEVELOPMENT

INTEGRATED TRAVEL PLAN

PROACTIVE PLANNING, DESIGN AND DEVELOPMENT

TRANSFORMATION SOUTH / WEST

COMMUNITY DEVELOPMENT

A notable feature of this area is the close proximity of acutely deprived neighbourhoods to one of the city's most important areas of economic activity. It is proposed to increase direct relationships between business and local communities in this area, with a view to creating more opportunities for employment, training and joint initiatives.

- + Economic impact in neighbourhoods of deprivation
- + Educational and training opportunities for local population through social clauses, apprenticeships and community programmes
- + Improved community relations
- + Introduction of greater activity levels, contributing to footfall and safety
- ! Political sensitivity



BUSINESS FORUM

While the area possesses a strong commercial base, there is a lack of partnership between the wide range of businesses in the area.

Availing of existing mechanisms and structures provided by both the Belfast Chamber of Trade and Commerce and the South and West Belfast Partnership Boards, the Masterplan proposes the establishment of a Business Forum to help develop synergies between various businesses and strengthen the collective voice of the local business community. Through the forum, the collective input of the wide range of commercial businesses could be obtained in order to align common goals and develop a shared approach for the future development of the area.

- + Brings together stakeholders
- + Aids clearer communication between public and private sector
- + Enhanced opportunities for public and private sector investment
- + Economic benefits locally and at the citywide level
- + PR opportunity for local businesses and city
- ! Difficulty engaging multinational organisations



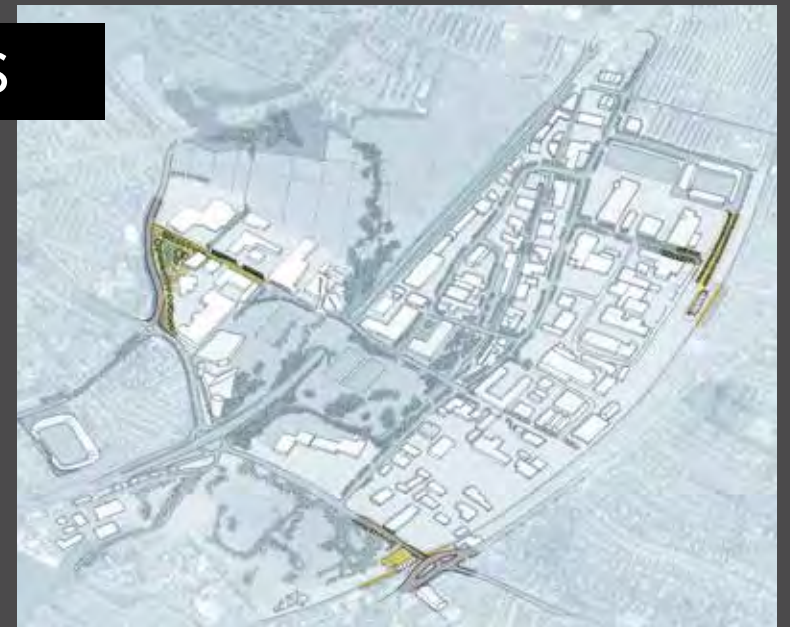
CIVIC TRANSPORT INTER-CHANGES

The area is fortunate to possess relatively good public transport infrastructure, with the main North/South Railway line, numerous bus routes and the proposed Belfast Rapid Transit (BRT) system all in close proximity.

In order to facilitate greater use of public transport in the area, it is proposed to upgrade the key transport interchanges. This should include the railway halts at Adelaide and Balmoral and BRT stops on the Falls Road.

Outputs of this initiative may include new buildings and civic spaces, better lighting, signage and access.

- + Improved connections to public transport / sustainable transport links
- + Reduced traffic congestion and air pollution
- + Reduced disruption during major events
- + Introduction of greater activity levels and civic events space
- + Potential city centre park & ride
- + Links Rapid Transit to Rail Network
- + Value to Lisburn Road
- ! Linkage to car parking
- ! Requires improved pedestrian links in vicinity
- ! Availability of sites / space funding



QUALITY PEDESTRIAN AND CYCLE CORRIDORS

Whilst much of the area is car dominated, people do walk and cycle through it. It is proposed to encourage higher levels of pedestrian and cycle activity by investing in a number of quality pedestrian and cycle corridors.

Improvements should include good quality foot and cycle paths, lighting, tree planting and signage.

- + Reduced traffic congestion
- + Reduced air pollution
- + Improved aesthetics
- + Encouragement of healthy lifestyles
- + Safer and livelier via greater road activity

- ! Likely to remain car dominated
- ! Road safety at major junctions



QUALITY WILDLIFE CORRIDORS

The area has potential to play a more important ecological role in the city, having once been an extensive area of floodplain associated with the Blackstaff River. Notably, yet unknown to many, the River still passes through the centre of the study area to the rear of business properties before entering a long culvert on its way to the River Lagan.

It is proposed to create a network of ecological corridors that extend wildlife habitat and encourage greater biodiversity across the area.

- + Increased biodiversity and reduction in pollution
 - + General improvements to aesthetics
 - + Educational and training opportunities
 - + Encouragement of healthy lifestyles
 - + Cultural and historical interpretation
 - + Sustainable Urban Drainage (SUDs)
- ! Ecological value of river compromised by culverted sections
 - ! Invasive plant species



'BLACKSTAFF' PARK

The Boucher Road Playing Fields have become increasingly valued as a venue for sports training and special events. Yet the park has scope to contribute more fully to the wider area. Furthermore, directly across the motorway lies a large, vacant waste water treatment works with considerable scope to become a public open space.

It is therefore proposed to establish a new 'Blackstaff Park' to either side of the M1. Named after the river, it would provide a valuable facility for local residents, employees and visitors.

- + Provision of new sporting facilities in area of need
 - + Improved facility for major events
 - + Setting for private sector investment
 - + Introduction of greater activity levels, contributing to footfall and safety
 - + General improvements to aesthetics
 - + Cultural and historical interpretation scope
- ! Park divided by motorway
 - ! Potential for conflicts between sports and events usage
 - ! Coordination with other nearby venues required (Musgrave Park, Stadia etc.)

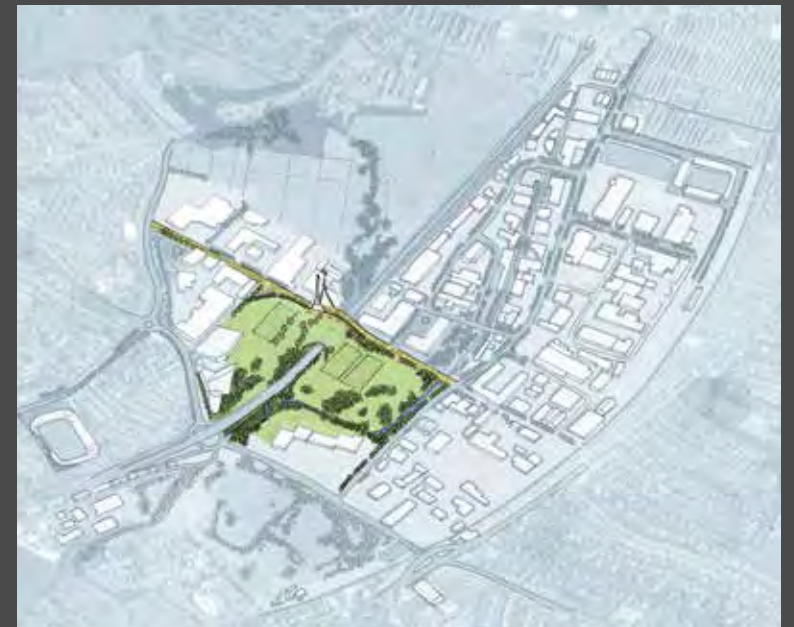


LANDMARK M1 BRIDGE

A new landmark bridge is proposed that connects the Boucher Road and the Falls Roads, crossing the M1 Motorway.

A pedestrian and cycle bridge would encourage more sustainable modes of movement around the area and enable the Boucher Road and Kennedy Way areas to operate as one destination. Scope does exist in the future, however, to explore a larger bridge suitable for accommodating vehicles.

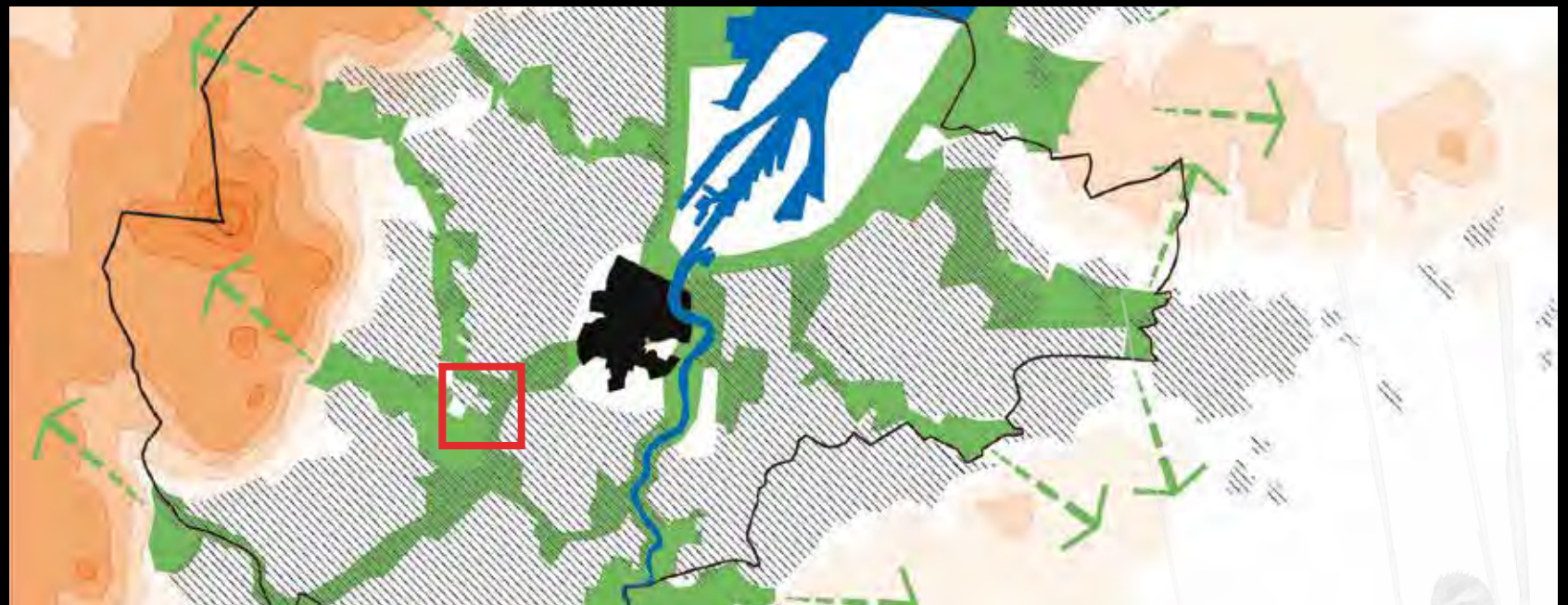
- + Powerful symbol of peace and reconciliation
 - + Reinforced identity of area
 - + Contributes to a reduction in traffic congestion
 - + Access from South to Belfast Rapid Transit
 - + Access from West to rail network
 - + Link stadium and hospitals
 - + Improved flow of customer activity between South and West retail areas
-
- ! Political sensitivity
 - ! Significant investment
 - ! Requires further studies



COMMUNITY GREENWAY

Further connectivity within and beyond the area would be achieved through the establishment of a local greenway network. Specifically, this will involve a pedestrian and cycle route between Musgrave Park and the Milltown Cemetery, which forms part of the wider greenway system linking the River Lagan and Belfast Hills, as identified in the Belfast Metropolitan Area Plan. Additional connections via the Blackstaff River could also be explored.

- + Reduction in air emissions through use of alternative transport modes
- + Encouragement of healthy lifestyles
- + General improvements to aesthetics of the area
- + Educational and training opportunities for local population
- + Scope for tourism, cultural and historical interpretation
- + Improved setting for private sector investment
- ! Political sensitivity
- ! Physical constraints to linkage (eg M1 junction)



POSITIVE PLACE BRANDING

The study area is comprised of broadly the same retail, industrial and leisure land uses. Despite this common purpose, the area lacks a shared identity. Instead it is broken into many separate business and retail parks with various names.

It is proposed to rebrand the entire area, so helping it to be managed and promoted as one compelling entity. This would not replace existing cultural and commercial identities, but seek to capitalise upon the shared strengths of the place. As part of this branding exercise, an important first step will be to establish a new widely acceptable name that encompasses this part of the city.

Outputs of this initiative may include signage, gateway entrance features and advertising campaigns.

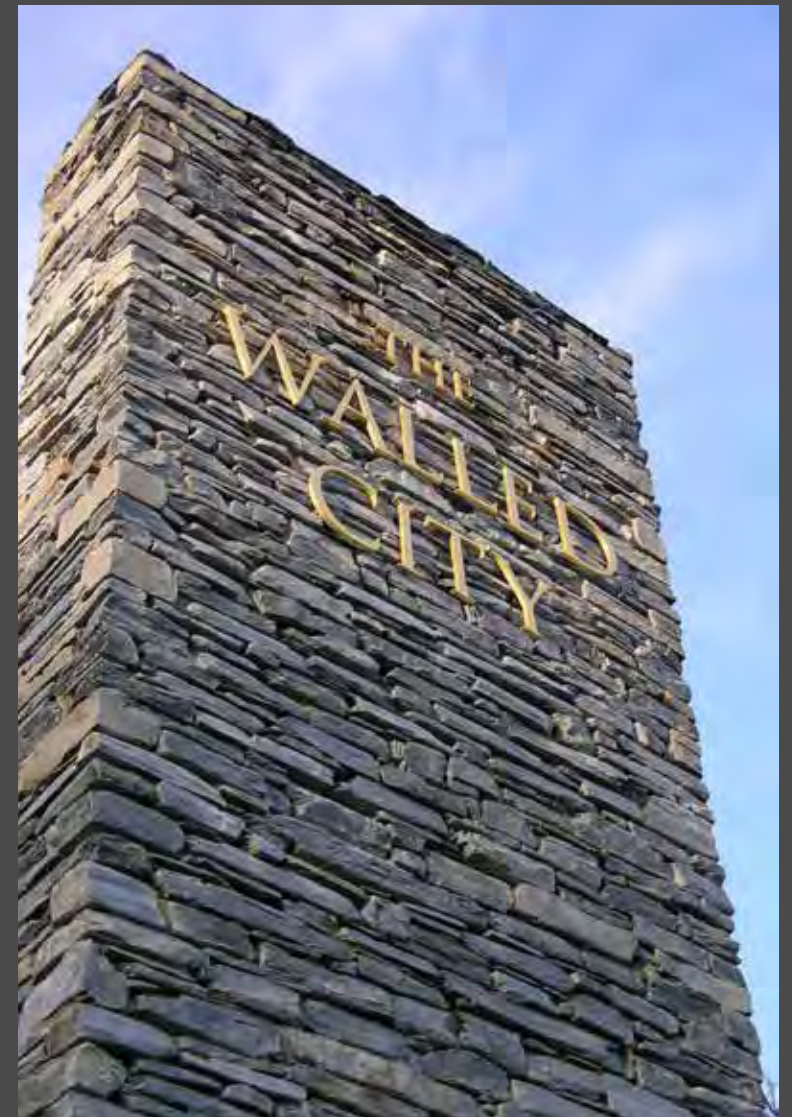
- + Establishes a destination identity
- + Improved first impressions
- + Reduced barrier effect
- + Introduces visual consistency
- + Relatively low cost catalyst for investment
- + Highly marketable concept
- ! Political sensitivity
- ! Requires careful timing and phasing

Balmoral Plaza
Boucher Shopping Park
Hawthorn Business Park
Shane Retail Park
Holly Business Park
Adelaide Industrial Estate
Kennedy Way Industrial Estate
The Boucher Centre
The Westwood Centre
The Kennedy Centre
Lesley Retail Park
Boucher Plaza

Titanic
Quarter

Belfast
City
Centre

?



INTEGRATED TRAVEL PLAN

Traffic is a major problem for this part of Belfast. Not only does this frustrate motorists, it reduces the quality of the environment and deters investment.

It is proposed to work with businesses and organisations based within the area to develop integrated travel plans. These would establish realistic and achievable strategies that establish how employees, customers, goods and services can access the area in a manner that is both sustainable and conducive to better business. Pedestrian, cycle, public and private transport must all be considered in this process and plans should be integrated with one another as much as possible.

- + Reduced congestion and car parking
 - + Increased customer parking capacity
 - + Reduced air pollution
 - + Encourages greater pedestrian activity in the area
 - + Brings together stakeholders
 - + Encourages sustainable transport facilities
 - + PR opportunity for local businesses and city
- ! Voluntary process involving many organisations



SUSTAINABLE ENERGY & WASTE INITIATIVE

Given the regional significance of the area, there is an aspiration for this part of the city to take a lead role in promoting low or zero carbon development and sustainable waste management techniques. While contributing to the overall environmental quality of the area, this would assist in meeting Belfast and NI's targets for carbon emission reductions and help individual businesses save money and meet their own environmental management standards.

Recommendations for the effective delivery of this proposal include the introduction of green-roofs or solar panels on the rooftops of commercial and industrial buildings throughout the study area. While the installation of solar panels will provide a cost-effective, renewable energy source, green roofs provide insulation, contribute to increased bio-diversity in the area and significantly enhance the aesthetic quality of the built environment. Furthermore, the introduction of sustainable waste management through urban drainage and recycling, not only benefits the environment but also has financial advantages as it decreases the amount of waste.

- + Significantly enhanced environmental quality and built form
- + Reduced carbon emissions
- + Educational and training opportunities for local population
- + Improved setting for private sector investment
- + PR opportunity for local businesses and city
- ! Not a mandatory requirement in current planning policy
- ! Complications retrofitting existing buildings
- ! Difficulty involving multinational organisations



PROACTIVE PLANNING, DESIGN & MANAGEMENT

Only through pro-active planning, design and management of this part of the city will a long term, sustainable transformation take place. It is proposed that a more coordinated approach to the area is taken through partnership working between the local authority, landowners, business owners and local communities.

- + Improved aesthetics of the area
- + Positive impact on land values and improved setting for private sector investment
- + Integrated with statutory planning policy
- + Prevent migration of existing businesses to other retail / industrial areas – reducing employment in local area
- + Encouraged investment and redevelopment of vacant properties – leading to increased employment opportunities
- + Improved profitability of existing businesses, leading to increased employment opportunities
- + Improved land values, leading increased rateable values



ACTION PLAN FOR DELIVERY

INTRODUCTION

Transformation South / West sets out a series of actions that together will have a transformative impact on this important part of the city.

This section outlines how the actions can be delivered and crucially, the coordination process that is required to ensure that their regenerative value is maximised.

REGENERATIVE VALUE

The matrix below illustrates how each of the 12 Masterplan Actions will meet the Project Aims (page 18) and the Qualities of Living Places (page 19). This clearly demonstrates the significant potential of the masterplan actions to bring about comprehensive regeneration to the Kennedy Way and Boucher Road areas of Belfast.

Critically, these interventions are designed to catalyse further investment from the private sector and other parties, by making development sites more attractive to the market and stimulating further business activity.

Over time new actions and projects may be added to the Masterplan, as long as they seek to address the outcomes noted below.

		PROJECT AIMS				LIVING PLACES QUALITIES									
		SUPPORT BUSINESS ATTRACT INVESTMENT	NETWORK OF NEW LINKAGES	DRAMATICALLY HEALTHIER & GREENER ENVIRONMENT	ONE ATTRACTIVE & IDENTIFIABLE LOCATION	VISIONARY	COLLABORATIVE	CONTEXTUAL	RESPONSIBLE	ACCESSIBLE	HOSPITABLE	VIBRANT & DIVERSE	CRAFTED	VIABLE	ENDURING
1	POSITIVE BRANDING														
2	INTEGRATED TRAVEL PLAN														
3	CIVIC TRANSPORT INTERCHANGES														
4	QUALITY PEDESTRIAN & CYCLE CORRIDORS														
5	QUALITY WILDLIFE CORRIDORS														
6	BLACKSTAFF PARK														
7	LANDMARK M1 BRIDGE														
8	COMMUNITY GREENWAY														
9	COMMUNITY DEVELOPMENT														
10	BUSINESS FORUM														
11	SUSTAINABLE ENERGY & WASTE INITIATIVE														
12	PROACTIVE PLANNING, DESIGN & MANAGEMENT														

ACTION	PRIORITY	TIME SCALE	FINANCE SCALE	LEAD	STAKE-HOLDERS
POSITIVE BRANDING	High	Short	£	BCC	Priv, INI,
INTEGRATED TRAVEL PLAN	V High	Short - Med	£	Dfl	Priv, Translink, BCC
CIVIC TRANSPORT INTERCHANGES	High	Med	££	Dfl	Translink, BCC
QUALITY PEDESTRIAN & CYCLE CORRIDORS	V High	Med	££	BCC	Dfl, Sustrans, WBP, SBP, DfC
QUALITY WILDLIFE CORRIDORS	High	Short - Med	£	DAERA	BCC, WBP, SBP, Comm, Env
BLACKSTAFF PARK	High	Med	££	BCC	Sport NI, Env, Dfl
LANDMARK M1 BRIDGE	Med	Med-Long	£££	TEO	Dfl, BCC,
COMMUNITY GREENWAY	Med	Med-Long	££	SBP / WBP	BCC, DAERA Sustrans, Env, Dfl
COMMUNITY DEVELOPMENT	High	Short - Med	£	DfE	Priv, Comm, BCC
BUSINESS FORUM	V High	Short	£	DfE	Priv, BCC, WBP, SBP,
SUSTAINABLE ENERGY & WASTE INITIATIVE	High	Med-Long	££	DAERA	Priv, Env
PROACTIVE PLANNING, DESIGN & MANAGEMENT	Very High	Short	£	BCC	Dfl
PREPARATORY PHASE	Very High	Short	£	DfC / BCC	Dfl, Priv, Comm

ACTION PLAN FOR DELIVERY

Transformation South / West should be managed using the adjacent Action Plan for Delivery. This ‘live’ document should be reviewed and updated at regular intervals as projects are delivered and other contextual circumstances change. Categories are described as follows:

PRIORITY:
The importance of projects in relation to one another and their potential regenerative impact.

TIMESCALE:
The relative time period required to deliver particular projects. It should be noted that all projects have scope to be delivered in phases, thereby leading to a more detailed estimation of relevant timescale.
Short = 1 - 3 yrs, Med = 3 - 6 yrs, Long = 6 - 10 yrs

FINANCIAL SCALE:
The relative scale of financial cost associated with each project. Detail costings will be possible with further design and development of projects, thereby defining their extent and materials.
£ = <100k, ££ = 100k - 3m £££ = >3m

LEAD:
Suggested lead organisation based on current responsibilities and strengths

STAKEHOLDERS:
Some suggested organisations who should be closely involved with development of the project.

BCC	Belfast City Council
Comm	Communities
DAERA	Department of Agriculture Environment and Rural Affairs
DfC	Department for Communities
DfE	Department for the Economy
Dfl	Department for Infrastructure
Env	Environmental Charitable Sector
INI	Invest Northern Ireland
Priv	Private Sector
SBP	South Belfast Partnership
Sport NI	Sport NI
Sustrans	Sustrans
TEO	The Executive Office
Translink	Translink
WBP	West Belfast Partnership

FUNDING AND DELIVERY MECHANISMS

MASTERPLAN COORDINATION

Transformation South / West should be coordinated centrally with a Project Board comprised of key stakeholders from the public, private and community sectors.

The board will be tasked with prioritising projects, reviewing progress and maintaining strategic oversight of the masterplan objectives. Another important role of the group will be to champion the masterplan, garnering support and ensuring that other emerging policies take cognisance of it.

As projects are prioritised for delivery, Project Teams should be established by the Lead Partner. This group would be responsible for the development of specific projects with the buy-in of stakeholders and professional consultancy support where required.

THE PREPARATORY PHASE (ACTION (A))

In order to deliver the masterplan in full, it will be important to establish robust baseline data against which the impact of masterplan delivery can be measured.

Some suggested areas in need of baseline data are:

- Traffic modelling
- Pedestrian counts
- Travel patterns
- Biodiversity & Habitat
- Energy consumption
- Emissions data
- Employment figures
- Economic outputs

In light of this data, a series of tangible outcomes should be identified in agreement with appropriate stakeholders and in conjunction with wider policy objectives.

Another important early action is the building of stakeholder awareness and buy-in to the Transformation South / West Masterplan. In particular a strong channel of communication with the business community is needed, with a view to establishing a business forum. Furthermore, positive and effective engagement with surrounding communities must be an integral feature of the masterplan delivery process.

POTENTIAL FUNDING SOURCES

The proactive identification of viable sources of funding will be an important activity in the short term for delivery of the masterplan. It is recognised that the fiscal landscape is challenging in the midst of public sector cuts and a fragile economic outlook. However, the potential economic impact of this masterplan - many projects of which are relatively modest in scale - must be taken into consideration.

Upon prioritisation each project will be further designed, developed and costed, allowing for a decision on which of the following sources would be most appropriate for funding.

- Departmental and Organisational Budgets (Public Sector): Several masterplan proposals align with the existing responsibilities and interests of central, local government bodies, as well as service providers (eg public transport) The masterplan should therefore be taken into full consideration as annual budgets are set and spending decisions are prioritised.

- Private Sector Funding and Sponsorship: Projects or parts thereof may also fall under the spending plans of private organisations where they are of direct benefit to their business interests. This will include redevelopment projects, saving and efficiency measures (eg sustainable energies) or community / environmental outreach commitments. The latter would also give rise to sponsorship and marketing opportunities of interest to business.

- National and International Grants: Funding opportunities from national and international programmes should be monitored closely for potential relevance to the masterplan. These include major European funds (e.g. PEACE IV, European Regional Development Fund, JESSICA, IFI) however the implications of the UK's exit from the EU will require assessment. Grants may also emerge via the charitable sector for projects that address particular topics (eg environment and sustainability).

POTENTIAL PHASING OF EARLY WIN PROJECTS

LOTTERY FUNDING

Several masterplan projects, or phases thereof, may be suitable to Big Lottery funding, which supports projects of value to the Health, Education and the Environment.

BUSINESS IMPROVEMENT DISTRICT (BID)

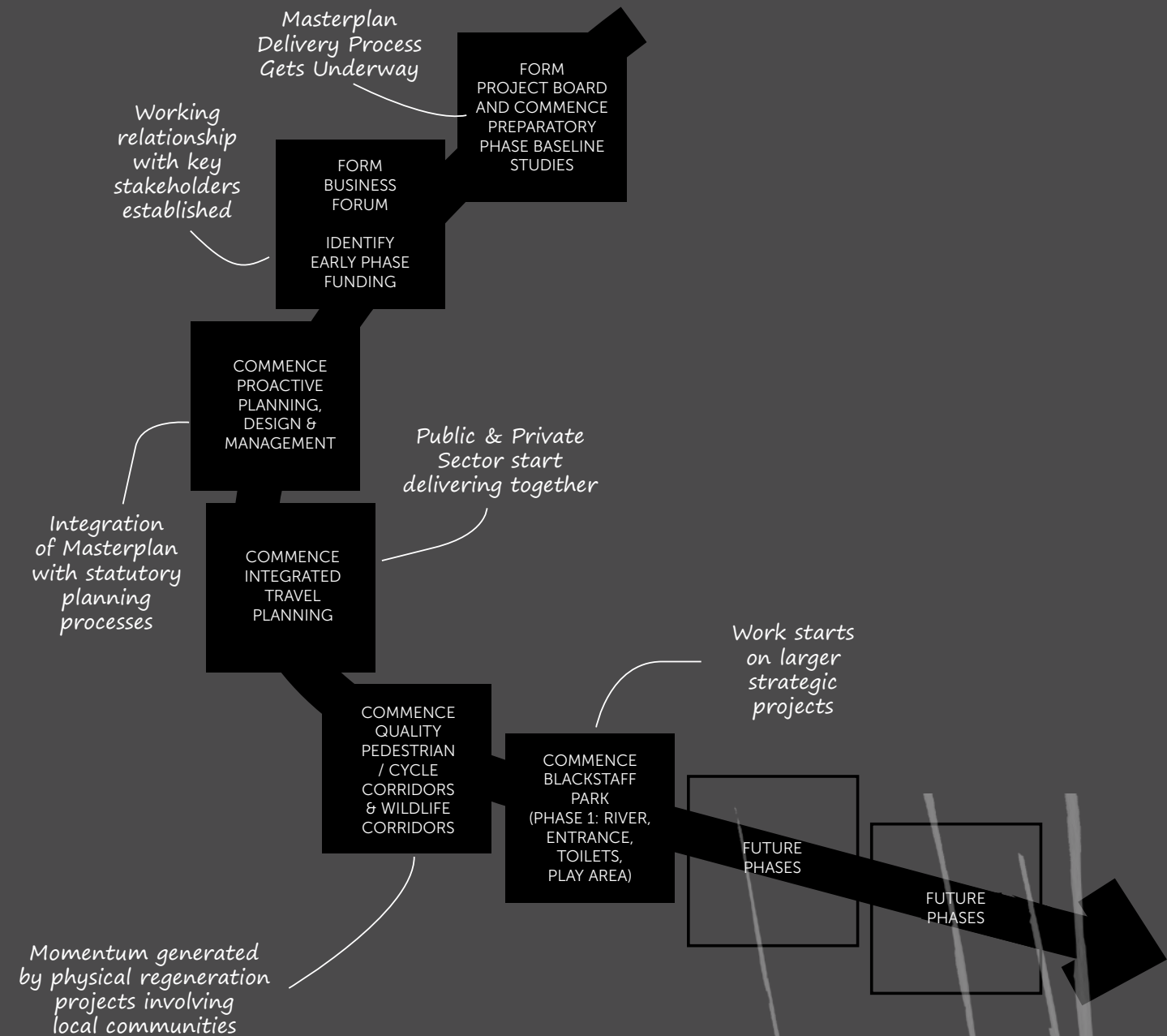
An interesting potential funding mechanism for this area would be the creation of a Business Improvement District (BID). This would involve local businesses working in partnership with government to prioritise and deliver projects of mutual benefit. At the time of writing a number of pilot BID areas have been identified, the results of which will in form future roll out.

TAX INCREMENT FINANCING (TIF)

Infrastructure and other capital projects may be suited to Tax Incremental Financing (TIF) which allows Local Authorities to borrow against predicted future gains in business rates to finance current physical improvements. Whilst this mechanism is new to Northern Ireland, successful examples of its operation in a UK context are of relevance to this masterplan.

The Action Plan contains a proposed prioritisation of projects which will be kept under review by the Project Board.

In this section an indicative phasing is shown below, which illustrates how the early stages of the masterplan could unfold.







CONCLUSIONS

Transformation South / West proposes a series of strategic interventions that will not only underpin the sustainability of one Belfast's most important economic areas, but also stimulate a transformation of benefit to all who live and work there.

Through analysis for this masterplan, the area's considerable strengths were identified. However, significant weaknesses of concern have also emerged that will require a coordinated process to tackle.

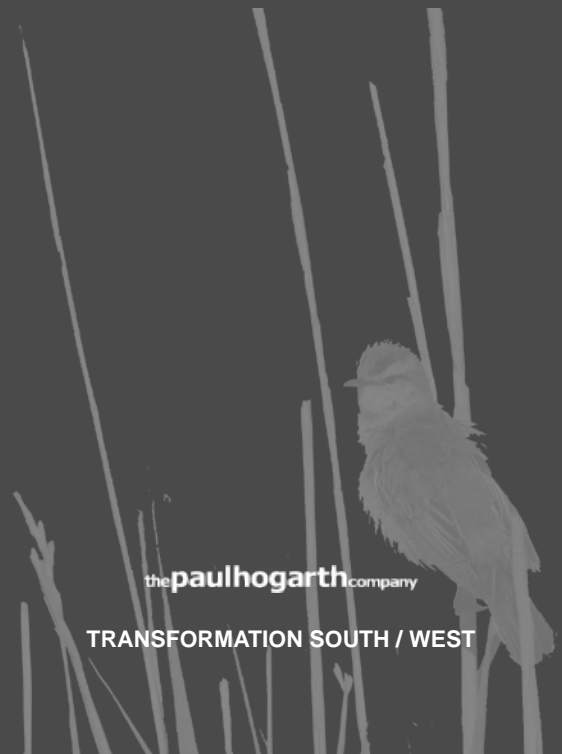
Consequently a bold and clear vision for this part of the city has emerged, allowing it to build upon these strengths, whilst tackling issues head on.

Clearly the masterplan delivery process will not be without its challenges, requiring the bringing together of many stakeholders, the sourcing of funding streams and the coordination of strategic projects with one another.

Yet by connecting people and places, an exciting opportunity now exists to comprehensively improve the way in which this important area both looks and functions, safeguarding its role in the future of the city.



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TRANSFORMATION SOUTH / WEST