

Castlereagh

Integrated Development Framework

On behalf of the Department for Social Development &
Castlereagh Borough Council

November 2014



Supported by the Northern Ireland Executive
through the Department for Social Development



Castlereagh
Borough Council



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Background

In March 2013 the Department for Social Development (DSD) and Castlereagh Borough Council (CBC) commissioned the preparation of the Castlereagh Urban Integrated Development Framework (CUIDF).

The CUIDF was prepared by the consultant team in conjunction with the Project Steering Group which consisted of representatives from DSD and CBC. The consultant team, led by Turley, consisted of Colliers International, Hamilton Architects, Atkins Global, FGS McClure Watters and Market Research Northern Ireland.

The CUIDF is supported and underpinned by an evidence basis which consists of a suite of technical assessments as well as the results from independent market surveys. This information is enclosed within the report appendices (separate document).

The CUIDF sets out a long term, high level, inspiring vision for the study area up to the year 2022. Consideration has been given to the statutory planning framework set out in the Belfast Metropolitan Area Plan (BMAP 2015) and the current suite of regional planning statements. The CUIDF is a non-statutory document that will assist Council in shaping the future of the study area as part of a wider programme of regeneration initiatives.

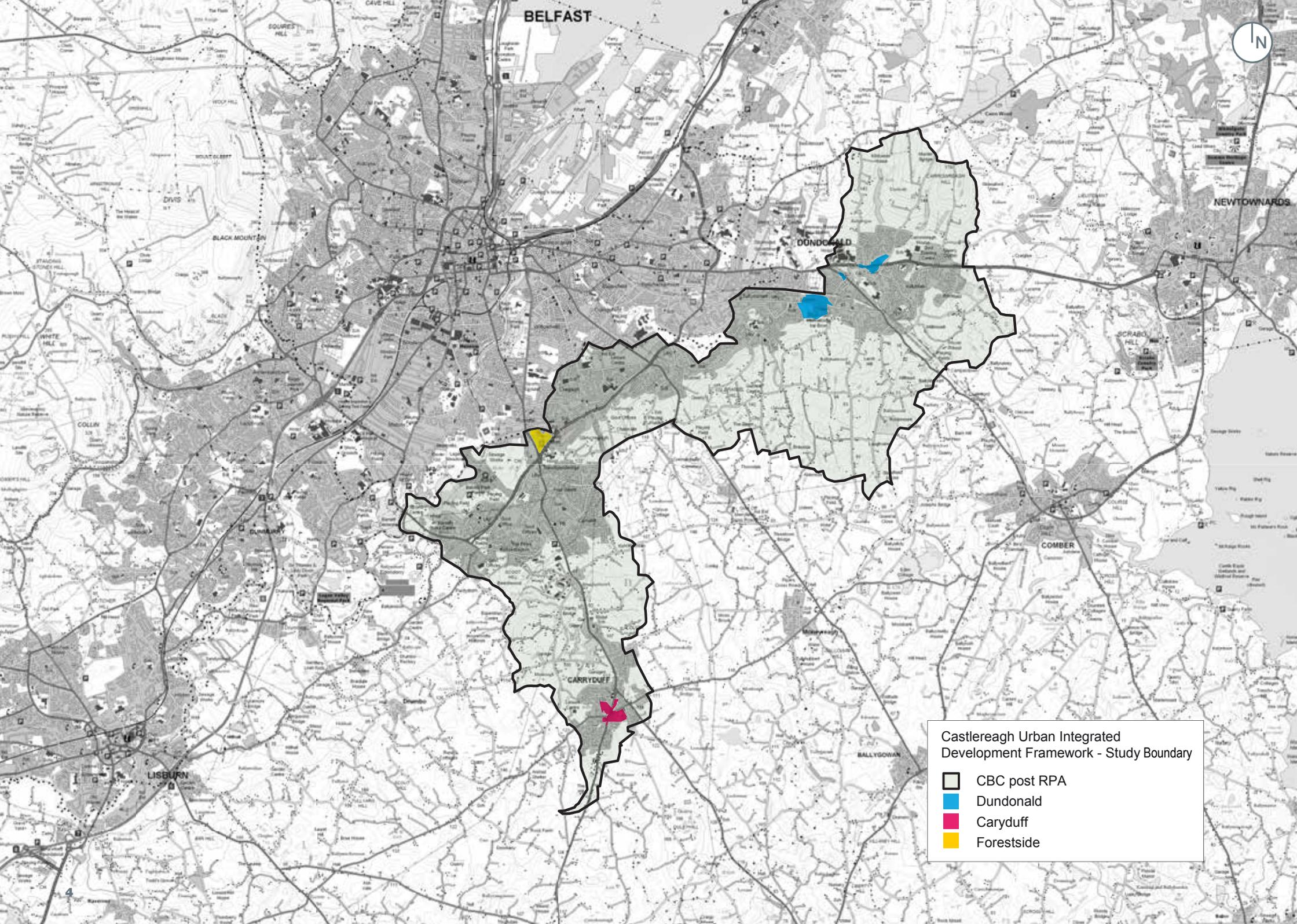
The Borough Council Area

The Borough of Castlereagh is situated to the south and east of the Belfast Metropolitan Area (BMA). It includes the urban areas of - Dundonald, Gilnahirk, Braniel, Cregagh, and Newtownbreda, Carryduff, Moneyreagh and the small settlements of Ballyknockan, Crossnacreevy and Ryan Park. The area had a population base of approximately 66,500 persons in 2001, increasing to approximately 67,300 persons in 2011 (an increase of 1.16%).

The Borough is framed to the north and the south by several areas of high landscape quality, and to the south west by Lagan Valley Regional Park. There are a number of landscape types including high quality, agricultural fields, bounded by hedgerows on the lower and upper Castlereagh slopes from the eastern fringe of Lisburn to Carryduff. These extend into the prominent ridge of smooth rolling hills that form the backdrop to Castlereagh and Belfast, stretching from Cairnshill in south east Belfast to the Comber Road in Dundonald. Completing the landscape setting is Craigantlet Escarpment, stretching from East Belfast to Holywood. Major transportation routes into Belfast City Centre from the south and east run through the Borough and to a large extent the area is connected by the outer ring road (A55).

The Borough contains significant numbers of residential properties with new large scale developments currently under construction in Dundonald and Carryduff. Commercial, community and leisure facilities combined with the Borough's setting adjacent to the Holywood and Castlereagh hills make the area an attractive place to live. The Borough also boasts a number of major recreational facilities, including the outdoor leisure assets of Lagan Valley Regional Park, and the Billy Neil Soccer Centre of Excellence, Dundonald International Ice Bowl and Lough Moss Recreation Centre.

Retail development within the Borough is predominately found at Dundonald east, Forestside and Carryduff Town Centre.



BELFAST

NEWTOWNARDS

DONDONALD

SCRABO HILL

COMBER

CARRYDUFF

BALLYGOWAN

LISBURN

Castlereagh Urban Integrated Development Framework - Study Boundary

- CBC post RPA
- Dundonald
- Caryduff
- Forestside

The Study Area

The study area is defined as the urban area within the Borough of Castlereagh which is defined as Castlereagh Central, Castlereagh East (Greater Dundonald); Castlereagh South (Greater Carryduff) and Castlereagh West. Within the urban area, the project focuses on the three centres of Carryduff, Dundonald and Forestside. The location of the three centres is shown on the Study Boundary Plan.

A description of the lands included within each centre is as follows:

- Carryduff Town Centre is as designated in BMAP.
- Dundonald consists of three parts:

Dundonald Local Centre as designated in BMAP, together with the Park and Ride facility and lands from 937 to 1037 Upper Newtownards Road.

The Comber Road Shops were not included within a retail designation within BMAP. This area has been included because of the contribution it makes to Dundonald in providing essential local services and facilities.

Leisure facilities in Dundonald. BMAP recognised the contribution of the leisure facilities at the Ice Bowl and accordingly included these lands within a boundary.

- Forestside District Centre as designated in BMAP consists of Forestside Shopping Centre, the lands at Homebase; the Council Offices; and Drumkeen Retail Park as they contribute to the function and operation of Forestside as a centre.

The project boundaries were presented to and signed off by the client; Project Steering Group, members of the Castlereagh Finance and General Purposes Committee, as well as senior officers within Council.

Approach

The process of preparing the CUIDF can be summarised as follows:

- **Stage 1** – compiling and analysing baseline data. A key output at this stage of the project was undertaking a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.
- **Stage 2** – formulation of a draft vision based on the Stage 1 evidence. Refining the vision in conjunction with the Project Steering Group.
- **Stage 3** – preparation of draft proposals within the study areas. These proposals were presented to the general public for inspection over a 12 week consultation period. The Public Information Event (PIE) ran from Thursday 10 April 2014 to Thursday 3 July 2014. Over the 12 week period the proposals were permanently available for inspection at Castlereagh Borough Council Offices and at the following venues:
 - Carryduff (10 April 2014 – 8 May 2014)
 - Lough Moss Leisure Centre: 10 April to 24 April 2014. Boards were manned on Friday 11 April from 3pm to 7pm.
 - Carryduff Shopping Centre: 24 April to 8 May. Boards were manned on Friday 2 May from 3pm to 7pm.
 - Forestside: 8 May -5 June. Boards were manned on Friday 23 May from 3pm to 7pm
 - Dundonald: 5 June to 3 July. Boards were manned on Friday 13 June from 3pm to 7pm.

Feedback from the consultation event was used to refine the overall proposals.

- **Stage 4** – preparation of CUIDF and associated implementation plan.

Throughout the key stages of the project, presentations were made to the client, CBC officers and elected members to seek their feedback and endorsement of the work undertaken.



Analysis

The baseline evidence consists of the findings obtained from technical assessments and the results from independent surveys. The assessments undertaken include a transportation review; market analysis of residential, leisure, retail and business space and their future requirements; and an audit of the urban environment which looked at how places function and whether they could be improved.

Having completed an analysis of the baseline information a set of key issues were identified and grouped under two headings – constraints and opportunities.

Constraints

Competition

Carryduff is struggling to compete with Forestside and Dundonald. An added complication is the close proximity of other stronger retail and commercial centres in Belfast which act as ‘attractors’ encouraging residents from Castlereagh to spend their time and money elsewhere.

Urgent action is required to rebalance this. Without action, there is a real danger that Carryduff town centre will decline further. A key output of the CUIDF is the identification of projects which can assist in strengthening and underpinning the area. The premise of the CUIDF is that the three centres need to complement each other and have a more distinctive offer.

No Unique Selling Point (USP) and Over Dependence

One of the main drivers which is encouraging competition between the areas relates to the lack of a USP and over dependence on retailing. At present, the offer which is available within the study areas, with the exception of Dundonald Leisure Park mainly focuses on retail and associated services. Forestside offers a strong retail offer in a pleasant environment, in

comparison to Carryduff which previously provided a strong retail anchor for the wider town. With this in mind, the CUIDF has sought to develop a USP for each area in order that it can distinguish itself and reduce the dependency on retail development. A key aspect in this has been the need to identify other uses which should be developed within the centres, such as town centre living and further community uses which can inject vitality into an area throughout the day.

Poor Environmental Quality

The environmental quality of the three study areas has declined as a result of derelict sites, empty shop units and vacant buildings. While these are having a blighting affect they also represent opportunities for new development and investment. The CUIDF has identified a number of projects which can be implemented to breathe life into these locations. It is recognised that it will take time for some of the sites to be developed in a manner which delivers the greatest level of regeneration benefit. Mindful of this, the projects identified span a range of timescales.

Focal Point

Successful places tend to have a focal point or heart which people gravitate to. Traditionally, these places take the form of squares or a key building in the heart of town. Across the study areas there is a lack of spaces or buildings which provide this opportunity. Feedback from the public consultation events supported the project team’s view that the areas lacked a heart or focal point. This is particularly true of Carryduff.

The CUIDF seeks not only to identify key sites for redevelopment and investment, but to assist in regenerating the area and creating high quality places where people will meet, spend time and money.



Opportunities

A Location For Growth

- The wider urban area is one of the key growth locations within the greater Belfast Area for new residential developments. This provides an opportunity to grow the population which underpins local businesses, services, and community facilities in the area.
- A high portion of the population is economically active with a good to excellent skills base. This is key in attracting new businesses and investment into the area.
- There is demand for 34,373 sq. metres of new business space¹ across the study areas. There are several locations across the study area, which could accommodate this demand.
- There are a range of development opportunity sites across the study area which can accommodate new development projects of varying sizes.

An Accessible Place

- There are good transport connections to Belfast and neighbouring commuter towns.
- A well-established leisure destination at Dundonald with scope to develop further and provide improved linkages (along Comber Greenway) in order to maximise spin off benefits from the tourism offer at Titanic Belfast.
- The area is within a landscaped environment which can be enhanced and has existing pedestrian linkages within these area used to promote increased connectivity (Comber Greenway and Moat Park).

A Place For Change

- Local government reorganisation (known as RPA) will transfer planning and regeneration functions to local councils. This will enable local people and their elected representatives to have a greater input to the development decisions made in their local area.

¹ Colliers CRE define business space as office, warehouse distribution and manufacturing accommodation.



Introduction

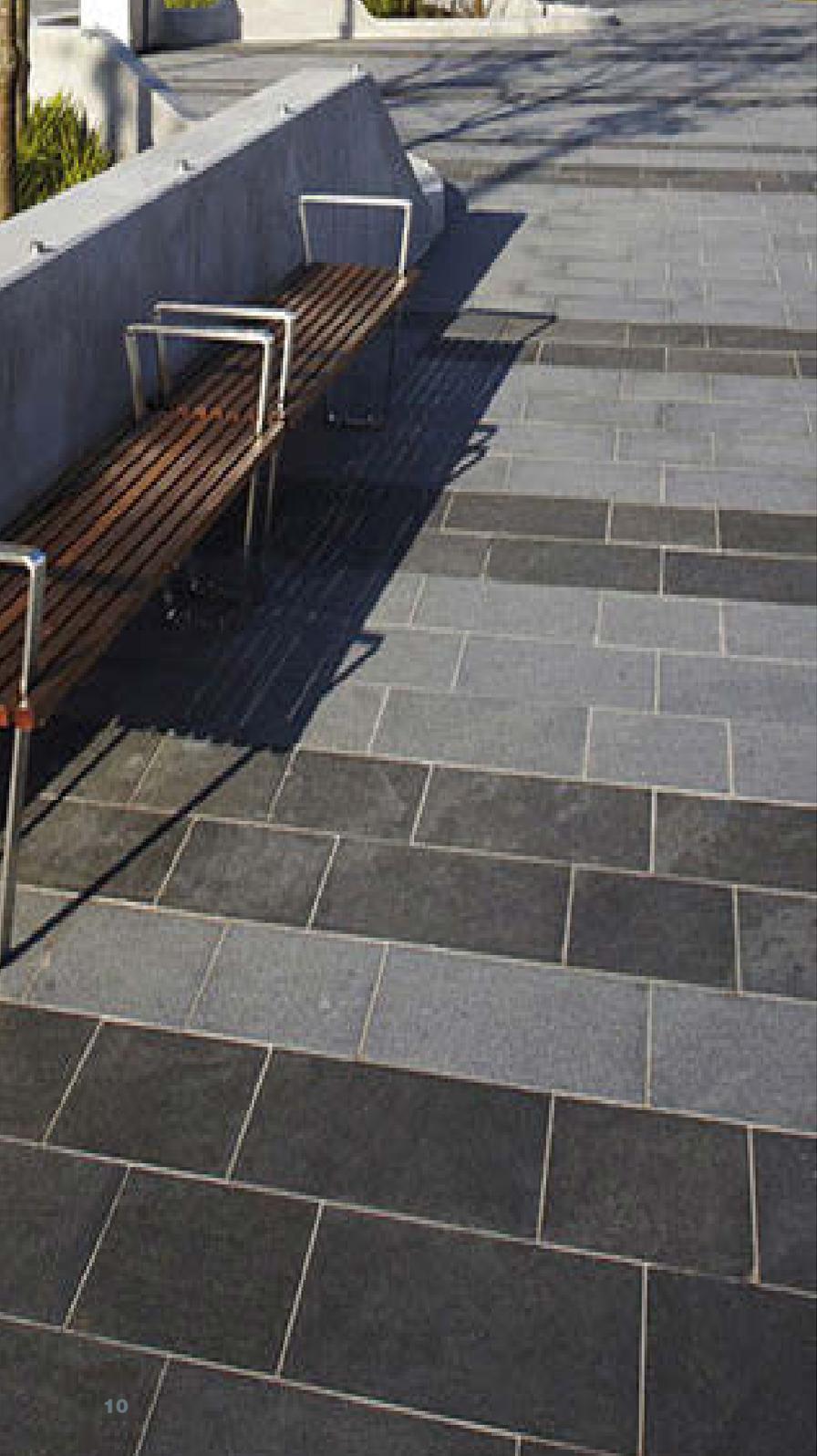
Having carefully considered the information obtained from the baseline assessment, a vision was created which seeks to maximise the opportunity and minimise constraint.

The vision was carefully developed in conjunction with the client and project steering group. The vision is the keystone of the CUIDF and fulfils the following purposes:

- Strategic Visioning – it provides an understanding of where we want to get to.
- Identification of Roles – it will promote the strengths of the three areas whilst recognising the complementary role each has to play within the Borough Council area.
- Guiding Development – it provides a strategic context to guide decision making and influence investment from both the public, private and voluntary sectors.
- Future Planning – it acts as a tool to assist in the preparation of an Area Plan.
- Future Positioning – the vision will be realistic and provide a clear understanding of where the study area and each centre aspire to be in 2022 (taking account of the realisation of LGR).

The vision:

In 2020 Carryduff, Dundonald and Forestside will be vibrant centres and a focus for investment. The three centres will be accessible and have good linkages. The centres will complement each other, while fulfilling a unique role, having a clear sense of identity and providing residents with a sense of place and belonging. The centres will radiate confidence and innovation as they position themselves as forward looking centres which can accommodate new concepts and where emerging growth sectors can locate. Collectively, the centres will provide a basis to strengthen the appeal of the urban area as an attractive and distinctive place to live, work, play and visit having a full complement of uses from major tourism/leisure activities, a wide range of retailing and employment opportunities. It will be the sum of the three centres which contributes to the strength of the urban area and provides a platform from which to project a confident and prosperous urban area fitting of its position within the Belfast Metropolitan Area. Each of the three centres will perform a distinct role.



The Vision for each centre has been formulated based on the outputs from Stage 1

Carryduff

Carryduff will be a modern, cohesive, and easily accessible exemplary new (prototype) town centre. This rejuvenated town centre will blend established local retailers with new concepts in e-retailing³ (although this is not at the exclusion of a new conventional retail development). It will provide opportunities for people living and working in the town centre and promote an evening economy based on cultural and leisure activities. The focal point of the town will be a central mixed use building which at its heart will consist of a new civic space (semi covered) enclosed by units designed to be flexible and which can be easily reconfigured to suit a range of town centre uses. Alongside the focal building the natural environment of the town centre will be enhanced, attracting people to spend time and use the facilities of the centre.

Dundonald

Dundonald will consist of three attractive, interconnected areas with Dundonald Leisure Park (DLP⁴) being complemented by the Comber Road and Dundonald Local Centre. DLP will be the economic driver for Dundonald. A brand will be created which will assist in growing its competitiveness. New developments will promote and enhance this area as the main leisure/tourism offer within the Borough and be a key attractor for day visitors from across Northern Ireland. The Comber Road will provide an attractive and relaxed local shopping environment easily accessible to the surrounding residential area. Dundonald Local Centre will continue to provide the primary retail offer supported by local services and businesses on the Comber Road. Through the creation of key linkages and improvements in the setting of the Local Centre the area will be better positioned to capitalise on the spin off effects from new developments. Enhanced linkages within and through Moat Park and the Comber Greenway which explains the local significance of these two places, will strengthen the sense of place experienced by residents whilst also improving accessibility.

Forestsides

Forestsides⁵ will be a competitive highly accessible location which will provide for a diverse range of businesses in order to balance the dominance of retail development. The area will consist of retail and office developments, innovative businesses, local businesses as well as places to eat and relax. The area will market itself as a distinctive location drawing on the high quality built heritage for premium office development and business innovation start-ups. Improvements in public realm will enhance visual and physical permeability attracting people to spend time and use the facilities at the centre.

³ Reference to e retailing opportunities centres on the growth of Shopping Walls and Online and Remote Shopping.

⁴ Reference to DLP includes Council owned lands and lands in public and private ownership.

⁵ The reference to Forestsides includes Forestsides Shopping Centre, Drumkeen Retail Park, the Council offices and lands between and including the Homebase store.

Strategic Regeneration Objectives for the CUIDF

	Carryduff	Dundonald		Forestsides
		Local Centre	Comber Road	DLP
To develop a focal point / heart within the study area	x			x
To capture retail spend within the study area and promote appropriately scaled new retail developments	x	x	x	x
To sustain and enhance the range of businesses and employment opportunities within the study area	x	x	x	x
To develop a range of development opportunities sites which will assist in attracting new investment	x	x		x
To invest in a high quality public realm to underpin investment within the study areas	x	x	x	x
To improve access to, from and within the study areas in order that future growth of the defined Urban Area is supported by its road network and encourages the use of sustainable transport measures	x	x	x	x
To develop Dundonald Leisure Park as a major leisure/tourism destination				x



One of the key outputs from the public consultation exercise was the endorsement of the project vision for the 3 centres.

The vision is also supported by a series of regeneration objectives which have been formulated as a tool against which future development proposals and investment decisions can be measured.

The Development Framework

03



Introduction

In order for the vision to be realised and for the three centres to enjoy the economic, social and environmental benefit which will flow from the proposals, it is vital that projects are pursued across the Borough Council Area.

That said, such is the urgency in addressing the scale of decline within Carryduff, it may be that projects within this area should be prioritised and the case for intervention by Council considered.

Overall, the implementation of individual proposals will be dependent on the forging of a successful partnership between Council, government departments, the community and voluntary sector and the private sector.

The Development Framework proposals are presented on an area basis.



Carryduff

Existing Situation

The Ballynahinch Road runs through the heart of Carryduff and has the effect of driving a wedge through the heart of the town centre. Carryduff Shopping Centre serves as the primary retail centre for Carryduff, while the Lowes Industrial Estate provides local employment opportunities. The shopping centre has a tired appearance and because it was designed on a covered mall shopping centre, it does not provide for a traditional high street environment which is typical of most town centres.

Emerson House and the associated units in the north of the town centre provide a range of services and this is where the majority of takeaways and restaurants are located. The surgery and pharmacy are located in the south of the town centre at the busy junction of Hillsborough Road/ Ballynahinch Road and separated from other service uses.

The Carryduff Library and Killynure House care home are located in the east of the town centre along Church Road adjacent to the Carryduff Shopping Centre. These form an additional part of the town centre services, however they are relatively isolated from the other retail and service units.

The majority of the road junctions within the town centre are operating close to or at capacity. On-street parking is limited due to the Ballynahinch Road being an A class road. However, there is an abundance of off-street parking which is free and consequentially there is little incentive for pedestrian activity between the various uses in the centre.

There is limited public realm in the area. Landscaping has been used around the shopping centre to soften the amount of car parking, but appears dated. The dominance of the Ballynahinch Road is clear and the town centre has little to no sense of place. There is no focal point within the centre.

Carryduff town centre functions as a local service centre with a basic retail offer, as opposed to a town centre which displays a broad mix of uses. It is clear that the centre suffers from its proximity to other major retail centres including Belfast City and Forestside Shopping Centre.

The strength of the centre is derived more from its service provision including local community and civic infrastructure including the library and healthcare provision than from any of its retail functions. There is a limited recreation and leisure offer within the centre, which might assist in attracting the necessary footfall needed to change this balance.

While the area is well served by the local road network and regional public transport it has a low level of environmental quality and the main road through the centre acts as a physical and psychological barrier. The layout of the town centre makes it difficult to visit without using a car to make short journeys between parts of the centre.



FRANKHILL PARK

Carryduff

Works

Depot

Industrial Estate

Shopping Centre

Public Space

Library

Killynure House

Killynure House

Carryduff Presbyterian Church

Carryduff Primary School

CHURCH ROAD

CHURCH AVENUE

CHURCH ROAD

LSBOROUGH ROAD

Denesne Cottages

Edgar Boyd Court

Carryduff Proposals

- Tree planting
- Public realm improvements
- Car parking
- Private space - improvements to walkways, spaces



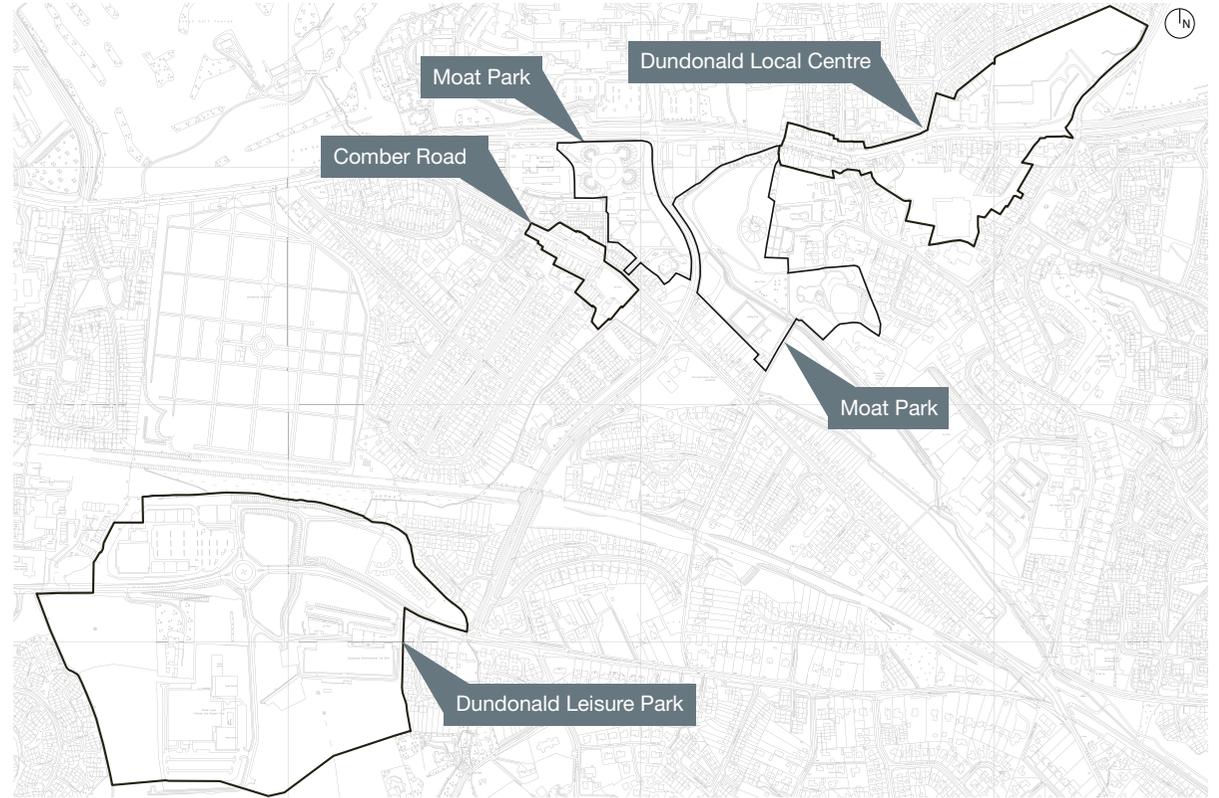
Artist impression of how the Hillsborough Road/Ballynahinch Road junction could look

Carryduff Proposals

The proposals have been formulated in response to the baseline and seek to promote the town centre in line with the project vision.

The proposals for Carryduff Town Centre consist include:

1. Public realm and transportation improvements. It is proposed that the Ballynahinch Road could be widened at the junction with Church Road in order to improve capacity at this junction. Improving capacity here should assist in reducing the queuing times. Improvements to the public realm could enhance the overall environmental quality.
2. Redeveloping Carryduff Shopping Centre could provide a new heart to the town centre. Any new building should have a dual frontage and contain a mix of uses including retail (occupiers from the previous centre and new tenants), restaurants and cafes. The image above shows how the Hillsborough Road / Ballynahinch Road frontage could look in time. In the long term, the second floor of this building could accommodate Carryduff G.P. Surgery and Pharmacy which is currently located off the Hillsborough Road, the local library and other health uses. An integral part of the proposal centres on the creation of a square (public space) to host community events such as Christmas carol singing or a local produce market.
3. Shop frontage improvements to Emerson House and the adjoining units would enhance the streetscape along the Ballynahinch Road and provide for a more pleasant shopping environment. These enabling works would improve the quality of the area, serve to boost private sector confidence and help trigger further investments.
4. Redevelopment of the G.P Surgery for residential development. In the long term the surgery could transfer to the site of the shopping centre and form part of a larger mixed use redevelopment proposal. This in turn would make this site available for residential development. Town centre living is a key component in most city and town centres. It contributes to the overall vitality of the centre by creating footfall and demand for local services and shops; two key ingredients Carryduff requires.



Dundonald

Dundonald Local Centre

The Local Centre of Dundonald or the 'village' as it is known locally is on the Upper Newtownards Road. The area consists of a number of retail units, but primarily provides locally accessible food items and other local services and businesses.

The Upper Newtownards Road travels through Dundonald and is an arterial route into Belfast. The road accommodates large volumes of traffic on a daily basis which can result in traffic congestion during peak and off peak periods. There are a number of vacant shop units and derelict sites which together with the traffic congestion detract from the environmental quality of the area.

Comber Road

The Comber Road is a vibrant local shopping area which has evolved over recent years and now boasts a successful 'cafe culture'. There are a range of local businesses and services in the area which add to its variety and enhance the overall shopping experience. Similar to the 'village' there is a limited amount of on street car parking, however free parking is provided in the car park beside the Spar store, off Cumberland Avenue. Parking, and the congestion caused by long stay parking is a major problem in the area. The availability of spaces for short stay parking can be problematic at peak times and can often lead to motorists parking illegally.

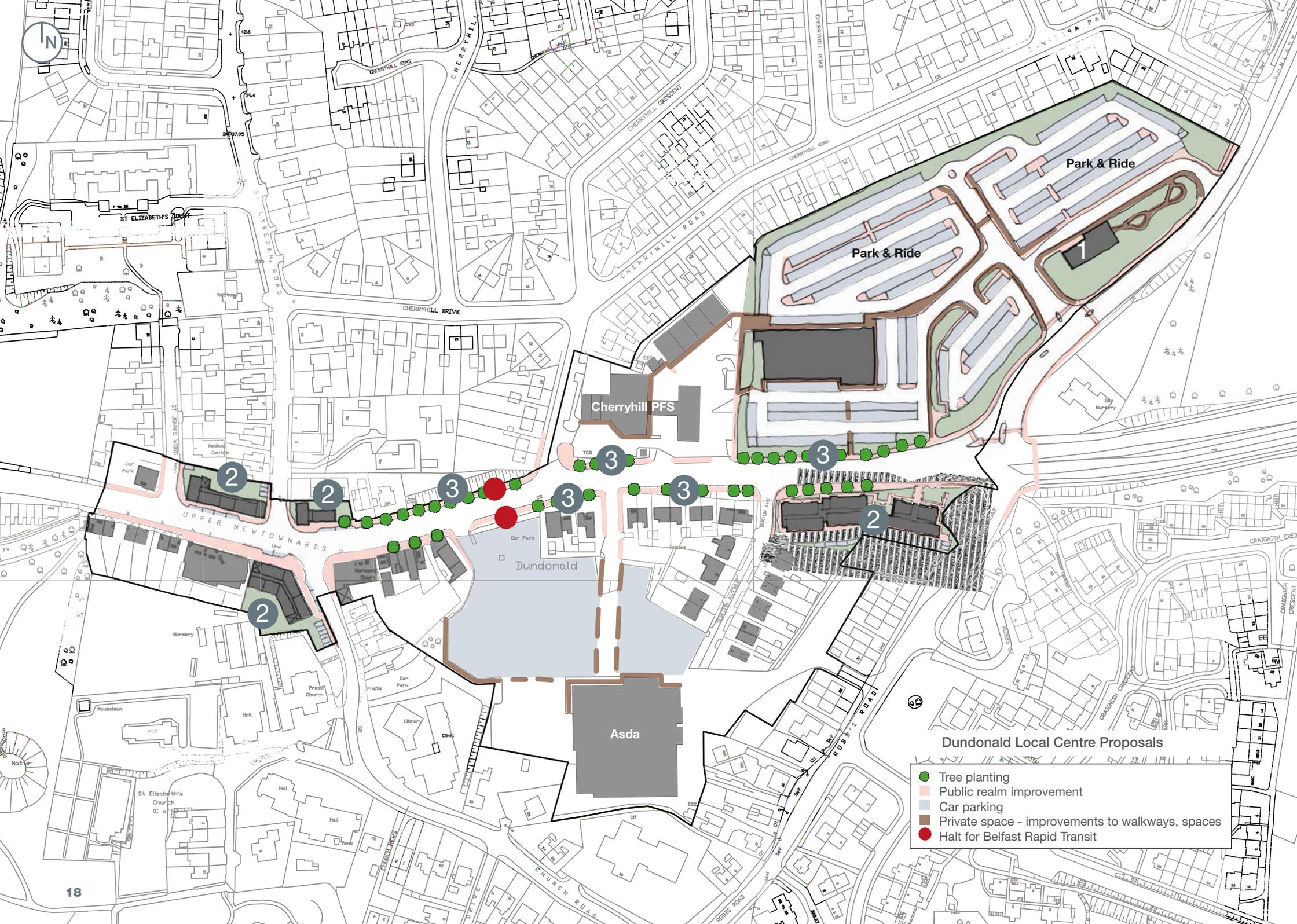


Dundonald Leisure Park

The Dundonald Leisure Park is located on the south western edge of Dundonald. The centre provides active and passive leisure activities which include the International Ice Bowl, a cinema, Pirates Golf (adventure golf activity) and restaurants. The leisure park abuts onto the former Belfast to Comber railway line (Comber Greenway) and unofficial linkages along the Greenway illustrate the pedestrian desire to use this traffic free route.

Moat Park, whilst outside the study boundary provides a landscaped backdrop for the 'village' and the Comber Road. The Park is a little 'tired' in appearance, and better use could be made of the links through Moat Park and the Comber Greenway to connect the three areas of Dundonald and encourage residents to travel on foot or bike for short trips.

The three parts of Dundonald benefit from good public transport links and are serviced by a regular Metro Service (routes 4, and 19). Work to build a Park and Ride facility at Dunleady Road/Upper Newtownards Road this links into the proposals for the Belfast Rapid Transit which will be operational along the Upper Newtownards.



Dundonald Local Centre Proposals

- Tree planting
- Public realm improvement
- Car parking
- Private space - improvements to walkways, spaces
- Halt for Belfast Rapid Transit

Park & Ride

Park & Ride

Cherryhill PFS

Dundonald

Asda

ST ELIZABETH'S HOSPITAL

UPPER NEWTOWARDS

St Elizabeth's Church

CHERRYHILL

CHERRYHILL DRIVE

CHERRYHILL ROAD

CHURCH ROAD

CHERRYHILL DRIVE

CHERRYHILL ROAD

MERTON AVE

ROBBS ROAD

CRAIGHISH

CRAIGHISH DRIVE

CRAIGHISH CRESCENT



Dundonald Local Centre Proposals

1. The Park & Ride will be developed and managed by Transport NI. This facility will open before the end of the year. The proposals aim to maximise pedestrian links to and from the Park & Ride so as to encourage commuters to use shops and services in Dundonald. The proposals plan shows the extent of pedestrian linkages to be improved and the location of new halts associated with the Belfast Rapid Transit (BRT) project.
2. Redevelopment of vacant and underutilised sites for housing along the Upper Newtownards Road is proposed. A number of the vacant sites along the Upper Newtownards Road were formerly used for retail and service. Information obtained as part of the evidence base which supports the CUIDF suggests that additional retail and service floorspace is not required within the area. In total, four sites have been identified. Apartment style developments work best in the context of the setting. Planning permission has been secured for the site at the junction of Burton Ave/Upper Newtownards Road.
3. Enhancing the environmental quality of the Upper Newtownards Road with public realm improvements with the boundary of the study area. The works are likely to consist of upgrading footpaths with high quality paving, tree planting, the provision of new street furniture and additional lighting in order to complement the BRT. These measures are designed to improve the overall environmental quality and enhance the pedestrian experience.
4. Promoting accessibility by enhancing the signage for Moat Park and providing information on how existing pathways within the park provide access to other parts of Dundonald. This information could also be provided at the Park & Ride. These measures aim to support and encourage more walking and cycling in Dundonald and beyond.



Manners Pimblett Solicitors

bridgfords

bridgfords

KATIE'S ALL YANTRE

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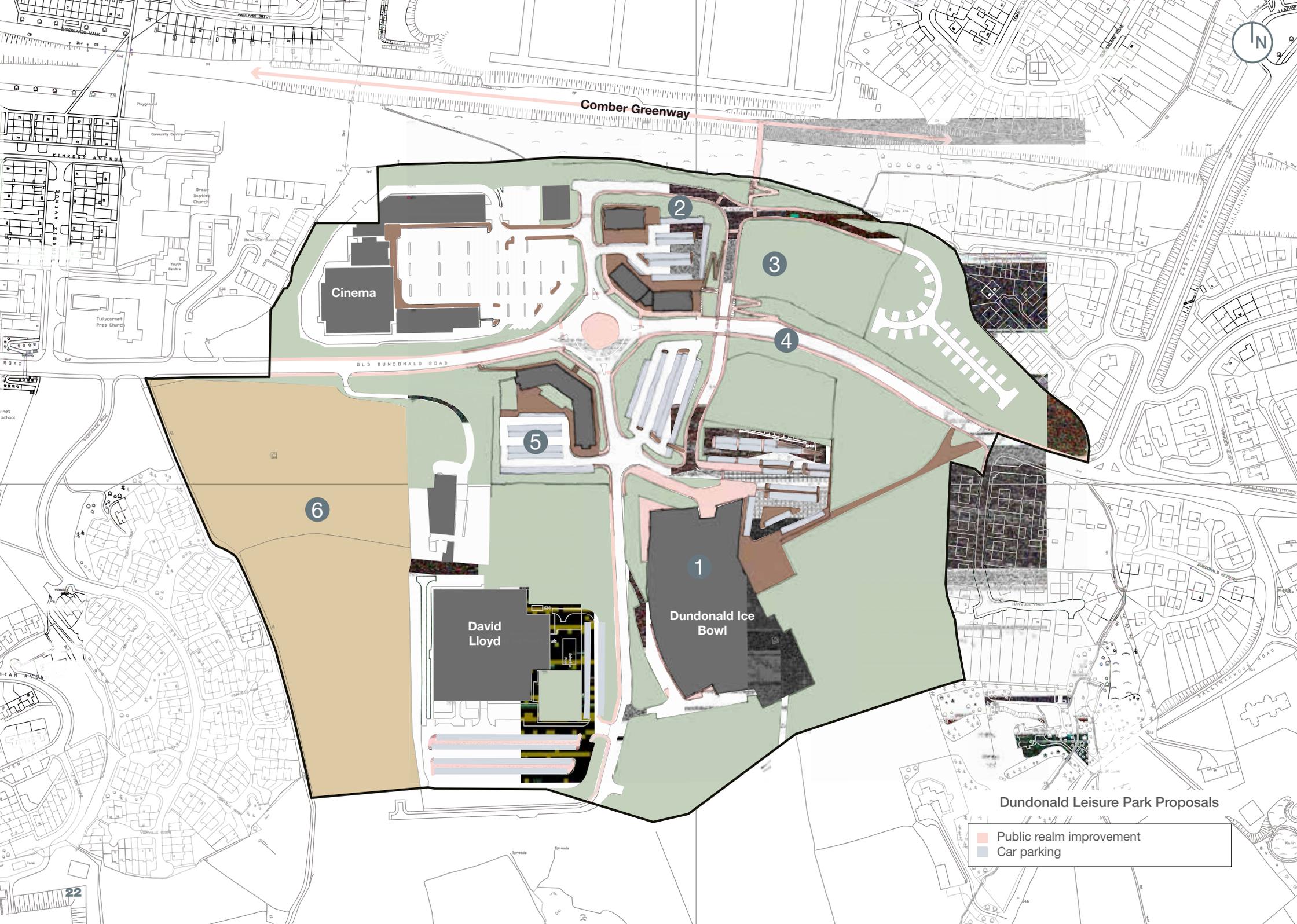


Artist illustration of the Comber Road following environmental improvements

Comber Road Proposals

1. Improving the environmental quality and appearance of the area with public realm improvements including provision of high quality footways, tree planting, improvements to shop frontages and replacing street furniture and signs. The image before illustrates how the area might look. As part of the project, the access to Moat Park will be improved and information provided to explain how walkways through the park can provide access to other parts of Dundonald.
2. An integral part of the environmental improvement scheme is a parking strategy that aims to discourage long stay commuter parking and enhance accessibility to shops and businesses along the Comber Road.





Comber Greenway

Cinema

David Lloyd

Dundonald Ice Bowl

Dundonald Leisure Park Proposals

- Public realm improvement
- Car parking

Dundonald Leisure Park Proposals

1. CBC has aspirations to redevelop Dundonald International Ice Bowl. The proposals are likely to result in a new ice rink, enhanced bowling facilities together with the introduction of new uses.

The redevelopment of the Ice Bowl could be the cornerstone to realising the development potential at DLP and will act as a focal point for this area.

2. Expanding the Eastpoint Entertainment Complex with additional food outlets/leisure uses is a long term aspiration and in the immediate future this area will continue to be used as an overflow car park. This measure is designed to complement any future redevelopment of the Ice Bowl and could lead to further investment in the area.
3. The lands beside the Caravan Park currently provide a green space for casual recreational activities there will be no change to the existing use in this area. On occasion the area maybe used for temporary car parking.
4. A new access from the Comber Greenway into DLP. This access will improve the quality of the public realm along the Old Dundonald Road by upgrading footpaths with high quality paving, tree planting and the introduction of soft lighting to improve the ambience of the area. This proposal seeks to actively encourage more use of the Comber Greenway, encouraging residents and visitors to make short trips on foot or bike. This measure also improves accessibility between the three parts of Dundonald.
5. A tourist standard hotel is proposed in order to complement the existing and future expansion of uses within the Leisure Park. This proposals seeks to encourage economic development within the Leisure Park and foster investment.
6. This area has the potential to be developed for outdoor urban recreation and could consist of a bike park and extreme biking trails (long term aspiration). This proposal seeks to maximise the natural landscape so an activity park could be developed, which would complement the range of leisure facilities and support further investment in the area.





Forestside

Existing Situation

The Forestside study area consists of:

- Forestside Shopping Centre
- Castlereaugh Borough Council Offices & Drumkeen Retail Park
- Homebase Store

While the three areas collectively form the centre, they are often viewed as separate locations because there is little connection and interaction between them. This is primarily as a result of the Upper Galwally bisecting the area and reducing physical linkages for pedestrians it is more appealing to drive from Forestside Shopping Centre to Drumkeen Retail Park rather than walk between them.

Forestside Shopping Centre is a dumbbell-shaped covered mall and is a key retail centre for Castlereaugh. Anchored by Sainsbury's and Marks & Spencer it now extends to approximately 23,500 square metres. The retail offer is complemented by Drumkeen Retail Park.



The Council offices are located on the opposite side of Upper Galwally facing Forestside Shopping Centre. Drumkeen House , a listed property, sits to the rear of the Council offices. The building is currently vacant and the UK Agency occupy the adjacent office complex.

The Homebase store is set well back from Upper Galwally and the Saintfield Road. The store is hidden from both roads by thick vegetation and is accessible from Upper Galwally only.

The Forestside study area is located at the strategic intersection of the Saintfield Road and the Outer Ring Road (Upper Knockbreda Road). Access to the area is predominantly by private car with significant provision of free parking at both Forestside Shopping Centre and Drumkeen Retail Park. The area can be accessed by public transport (Metro Routes 6 and 7).

Much of the area is dominated by parking, and there is very little public realm in the traditional sense such as landscaped streets; public squares or gardens.

There are a range of uses which underpin the area as a place of employment, retailing; leisure and civic functions.





New steps & pedestrian crossing on Upper Galwally



Pedestrian access from Upper Knockbreda Road, Forestside

Forestside Proposals

1. The creation of new steps (at the Sainsbury's side of the shopping centre) and a pedestrian crossing on Upper Galwally. The artist impression (above) shows how this might look.
2. Upgrading the existing pedestrian access located off the Upper Knockbreda Road. An artist impression shows how this area would look (above). These measures are proposed to enhance pedestrian accessibility and to 'soften' Upper Galwally, encouraging integration between the three parts of Forestside.
3. The proposals for Homebase focus on enhancing the appearance of the existing building and expanding the range of services available. This site is to be retained for retail use with the possibility of opening a café within the unit and developing a click and collect facility within the car park. It is proposed that the façade of Homebase could be improved and new signage erected to identify the pedestrian links through the site and beyond. These measures would assist in improving the environmental quality of the area and enhancing the existing retail use.
4. Galwally House is to be retained and small scale business units proposed to replace the existing building currently in use by the UK

Border Agency. Improving the public realm would complement the historic fabric of Galwally House and the existing mature landscape setting. These measures are designed to facilitate job creation opportunities by promoting the reuse of a historic building which could be used as a landmark building for companies wishing to locate in a prestigious location in the greater Belfast area.

5. Decluttering the entrance was and removing existing boundary fences. These elements will be replaced with high quality paving; planters and new lighting. This could assist in improving the environmental quality of the area, while making the Retail Park more accessible to pedestrians and enhancing its overall integration into Forestside.



Promotional Strategy 04

Introduction

A key element of the CUIDF is the improvement of the built environment through the identification of key sites and development proposals. It also details improvements which could be made to the public realm to enhance the environmental quality of the area and infrastructure improvements which would assist in promoting development on key sites.

There is, however, a hidden element which carries equal weight which needs to be addressed. The success of any place rests in its ability to attract people. People are drawn to vibrant and animated places which encourages them to visit and revisit. In order to promote these areas a promotional strategy is required which is comprised of three elements:

- Information / Communication
- Branding
- Cultural & Community Events.

Information

Feedback from the consultation event and anecdotal evidence suggests that there is an information gap regarding local businesses, services, events, and how to easily access parts of the Borough by car, public transport, bicycle and walking. Providing information on the range of facilities and events available within the area would enable people to make informed choices and encourage them to opt to use local shops and services.

The information would also be of benefit to tourists visiting the area, particularly to the touring caravan park in Dundonald as well as day visitors to attractions within the Borough.

Branding

The three centres need to have a unique selling point which can be used to brand the place within a wider promotional strategy for the study area. The success of the branding campaign is likely to be based on how well an area becomes known for something. For example, branding the leisure and food outlets including Dundonald International Ice Bowl as Dundonald Leisure Park enables the destination to compete against similar facilities in the wider area.

The power of the brand can be enhanced by offering visitors savings on admission, meals and activities when they visit more than one outlet. Such offers can help to increase the duration of the visit and encourage repeat business. Together these elements combine to underpin the brand and provide the right conditions for visitors to associate a particular place as their 'go to location' for a particular activity.

The adjacent table sets out a few of the actions which could be developed as part of a wider Promotional Strategy.

Cultural and Community Events

From the views expressed during the consultation period, people living within the study area have quite a high level of emotional attachment to their respective centres and were keen to share memories of how centres have evolved.

The need for a focal point within each of the centres was a key issue raised by most people who attended the public consultation events. In revitalising the three centres, a key component is tapping into the hearts and minds of people who live in the area and trying to create the right circumstances whereby local people can come together. Organising cultural and community events could assist in developing and rekindling a sense of place and community spirit.

Element	Action
Information	Preparation of a Local Business and Services Directory within the Borough, with particular focus on the three study areas in an attempt to increase awareness of what's in the area.
Information	Signage/Information Boards to highlight local walking routes and trails and how these link into wider networks e.g Comber Greenway, Ulster Way and Highway to Health.
Cultural & Community Events	<p>A series of events could be held across the study area on a regular basis which would inject life into the respective areas. Suggestions include:</p> <ul style="list-style-type: none"> • Summer Screens – an open air cinema in the evening within the grounds of the Carryduff Shopping Centre car park, or in Moat Park (the parkland between the Local Centre and the Comber Road shops). Encourage local restaurants and coffee shops to extend their trading hours during the event in order to promote the evening economy. • Artisan Food and Craft Market – in the mall area at Carryduff Shopping Centre or within Forestside Shopping Centre. Provide an opportunity for local businesses to exhibit their produce. • Heritage walks around the Borough organised by Council in conjunction with local heritage groups. An opportunity to promote a sense of place and community with guided walks. • Community Family Fun Days – encourage local community groups and primary schools to partner together and hold fun days. Possible venues – Moat Park, Carryduff Shopping Centre and the car park at Drumkeen Retail Park. • Christmas Market and Carol Singing - same approach as previous.
Branding	<p>Branding theme to be developed for each area, initial suggestions:</p> <p>Carryduff – focus on shopping centre site being the heart of the community. The shopping centre car park could be used as a community space to host events. Branding and marketing strategies to be developed which promote planned events.</p> <p>Forestside – focus on promoting the entire study area as 'Forestside' and not just the shopping centre.</p> <p>Dundonald (lands at Ice Bowl) – promote in conjunction with the wider leisure offer available 'Dundonald Leisure Park' and reference made to the wider Dundonald study area which complements it and its accessibility to cycling and walking routes as a result of the Comber Greenway.</p>

Table - Suggestions for Promotional Strategy Actions

CUIDF Action Plan

05

Castlereagh Urban Integrated Development Framework (CUIDF) Action Plan

Ref	Project	Benefit	Lead Delivery Agency	Priority	Timeframe	Indicative Cost	Other Delivery Agencies
Study Wide							
SW1	Establishing a borough wide CUIDF Regeneration Partnership - Castlereagh Integrated Regeneration Partnership (CIRP)	A vehicle through which actions and outcomes can be managed and assessed	Council	H	I	-	Council, public sector agencies and private bodies involved in the Framework
SW2	Establish a CIRP champion	The CIRP needs an advocate who will encourage Council and the other agencies to act on the various projects	Council	H	I	-	-
SW3	Preparation of Local Business and Services Directory within the Borough, with particular focus on the three study areas	Providing information will enable people to make informed choices about local shops and services	Council	H	S	£10,000	CIRP
SW4	Improving bus services within the study area	Need to explore whether a 'busy bus' service could be provided	Translink	H	I	-	CIRP
SW5	Exploring potential for 'Pop Up' shops /workshops/eateries within the study area	Encouraging meanwhile uses would provide an opportunity for new start-up businesses. Reduce the number of vacant units within the study area	Council	H	I	-	CIRP and landlords

Carryduff

Ref	Project	Benefit	Lead Delivery Agency	Priority	Timeframe	Indicative Cost	Other Delivery Agencies
C1	Public Realm – Ballynahinch Road	Assist in creating a more positive image about the town	CIRP	H	S	£975,000	CIRP, Council and DRD
C2	Redeveloping Carryduff Shopping Centre	Key site within Carryduff which was previously seen as the heart of the town. Redevelopment of this site could provide significant regeneration benefits	CIRP	H	L	Enabling works £800,000 infrastructure improvements	CIRP, Council, Roads Service, DoE Planning and PBN Holdings
C4	Shop Frontage Improvements scheme (Emerson House and adjoining buildings along Ballynahinch Road).	These works should assist in enhancing the overall quality of the area	CIRP	H	S/M	£75,000	CIRP, Council and DoE Planning
C5	Redevelopment of GP surgery site	Relocating the GP surgery to the Shopping Centre site provides an opportunity to introduce residential living within the town centre	Site owner and CIRP	L	M/L	-	Site owner, CIRP, Council and DoE Planning
C6	Provision of signage and information boards	To highlight local walking routes; bus information, heritage trails and key local information	Council and CIRP	H	S	-	DRD, Translink and DoE Planning
C7	Develop an effective marketing strategy (branding)	Raise the profile of the area as a means of increasing investment	Council and CIRP	H	S	£30,000	Local Businesses
C8	Develop events programme	Encourage the community to engage in their local area and use local facilities	CIRP	H	S/M	£50,000	Local Community Groups and Council
C9	Develop e-retailing opportunities	Explore opportunities for the reuse of vacant shop units for e-retailing	Council	H	I	-	Owner of shopping centre and CIRP

Forestside

Ref	Project	Benefit	Lead Delivery Agency	Priority	Timeframe	Indicative Cost	Other Delivery Agencies
F1	Upper Galwally Road – Public Realm Improvements	Improve pedestrian accessibility along Upper Galwally Road and into Forestside Shopping Centre	CIRP	H	M	£700,000	Council, and owners of Shopping Centre
F2	Drumkeen Retail Complex – façade improvements and improving range of services	Improve environmental quality of area	CIRP	M	M/L	£30,000	Land owner and Council
F3	Creating a Business Hub @ Galwally House	Encouraging business activity in and around Galwally House through the creation of new, purpose built office accommodation - high specification office accommodation. Encourage business innovation	CIRP	M	M	-	Land owner and Council
F4	Drumkeen Retail Park – Environmental Improvements	Improving the environmental quality of the Retail Park	CIRP	H	S	£540,000 – of which £295,000 pertains to works within the public realm	Land owner and Council
F5	Develop an effective marketing strategy	Raise the profile of the area	Council and CIRP	H	S	£30,000	Local Businesses
F6	Develop events programme	Encourage the community to connect with in their local area and use local facilities	CIRP	H	S/M	£50,000	Local Community Groups and Council

Dundonald

Ref	Project	Benefit	Lead Delivery Agency	Priority	Timeframe	Indicative Cost	Other Delivery Agencies
D1	Market development opportunity sites along Upper Newtownards Road	Attract new residential development on gap and derelict sites	CIRP	H	M	N/A	Land owners, DoE Planning, Council, NIHE and DRD
D2	Upper Newtownards Road – Public Realm Improvements	Improve environmental quality of area	CIRP and Belfast Rapid Transit Team	H	S	£1.1m	Council, DRD and DoE Planning
D3	Comber Road - Public Realm Improvements	Enhance visual quality of the area and entrance ways into Moat Park	Council and NIEA	H	S	£500,000	CIRP, DRD and DoE Planning
D4	Eastpoint Entertainment Complex	Expand the range of outlets at Eastpoint with additional food and leisure uses	CIRP	L	L	-	Landowner and Council
D5	Lands beside the Caravan Park – multipurpose space	Retain this space for open space with flexibility to accommodate overflow car parking	Council	L	L	£2,000	CIRP
D6	Improving accessibility to wider Dundonald area	Improving access from DLP to wider area via Comber Greenway	Council	H	S/M	£1.6m	CIRP, DRD, Sustrans
D7	Promotion of Hotel	Complement the existing and future uses within the area a family/tourist standard hotel	Council	H	L	£50,000	CIRP
D8	Promotion of Urban Parkland	Expand the range of active leisure activities	Council and CIRP	M	S	£75,000	DoE Planning and DRD
D9	Develop an effective marketing strategy (branding) for Dundonald	Raise the profile of the area	Council and CIRP	H	S	£30,000	Local Businesses
D10	Develop events programme	Encourage the community to engage in their local area and use local facilities	CIRP	H	S/M	£50,000	Local Community Groups and Council
D11	Temporary bike pod from where bikes could be hired for use on a daily hire basis	Promoting accessibility and improving health	CIRP	H	I		Council, Sustrans and land owner



Introduction

This chapter sets out how key elements of the CUIDF can be delivered to help achieve the vision for Carryduff, Dundonald and Forestside.

In particular, the focus of this implementation and delivery is on projects that require public sector intervention to be realised. It sets out the specific intervention timescales, funding and other resources in order to help deliver the CUIDF.

It is further acknowledged that the implementation of the CUIDF will hinge on engagement within private sector. The majority of re assets required to deliver significant regeneration benefits are within the control of private sector interests

Public Intervention Projects

Direct Delivery by the public sector:

- Development - the construction of new buildings or the refurbishment of existing
- Public Realm/ Infrastructure improvement works such as pathways, landscaping, signage
- Service Delivery such as town centre management services.

Enabling Actions in the form of:

- Marketing
- Funding
- Planning
- Powers such as licensing, planning regeneration
- Utilising Assets
- Facilitating.



Private Sector Leverage

The delivery of the CUIDF will also rely heavily on commitment from the private sector. It will therefore be crucial to attract and encourage private sector investment by

- Creating confidence and certainty (e.g. partnership approach)
- Creating appropriate development opportunities
- Leveraging the centre's competitive advantage
- Recognising and responding to existing and potential markets

The successful attraction of private sector investment will bring public sector returns in the form of income from rates, planning gain to fund infrastructure and public realm proposals, income from land sales as well as employment opportunities.

The public sector's efforts should be focused on those interventions that can most effectively and efficiently enable, unlock and lever private sector development and investment necessary to realise the CUIDF.

Importantly, it is not just about interventions that will stimulate development and investment, but those that will stimulate the appropriate type and form of development and investment that can best help to deliver the CUIDF. Clearly, it is difficult to influence market forces; however new development should broadly conform to the vision for each centre.

The Implementation Plan recognises that public resources are limited. Rather than spreading those limited resources thinly, the Plan identifies the Priority Projects that will have the most significant impact. The prioritisation of projects for public intervention is justified in each instance, with that justification set out in a 'case for intervention'. This prioritisation is based upon the ability of the interventions/projects to help attract development and investment, deliver beneficial outputs and outcomes, respond to the existence of need/demand and address market failure.

The Plan identifies the resources that may be available to the public sector such as funding, staff, powers and assets. It then sets out the nature and level of the resources that may be required to deliver each of the prioritised interventions. Consideration is also given to potential future, as well as existing resources.



Delivery Mechanisms

A key aim of the CUIDF is to ensure that the three centres can all thrive for the benefit of all local people and businesses. This can only happen if the development is considered in a holistic and complementary manner. For this reason the creation of specific delivery vehicles for each or all of the centres is not necessary and ill advised.

The interventions and projects proposed should be capable of being delivered by existing structures and organisations therefore negating the need for a standalone delivery organisation that would require time, effort and cost to set up.

In most instances, the public sector will play a critical role in delivering the overall project. Land owners, local businesses and local community groups will however be required to invest in a number of developments and to align their strategic goals in order to achieve the overall vision of the project.

With this approach there needs to be a clear lead and a driving force to ensure full cooperation and support. Essential to achieving this will be getting the key public sector agencies to work together, to engage the private sector, to think strategically about the regeneration and development goals.

Existing Structures

To date the three centres have by and large pursued their own strategic aims and subsequently lacked a collaborative, co-ordinated, strategic approach to development. With exception of the CUIDF Steering Group, which is attended by representatives from CBC and DSD, there is no strategic overview at present of developments within the three centres and as a result no forum in place to discuss complementary development.

A key aim of the CUIDF is to ensure that the centres can all thrive for the benefit of all local people and businesses. This can only happen if the developments of the three areas are considered in an integrated manner. The establishment of the CUIDF Steering Group is a proactive step towards an integrated approach to strategic planning however there exists an opportunity to develop a specific regeneration partnership with high level representation from key public bodies and private/third sector organisations, to provide leadership and effectively drive forward the complementary development of the three centres.

Lisburn City and Castlereagh District Council

Under RLG the councils of Lisburn and Castlereagh will amalgamate. The newly formed Council with its increased roles and powers in relation to regeneration and planning¹, together with its electoral mandate, will have a key role to play in the delivery and provision of civic leadership. A Department within Council, such as Economic Development, should take on the leadership role; however, some internal reorganisation within Council may be necessary to ensure appropriate skill sets are in place.

Development Departments within the existing Lisburn City and Castlereagh Borough Councils share similar roles and responsibilities for their current respective regions, typically under four key services; Business Competitiveness, Tourism Development, Regeneration and Urban Rural Regeneration. The amalgamated council is likely include an Economic Development Department with responsibility for physical regeneration, economic development, community development, tourism and events lead regeneration, rural development and business competitiveness.

Given the responsibilities which fall under this Department it's likely that a member of this team would be well placed to champion the CUIDF and lead on its implementation.

¹ Planning powers will transfer to the new Council in April 2015. Regeneration powers will not be transferred before April 2016.



Castlereagh Integrated Regeneration Partnership

The development of a specific regeneration public partnership structure is likely to be the most effective way to achieve the collaborative, co-ordinated, strategic approach and necessary leadership to bring about delivery. Indeed the need for this partnership is heightened by a lack of existing appropriate structures. The development of the three centres will be delivered in cooperation with key public sector agencies such as DRD and NIHE that will retain powers, resources and assets that will lie outside Lisburn and Castlereagh Council's remit.

The strengthening of public partnerships working across the council area can help to deliver improvements to the three centres. United partnerships, working in strategic unison, are particularly pertinent for the CUIDF as redevelopments will ultimately be driven by the public sector in a bid to leverage private sector funding and third sector engagement.

For the purposes of this document we have referred to this public regeneration partnership as the Castlereagh Integrated Regeneration Partnership. Without full buy-in and engagement from the aforementioned public sector agencies, the partnership will be weakened and much less effective. Each of the agencies must sign up to the regeneration proposals outlined in the CUIDF and work together to see them delivered.

These agencies, and representation from Lisburn City and Castlereagh District Council, should therefore contribute to the Castlereagh Integrated Regeneration Partnership.

The CIRP (Castlereagh Integrated Regeneration Partnership) should therefore be a regeneration partnership structure created on a council-wide basis. It is imperative that the partnership includes high level representation from all the key public sector agencies (up to 12 members) that have the ability and the remit to make robust decisions. It is also vital that the council is structured internally to benefit and advise the partnership of any council led investment projects that may affect the centres. In leading the partnership, council must ensure their resources are appropriately directed if DRD, DoE Planning, and other bodies are to follow their lead.

The structure and purpose of this partnership is set out in the table opposite.



Castlereagh Integrated Regeneration Partnership

Role and Remit	To focus and drive regeneration efforts (including implementation of the CUIDF) across the three centres by co-ordinating and focusing public sector agencies (and their resources) on the identified and agreed regeneration priorities.
Structure	<ul style="list-style-type: none"> Partnership structure working to clearly defined objectives and targets. Lisburn City and Castlereagh District Council would outline the objectives and targets (based upon the identified and agreed regeneration priorities – e.g. the CUIDF) and discuss with partnership members to ‘sign up’ to supporting its’ delivery. The partnership would be public sector led, ideally by Lisburn City and Castlereagh District Council as the focus is on ensuring that public sector resources and interventions address regeneration priorities. Importantly there would be guidance from local private/third sector stakeholders e.g. local businesses, land owners and community organisations in the Carryduff, Forestside and Dundonald areas, built into the structure (and possible continuation of the CUIDF Steering Group). This is to ensure that the partnership remains cognisant of, and responsive to, the private and third sectors, particularly social needs, upon whom the achievement of CUIDF aims and actions will depend. Information would flow in both directions between local stakeholder groups and the partnership.
Membership	<ul style="list-style-type: none"> Key Lisburn City and Castlereagh District Council officers - Council will be the driving force behind the CUIDF Action Plan. Their role would also be to report to partnership relevant work, resources and strategies of the Council and to work with the partnership to achieve its objectives. They would also service, support and facilitate the partnership in undertaking its work, as well as monitor/chase progress on delivery on behalf of the partnership. They would also aim to appoint a ‘champion’ to ensure the CIRP has an advocate who will encourage Council and the other agencies to act on the various projects. Local leads and senior decision makers from DoE Planning, DRD, NIHE and other public sector agencies as required - Their role would be to report to partnership on the relevant work, resources and strategies of their agency and to work with the partnership to achieve its objectives. Local and senior politicians – Their role would be to provide leadership and direction to the partnership. The influence, authority and mandate to ensure that all the key public sector agencies engage as necessary with the partnership and the delivery of its targets and objectives. They would also bring accountability and a mandate for decision making.
Actions	<ul style="list-style-type: none"> The partnership will drive, guide and deliver regeneration across the three areas by: <ol style="list-style-type: none"> Setting regeneration priorities and targets (with reference to existing agreed strategies and priorities, and to private/ third sector needs); Ensuring where possible that the strategies and investment decisions of public agencies reflect and work towards those priorities and targets; Overseeing and co-ordinating delivery of these regeneration priorities and targets, by driving and monitoring progress.

Table - Castlereagh Integrated Regeneration Partnership



Local Stakeholder Representation - Private, Voluntary & Community Sector

The realisation of the CUIDF will require private sector buy-in, investment and engagement. The proposed marketing of development opportunity sites and proposed high priority developments at Carryduff Shopping Centre, as indicative examples, require the facilitation of local businesses and private sector companies. Similarly the marketing and promotion of events across each centre will require facilitation and engagement from local community groups. Therefore a mechanism needs to be agreed to enable representation on the CIRP from stakeholders from each of the centres to ensure local issues are heard, strategies aligned and needs fulfilled.

The CIRP should prepare a directory of local businesses and community groups with particular focus on the three areas at the earliest opportunity following formation. A stakeholder group could be identified and meet regularly and separately from the main CIRP but feedback to the partnership on a quarterly basis. There are clear benefits to be gained through the establishment of a private, voluntary & community sector working group:

- to co-ordinate strategic alignment
- to ensure fewer barriers to the achievement of objectives and aims of the CUIDF
- to promote a collaborative approach to development and community engagement
- for groups to share thoughts and benefit from knowledge transfer/ best practice
- to support less established businesses/organisations and ensure equal voice
- to ease competing tensions.

Based on the current CUIDF Action Plan, the expected involvement of the private, voluntary & community sector is outlined in tables on the opposite page. Please note this list is not exhaustive given the evolving nature of the CUIDF.

Project	Private Sector Stakeholder
Redeveloping Carryduff Shopping Centre	<ul style="list-style-type: none"> PBN Holdings
Redevelopment of GP Surgery site in Carryduff	<ul style="list-style-type: none"> Site Owner
Development of an effective marketing strategy for Carryduff	<ul style="list-style-type: none"> Local Businesses
Upper Galwally Road Public Realm	<ul style="list-style-type: none"> Forestside Shopping Centre Owners
Drumkeen Retail Complex Façade	<ul style="list-style-type: none"> Land Owner
Galwally House Business Hub	<ul style="list-style-type: none"> Corbo Limited
Drumkeen Retail Park Improvements	<ul style="list-style-type: none"> Land Owner
Development of an effective marketing strategy for Forestside	<ul style="list-style-type: none"> Local Businesses
Market Development of opportunity sites at Dundonald	<ul style="list-style-type: none"> Land Owners
Eastpoint Entertainment Complex expansion	<ul style="list-style-type: none"> Land Owner
Development of an effective marketing strategy for Dundonald	<ul style="list-style-type: none"> Local Businesses

Table - Expected Involvement of the Private Sector

Project	Third Sector Stakeholder
Carryduff Development Proposals	Killynure Development Association and Local Community Groups
Forestside Development Proposals	Local Community Groups
Dundonald Development Proposals	Dundonald Green Belt Association and Local Community Groups

Table - Expected Involvement of the Third Sector



Funding

The realisation of the CUIDF will be primarily lead by the public sector with, private, voluntary and community sector buy-in, investment and engagement. The transfer of functions under RLG to Lisburn and Castlereagh District Council from the Department for Social Development may provide an opportunity to avail of additional resources although until this transfer takes place (April 2016 at the earliest) it is not yet possible to quantify the extent of this support.

Summary

The CIRP will therefore be the overarching delivery mechanism for the CUIDF, with views from key public, private, and voluntary sector stakeholders considered.

It is evident from the list that although the CUIDF will be primarily driven by the public sector across the three centres of there is a need to engage a variety of stakeholders early in the process and actively encourage participation with the CIRP to ensure strategies are aligned for the achievement of goals.

Carryduff Priority Projects

1 Public Realm Improvements – Ballynahinch Road

Project Description

To improve the environmental quality of the main thoroughfare through Carryduff and enhance the overall streetscape.

Case for Intervention

Potential benefits and outputs from the project include addressing significant infrastructure problems along the Ballynahinch Road. The Ballynahinch Road will be widened at the junction with Church Road in order to improve capacity at this junction.

It can also help to unlock and add value to a number of redevelopment sites.

Form of Intervention

This project will be public sector lead. The focus will be on exploring funding sources.

A key enabling action will be to liaise with Council and DRD to develop a brief for taking forward the Public Realm proposals.

Resource Plan

The key public sector resources required to deliver this project are:

- The land assets within the project area - need to get sign up from public bodies and ensure that there is a co-ordinated approach to development.
- High-level senior staff involvement from all the key public sector bodies in partnership approach to delivering project – establishment and facilitation of the CIRP, Council and DRD.

Costs: Indicative costs in the region of £975k.

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council, DRD.

Risks

- Unwillingness of any of the public sector agencies to participate will affect the ability of the partnership to deliver.
- Lack of funding.

2 Redeveloping Carryduff Shopping Centre

Project Description

The redevelopment of a key site within Carryduff which was previously seen as the heart of the town.

Case for Intervention

Redevelopment of the centre has the potential to deliver significant regeneration benefits and act as a catalyst for further regeneration and the promotion of new developments within the town centre.

Form of Intervention

This project will be public sector lead but requires input from PBN Holdings. Lisburn City and Castlereagh District Council in conjunction with CIRP will facilitate meetings with the developer to discuss redevelopment plans and further explore public sector services which could relocate to a new building within the town centre and provide accessible community facilities. Furthermore, Council and CIRP should undertake a financial viability assessment of proposals and consider delivery mechanisms, including the use of land, assembly powers and funding sources.

Resource Plan

The key public sector resources required to deliver this project are:

- The land assets within the project area - need to get sign up from public and private bodies (PBN Holdings) that own land to invite / encourage them to take a co-ordinated approach to development.
- High-level senior staff involvement from all the key public sector bodies with a partnership approach to delivering project – establishment and facilitation of the CIRP, Council and Roads Service.

The private sector resources required to deliver this project are:

- PBN Holdings

Costs: Indicative costs in the region of £800k for enabling works only. Further redevelopment costs will be additional and will be determined following a scoping exercise.

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council, Roads Service, PBN Holdings

Risks

- Unwillingness on the part of any public or private sector agency/body to participate will affect the ability of the partnership to deliver.
- Hesitation from PBN Holdings to invest in a redeveloped centre

3 Shop Frontage Improvements (Emerson House and adjoining building)

Project Description

To improve the environmental quality of the Ballynahinch Road with façade improvements to shop frontages.

Case for Intervention

These works together with the public realm improvements should assist in enhancing the overall quality of the area.

Form of Intervention

This project will be public sector lead but will require input from shop owners.

Resource Plan

The key public sector resources required to deliver this project are:

- The premises within the project area - need to get sign up from shop owners that own premises to a co-ordinated approach to development.
- CIRP will need to agree a scope of works for improvement works.

The private sector resources required to deliver this project are:

- Shop owners.

Costs: Indicative costs in the region of £75k.

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council, DoE Planning, Shop Owners

Risks

- Unwillingness of any shop owners to participate will affect the ability of the partnership to deliver.
- Lack of funding.

4 Provision of Signage and Information Boards

Project Description

To highlight local walking routes; bus information, heritage trails and key local information through the provision of new signage and information boards.

Case for Intervention

There is a case for intervention to improve accessibility to the area (particularly pedestrian usage) and promote use by visitors.

Form of Intervention

This project will be public sector lead through CIRP.

Resource Plan

The key public sector resources required to deliver this project are:

- CIRP as a forum to collate information, agree content and location of boards.
- Senior staff involvement from all the key public sector bodies in partnership approach to delivering project – CIRP, DRD, Translink and DoE Planning.

Costs: Indicative costs are unknown at this time until the project is further scoped.

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council, DRD, Translink, DoE Planning

Risks

- Unwillingness of any of the sector agencies to participate will affect the ability of the partnership to deliver.
- Lack of funding.

5 Development of an effective Marketing Strategy (Branding) for Carryduff

Project Description

Develop an effective marketing strategy to raise the profile of the area.

Case for Intervention

There is a case for intervention to develop an effective marketing strategy in tandem with the other priority projects for the area to create a critical mass of activity and generate interest in Carryduff as an area to live, work and play.

Form of Intervention

This project will be public sector lead through CIRP in conjunction with local businesses.

Resource Plan

The key public sector resources required to deliver this project are:

- Council and CIRP to engage local businesses to develop a branding strategy for the area.

The private sector resources required to deliver this project are:

- Local businesses.

Costs: Indicative costs in the region of £30k.

(£15k grant funding from DSD has been secured to carry out a promotional event in Carryduff to promote local businesses, including pop up shops, market stalls and farmers market).

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council and Local Businesses

Risks

- Unwillingness of any of the public sector agencies to participate will affect the ability of the partnership to deliver.
- Lack of funding.

6 Development of an Events Programme for Carryduff

Project Description

To develop an events programme for Carryduff to actively encourage local community engagement.

Case for Intervention

There is a case for intervention to encourage the community to engage in events in their local area and use local facilities – creating ownership and pride in the local area.

Form of Intervention

This project will be public sector lead through CIRP in conjunction with local community groups and council.

Resource Plan

The key public sector resources required to deliver this project are:

- CIRP to engage local community groups and Council to draw up a schedule of cultural and community events.
- CIRP to identify funding sources.
- Key public sector bodies to provide financial assistance to kick start the programme.

Other sector resources required to deliver this project are:

- Local Community Groups.
- Engagement and commitment from local community groups.

Costs: Indicative costs in the region of £50k.

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council and Local Community Groups

Risks

- Unwillingness of any of the local community groups to participate will affect the ability of the partnership to deliver.
- Lack of funding.

Forestside Priority Projects

1 Upper Galwally – Public Realm

Project Description

To improve pedestrian accessibility along Upper Galwally Road and Forestside Shopping Centre through public realm improvement works.

Case for Intervention

There is a case for intervention to improve accessibility to the area (particularly pedestrian usage) and promote use by visitors.

Form of Intervention

This project will be public sector lead through CIRP but will require a partnership approach with Council and owners of the Forestside Shopping Centre.

Resource Plan

The key public sector resources required to deliver this project are:

- CIRP to engage Council and owners of the Forestside Shopping Centre to deliver proposed works.
- CIRP to issue brief for project and appoint a contractor.

The private sector resources required to deliver this project are:

- Forestside Shopping Centre owners.

Cost: Indicative costs in the region of £700k.

(£20k grant funding from DSD has been secured for the Forestside Pedestrian Walkway development).

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council and owners of Forestside Shopping Centre.

Risks

- Unwillingness of owners of Forestside Shopping Centre to participate will affect the ability of the partnership to deliver.
- Lack of funding.

2 Drumkeen Retail Park – Environmental Improvements

Project Description

Works are proposed to improve the environmental quality of the Retail Park

Case for Intervention

These works together with the public realm improvements should assist in enhancing the overall quality of the area.

Form of Intervention

This project will be public sector lead through CIRP but will require a partnership approach with Council and owners of the Drumkeen Retail Park.

Resource Plan

The key public sector resources required to deliver this project are:

- CIRP to engage with Council to identify funding source for the public sector element of proposed works.
- CIRP to encourage Drumkeen Retail Park owner to cover costs of private realm improvements.

The private sector resources required to deliver this project are:

- Drumkeen Retail Park owners.

Cost: Indicative costs in the region of £540k, of which £295k pertains to works within the public realm.

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council and owners of Drumkeen Retail Park

Risks

- Unwillingness of owners of Drumkeen Retail Park to participate will affect the ability of the partnership to deliver.
- Lack of funding.

3 Development of an effective marketing strategy for the Forestside area

Project Description

The development of an effective integrated marketing strategy for the Forestside area.

Case for Intervention

There is a case for intervention to raise the profile of the Forestside area and to effectively market other priority projects for the area to create a critical mass of activity and generate interest in Forestside as an area to visit.

Form of Intervention

This project will be public sector lead through Council and CIRP but will require a partnership approach with local businesses.

Resource Plan

The key public sector resources required to deliver this project are:

- CIRP to develop a branding strategy for the area in conjunction with local businesses. CIRP to lead.

The private/third sector resources required to deliver this project are:

- Local businesses.

Cost: Indicative costs in the region of £30k.

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council and Local Businesses.

Risks

- Unwillingness of local businesses to participate will affect the ability of the partnership to deliver.
- Lack of funding.

4 Development of an Events Programme for Forestside

Project Description

To develop an events programme for Forestside to actively encourage local community engagement.

Case for Intervention

There is a case for intervention to encourage the community to engage in events in their local area and use local facilities – creating ownership and pride in the local area.

Form of Intervention

This project will be public sector lead through CIRP in conjunction with local community groups and council.

Resource Plan

The key public sector resources required to deliver this project are:

- CIRP to engage local community groups and council to draw up a schedule of cultural and community events.
- CIRP to identify funding sources.
- Key public sector bodies to provide financial assistance to kick start the programme.

The private/third sector resources required to deliver this project are:

- Local Community Groups.

Cost: Indicative costs in the region of £50k.

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council and Local Community Groups

Risks

- Unwillingness of any of the Local Community Groups to participate will affect the ability of the partnership to deliver.
- Lack of funding.

Dundonald Priority Projects

1 Market development opportunity sites along Upper Newtownards Road

Project Description

To appropriately market development opportunity sites along Upper Newtownards Road to highlight the development potential of the area for investors.

Case for Intervention

There is a case for intervention to attract new residential development on gap and derelict sites to broaden the range of uses along the Upper Newtownards Road.

Form of Intervention

This project will be public sector lead through CIRP in conjunction with land owners, DoE Planning, Council, NIHE and DRD.

Resource Plan

The key public sector resources required to deliver this project are:

- CIRP to facilitate workshops with land owners and key public sector agencies to discuss next steps in realising the development potential detailed in CUIDF.

The private/third sector resources required to deliver this project are:

- Land owners.

Cost: Indicative costs are unknown at this time until the project is scoped further.

Roles

Lead: CIRP

Engagement in Partnership: CIRP and Council.

Risks

- Unwillingness of private land owners to participate will affect the ability of the partnership to deliver.
- Lack of funding.

2 Comber Road – Public Realm Improvements

Project Description

This project proposes works to enhance the visual quality of the area and entranceways into Moat Park which are key linkages between the Dundonald sub areas.

Case for Intervention

There is a case for intervention to improve accessibility to the area (particularly pedestrian usage) and promote visitors. These works should assist in enhancing the overall quality of the area.

Form of Intervention

This project will be public sector lead through Council and NIEA in conjunction with CIRP, DRD and DoE Planning.

Resource Plan

The key public sector resources required to deliver this project are:

- Council to identify funding source to deliver works.
- Council and CIRP to issue brief for project and appoint a contractor.

Cost: Indicative costs in the region of £500k.

(£20k grant funding from DSD has been secured for Comber Road Shop Front Improvements with a further £17k secured for improved pedestrian linkages, Moat and Signage Scheme.

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council and private owners.

Risks

- Unwillingness of private landowners or retailers to participate will affect the ability of the partnership to deliver.
- Lack of funding.

3 Improving accessibility to wider Dundonald area

Project Description

This project proposes the creation of new access from Dundonald Leisure Park onto the Comber Greenway and associated public realm improvements.

Case for Intervention

There is a case for intervention to improve accessibility to the area (particularly pedestrian usage) and increase visitors. These works should assist in enhancing the overall quality of the area.

Form of Intervention

This project will be public sector lead through Council in conjunction with CIRP, DRD and Sustrans.

Resource Plan

The key public sector resources required to deliver this project are:

- Council and CIRP to identify funding mechanisms;
- Council and CIRP to initiate discussions with DRD and Sustrans regarding new access.

Cost: Indicative costs in the region of £1.6m.

(£60k grant funding from DSD has been secured for pedestrian linkage between Comber Greenway and Dundonald Leisure Park including illumination)

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council, DRD and Sustrans.

Risks

- Unwillingness of any of the public sector bodies to participate will affect the ability of the partnership to deliver.
- Lack of funding.

4 Promotion of a hotel development

Project Description

This project proposes further economic testing and the formation of a business case to scope the potential for a hotel provision in the Dundonald area.

Case for Intervention

There is a case for intervention to complement the existing and future expansion of uses within the Dundonald area with a family/tourist standard hotel.

Form of Intervention

This project will be public sector lead through Council in conjunction with CIRP.

Resource Plan

The key public sector resources required to deliver this project are:

- Council and CIRP to undertake further economic testing and develop a business case for the promotion of a hotel.
- Council and CIRP to identify funding sources to deliver the proposal.

Cost: Indicative costs in the region of £50k.

Roles

Lead: Council

Engagement in Partnership: CIRP

Risks

- Unwillingness of any of the public sector bodies to participate will affect the ability of the partnership to deliver.
- Lack of funding.
- Financial viability of the hotel delivers a poor return and is not viable.

5 Develop an effective marketing strategy (branding) for Dundonald

Project Description

The development of an effective integrated marketing strategy for the Dundonald area.

Case for Intervention

There is a case for intervention to raise the profile of the Dundonald area and to effectively market other priority projects for the area to create a critical mass of activity and generate interest in Dundonald as an area to visit.

Form of Intervention

This project will be public sector lead through Council and CIRP but will require a partnership approach with Local Businesses.

Resource Plan

The key public sector resources required to deliver this project are:

- CIRP and Council to develop branding strategy with a focus on the leisure offer at Dundonald Leisure Park and the complementary role played by the other areas within the Dundonald study boundary.

The private/third sector resources required to deliver this project are:

- Local Businesses.
- Cost: Indicative costs in the region of £30k.

(£5k grant funding from DSD has been secured to create a shared public/private sector marketing vision with Leisure Park tenants)

Roles

Lead: CIRP and Council

Engagement in Partnership: CIRP, Council and Local Businesses.

Risks

- Unwillingness of any of the public sector bodies to participate will affect the ability of the partnership to deliver.
- Lack of funding.
- Lack of progress on the re-development of Dundonald International Icebowl.

6 Develop events programme for Dundonald

Project Description

To develop an events programme for Dundonald to actively encourage local community engagement.

Case for Intervention

There is a case for intervention to encourage the community to engage in events in their local area and use local facilities – creating ownership and pride in the local area.

Form of Intervention

This project will be public sector lead through CIRP in conjunction with local community groups and council.

Resource Plan

The key public sector resources required to deliver this project are:

- CIRP to engage local community groups and Council to draw up a schedule of cultural and community events.
- CIRP to identify funding sources.
- Key public sector bodies to provide financial assistance to kick start the programme.

The private/third sector resources required to deliver this project are:

- Local Community Groups.

Cost: Indicative costs in the region of £50k.

(£10k grant funding from DSD has been secured for community and economic development programme including face painting and street art)

Roles

Lead: CIRP

Engagement in Partnership: CIRP, Council and Local Community Groups.

Risks

- Unwillingness of any of the Local Community Groups to participate will affect the ability of the partnership to deliver.
- Lack of funding.



Potential Future Funding Mechanism – Business Improvement District (BID)

Fundamental to the CUIDF's effectiveness is the formation of the CIRP. Through the partnership, the Carryduff, Forestside and Dundonald Centres will have the delivery mechanism to achieve the collaborative, co-ordinated, strategic approach and necessary leadership to bring about successful delivery of the framework.

For the first time in these areas, private and third sector stakeholders will have representation and involvement through the CIRP alongside key public bodies for the regeneration of their area. Stakeholder claims will be identified and assessed in a bid to address social and economic need. The benefits to be gained through the establishment of a private/third sector represented working group were outlined earlier in this document - through the CUIDF process stakeholders will be encouraged to align their strategies and 'think together' for the first time. Stakeholders will become aware of the benefits of a collaborative approach to regeneration. Ultimately engagement with the CUIDF has the potential to promote communication, unity and confidence building amongst the private and third sector which in turn will build capacity of organisations in the Carryduff, Forestside and Dundonald areas and open up the possibility of future regeneration proposals to be explored such as a Business Improvement District (BID).

The N.I Business Improvement Districts Act received Royal Assent in 2013. Already a proven concept elsewhere in the UK (over 200 in operation), The Department for Social Development launched a pilot BID scheme in Northern Ireland in 2013/14 with seven areas including Enniskillen, Belfast Lisburn Road, Strabane, Belfast Cathedral Quarter, Newry, Belfast City Centre and Ballymena subsequently selected to take part.

A BID provides an opportunity for businesses to deliver change that will have a direct impact on their customers' experience and their profitability, and is driven entirely by the businesses within the defined area. A BID would provide the Carryduff, Dundonald and Forestside communities with an opportunity to extend the value of their partnership as they come together to discuss, agree and initiate solutions for the commercial environment.

There are a number of potential benefits to the establishment of a BID which would be relevant for the business community within Carryduff, Forestside and Dundonald:

- Increased spend and sales
- More effective joint activity e.g. collective marketing
- Improvements to physical surroundings
- Improved competitiveness.

Similarly there are potential benefits for the future Lisburn City and Castlereagh District Council:

- Harnesses private sector management/organisational drive and skills
- Promotes greater understanding of the role of local authorities
- Provides new, sustainable investment and doesn't detract from other resources
- Has commercial support.

The formation of the CIRP and potential Stakeholder Working Groups is a proactive logistical step towards implementation of a BID in the future should Lisburn City and Castlereagh Borough Council chose to pursue this model for the centres of Carryduff, Dundonald and Forestside.

Conclusion 07

The CUIDF provides a strategic vision for the urban area of Castlereagh over the next 20 years. The proposals are intentionally ambitious, whilst providing a range of projects which can be pursued in the short, medium and longer term in partnership with a range of partners from the private and public sector; government departments and agencies; and the community and voluntary sector.

The cornerstone of the CUIDF is the vision, and its success is dependent on strong civic leadership.

Once the vision is realised the proposals can deliver economic, social and environmental benefits making the urban area of Castlereagh a progressive and confident place in which to invest and improving the quality of life for those who live there; and an attractive place to spend time and visit.

The opportunity is now, and is here to be grasped.



For further information contact

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