



**East Belfast**  
**Strategic Regeneration Framework**

**DRAFT**

prepared in August 2008 for

**East Belfast Partnership**

and the

**Department for Social Development  
(Belfast Regeneration Office)**

by the consultant team

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**Preface**

In June 2006, the Department for Social Development launched its Renewing Communities programme which included a commitment to the development of Strategic Regeneration Frameworks for each of the five areas of Belfast covered by Area Partnership Boards.

“Each Belfast Area Partnership will be commissioned to provide a Strategic Regeneration Framework for their area, which will set a strategic context for important initiatives such as Neighbourhood Renewal, the development of arterial routes and the Health Action Zones”.

East Belfast Partnership responded, developing a brief and appointing consultants to prepare a Strategic Regeneration Framework (SRF) for its area of responsibility.

The Paul Hogarth Company, providing Regeneration Consultancy, Urban Design and Landscape Architecture services, led a Team appointed in July 2007 to deliver the SRF. Alongside them, Dr Mike Morrissey and Dr Julie Harrison provided specialist regeneration focused socio-economic input.

**DRAFT**



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## 1.1 East Belfast

It is not an overstatement to say that East Belfast is one of the most important localities in modern day Northern Ireland. For over 200 years it has been the powerhouse of industry and export, strikingly symbolised by the iconic cranes of Harland & Wolff and soon to be joined by the rising towers of Titanic Quarter. Northern Ireland is also governed from East Belfast. Decisions affecting people's lives are made in the rooms and corridors of the Stormont Estate with its vantage point across the East of city. In addition, East Belfast hosts an internationally respected Science Park, one of Northern Ireland's leading hospitals, some of the highest achieving schools and will soon be home to the flagship of further education in the City of Belfast.

It is perhaps unsurprising, therefore, that East Belfast has a colourful culture and people with a proud heritage and tradition. Neither is it an accident that East Belfast has given the world cherished figures such as C.S. Lewis, George Best, and Van Morrison. However, the fact that East Belfast is also home to some of the most disadvantaged communities in Northern Ireland might come as a surprise. Within sight of national landmarks and wealthy suburbs are communities and individuals living with daily hardships borne of poverty, poor health, low educational attainment and the legacy of conflict in Northern Ireland.

## 1.2 The SRF Brief

The Strategic Regeneration Framework (SRF) was commissioned by East Belfast Partnership to coordinate the response to these issues and to provide a guidance document for regeneration effort over the next ten to fifteen years. Extensive work has and continues to be done by East Belfast Partnership, Belfast Regeneration Office, Belfast City Council and other public and private agencies to tackle East Belfast's problems head on. Initiatives like Neighbourhood Renewal, the Connswater Community Greenway, Newtownards Road 2012 and a host of other programmes and schemes are already in place. This document provides the opportunity to now set in place an overarching framework for regeneration in East Belfast. This will enable these existing programmes to be placed within in it, new initiatives to be identified and strategically positioned and available resources to be accurately targeted.

## Requirements of the SRF

East Belfast Partnership was clear in its brief that the SRF needs to:

- Be grounded in a shared vision for the development of the area
- Be connected to the wider environment (city & region) in terms of strategic context and fit
- Be focused on the development potential for an East Belfast 'footprint'
- Involve residents and employers in the creation and delivery of the vision
- Be based on sound assessment of need
- Include current plans and intentions
- Provide visual mapping and future guidance
- Position East Belfast within a wider regional and Belfast context
- Set the scene for the transformation of local neighbourhoods
- Guide public and private investment in a ten-year partnership delivery plan
- Balance safeguarding the distinctiveness of the place, whilst promoting innovation and new opportunities

### 1.3 Learning from Past Regeneration Efforts

At the outset of such an exercise it is necessary to raise a note of caution. Regeneration has been a long-time business within Belfast. Since the late 1970s there have been successive waves of regeneration activity that, in relative terms, have been well resourced, appropriately targeted and driven by highly committed people. From the Belfast Area of Needs programme over three decades ago to Neighbourhood Renewal today, the goal has been to accelerate the city's pace of development and to integrate, socially and economically, the most disadvantaged citizens into the civic life of the city. Despite these efforts, successive studies of spatial deprivation highlight the same set of wards at the most deprived end of the spectrum. This does not indicate failure, but rather suggests that contemporary regeneration strategies should not simply recycle the core ideas of their predecessors. Instead, they should be prepared to go beyond the boundaries of formal regeneration programmes, be clear about what they can accomplish and be integrated into the overall development effort for the city.

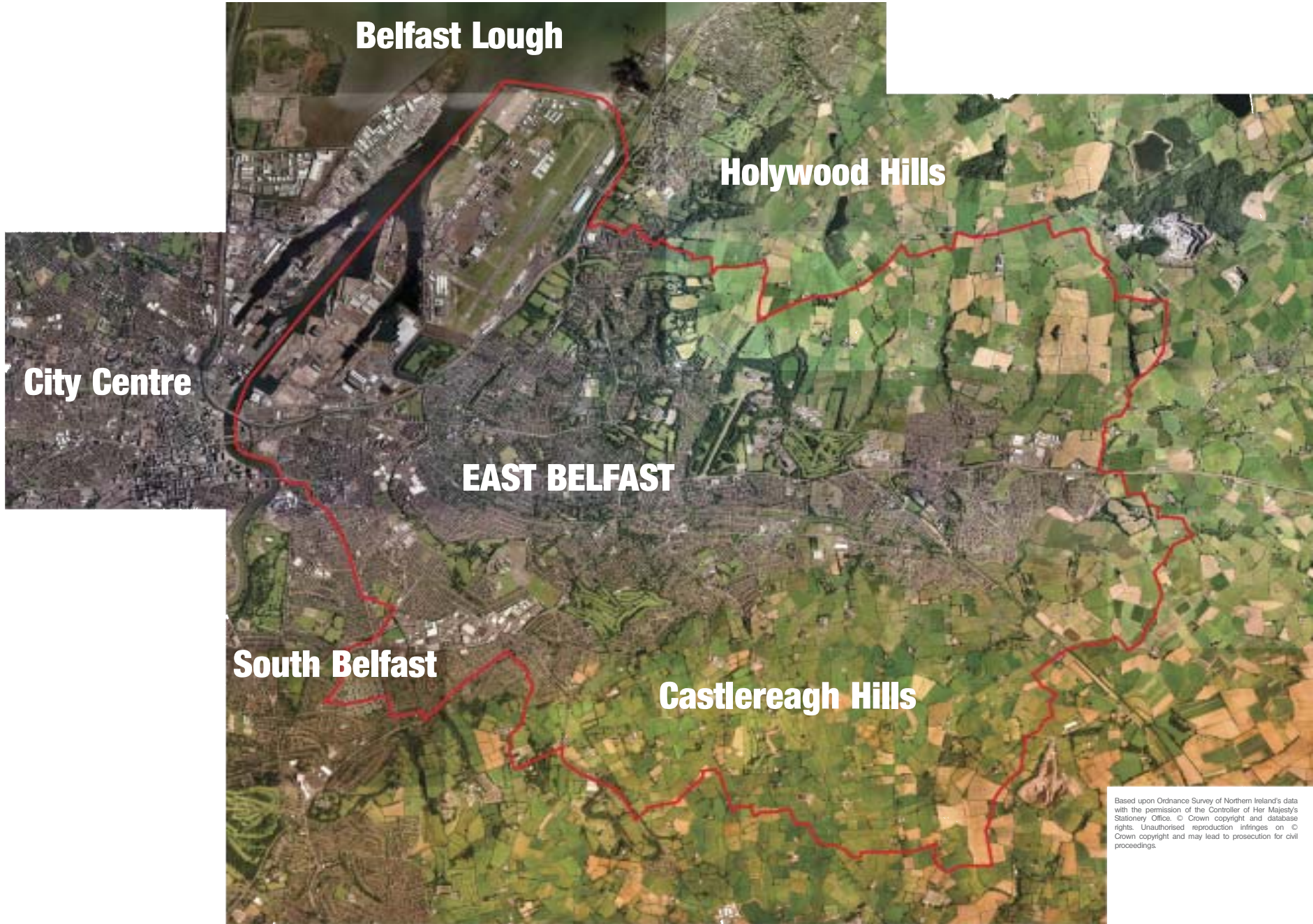
### 1.4 Structure of this Document

It is within this context that this document and accompanying appendices set out the core framework for Strategic Regeneration in East Belfast. After an overview of the adopted methodology in Chapter 2, it begins with development of the brief in order to further define the role of the SRF and its application to East Belfast. This is followed by an overview of the key physical, social and economic analysis findings, ascertained by the initial research and consultation phase of the project. A vision for East Belfast is then presented in Chapter 4 to provide a shared goal for regeneration of the area. This is in turn followed by a Regeneration Model for East Belfast, setting out each of the core priorities for regeneration and accompanied in Chapter 6 by a physical regeneration concept that applies the regeneration model to geographic realities on the ground. Chapter 7 presents a description of Regeneration Opportunities, which combine existing and newly proposed initiatives based on the Regeneration Model. Finally, delivery of these and the Framework is addressed by Chapter 8. All of the above information is supported by an extensive set of Appendices, providing detailed information that has informed development of the Framework.





### Study Area of the East Belfast Strategic Regeneration Framework



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## 2.1 Adopted SRF Methodology

This Strategic Regeneration Framework was developed through a close working relationship with East Belfast Partnership. The Partnership has an established network of individuals and organisations it works with to address specific needs in East Belfast. It also offers regeneration experience and cross-sectoral relationships that will be central to successful delivery. From the outset, it was established that this document should harness knowledge that could be accessed through those links and add value to initiatives that had gone before. In order to aid this process, East Belfast Partnership's Regeneration Executive provided input and expertise from key stakeholders such as Belfast Regeneration Office, Belfast City Council and the Strategic Investment Board.

### SRF Methodology

The process of preparing the Strategic Regeneration was structured as follows:

- **Information gathering**- including appraisal of the policy context, social & economic trends, governance arrangements and physical context.
- **Establishing East Belfast in the wider context** – understanding the role of East Belfast within the wider City and Region and identifying assets and opportunities.
- **Consultation**– gaining a fuller understanding of the place by engaging with its people and organisations with local knowledge and expertise.
- **Development of a Conceptual Framework**– establishing a set of principles to underpin the SRF and creating a robust, evidence based development model for East Belfast that responds positively to the issues identified.
- **Producing the Strategic Regeneration Framework**– outlining a framework to underpin regeneration efforts and guide future initiatives by highlighting key drivers of change and providing a methodology for assessing new interventions.
- **Action Plan**– a resource for delivering against the Framework.

## 2.2 Existing Policies and Plans

A central element of the SRF is the understanding and integration of existing regeneration initiatives and policies that are relevant to the study area. These include:

The Investment Strategy for Northern Ireland (ISNI 2005-2015) - an important consideration for the SRF as it is designed to shift from a three-year financial planning cycle to a rolling ten-year period.

Neighbourhood Renewal 'People and Place' – which aims for a more integrated implementation of 'mainstream' programmes and cross-cutting initiatives.

First Steps towards Sustainability (2006) – which sets out Government's intention in relation to the sustainable development agenda.

The Community Safety Strategy – which determines how Government intends to improve quality of life by reducing crime, tackling anti-social behaviour and reducing the fear of crime.

A Shared Future – which provides goals for tackling the visible manifestations of sectarianism and racism, reclaiming shared space, reducing tensions at interfaces and sharing communities.

There are also important initiatives led by Central Government Departments, Local Government and Agencies that need to be framed by the SRF, including programmes like Extended Schools, Achieving Belfast, Renewing the Routes and the Good Relations Strategy.



An account of these and other policies and programmes is located in Appendices B and C

## 2.3 Establishing a Clear Approach to Regeneration

Regeneration can be defined as a process of positive change, with the ultimate goal of improving the quality of life for people who live and work within a given area.

Bringing about this change in areas with significant levels of disadvantage is not easy; demonstrated by the fact that deprivation persists in places that have been the subject of concerted efforts to address it. This trend is particularly relevant to 'inner city' areas of East Belfast, in the electoral wards of Island, Ballymacarrett, Woodstock and The Mount, as well as to some housing estates that are located further from the city centre. Despite substantial regeneration effort, the relative position of deprived places is largely unchanged.

An effective SRF requires a clear position to be taken on the approach to regeneration, based on an understanding of what has gone before and the particular circumstances of East Belfast in a city context. This document contends that there are disadvantages to the traditional mechanism of Targeting Social Need as the basis for regeneration. A desire for programmes to respond to inequalities objectively, by using multiple deprivation measures, establishes a ranking order that says one place is more deprived than another, but does not reflect the development potential of particular places, or recognise variations in area social assets. Emphasis on deprivation as the main way to unlock resources can provide an incentive for places to remain amongst the most deprived in a 'race to the bottom'. It can also support the creation of insiders and outsiders, with places just outside the boundary of regeneration initiatives ineligible for assistance.

In developing the SRF, the suggested approach is one which focuses on Development Potential rather than Social Need, while ensuring that the benefits of development are shared by everyone. Regeneration needs to be responsive to development opportunities, offer a clear niche for East Belfast within the overall development of the city and pivot on the Private, rather than Public Sector as a strategy for long-term sustainability to minimise public spending demands.





## SRF Principles

In order to provide a strong basis for coordination of regeneration effort in East Belfast, the SRF needs to:

- Be underpinned by an explicit development paradigm
- Be sensitive to area's key issues
- Envision what East Belfast could be within the 21<sup>st</sup> Century City
- Generate a methodology for identifying/prioritising key actions
- Be open to engagement with East Belfast residents in both the production & implementation of the strategy
- Align with key city developments such as new physical investment in East and development programmes for the whole city
- Be sufficiently flexible to adapt to changing circumstance and new opportunities

It is these principles that have underpinned the process of developing a Strategic Regeneration Framework for East Belfast.





### 3.1 Introduction to Analysis

The study area has been fully appraised in terms of its social, economic and physical attributes. This section outlines key findings of relevance to the SRF.

### 3.2 Analysis Findings

#### 3.2.1 Demographics

Whilst Northern Ireland has seen a steady increase in population, the population of Belfast has been in decline for over 40 years, with a general move of people from the City to outlying suburbs and surrounding towns. However, the decline in East Belfast has been notably less acute than other parts of the city, indicating a relatively stable population, supported by those who have to come to the area to find employment.

Further study indicates that whilst the make up of the working age population roughly equates to that of the Belfast average, East Belfast currently has a lower proportion of under 16 year olds and a higher proportion of those at pensionable age. There are, however, major developments taking place which suggest that East Belfast's population is likely to increase in the next two decades, through the arrival of new long-term residents as well as people who will come to avail of changing employment opportunities. To be sustainable in the long term, effort will be required to encourage and support a younger population, whilst ensuring provision is in place to support those who are older.



More detailed analysis is located in Appendix D

**Population Change, Belfast Parliamentary Constituencies 1991-2006**

	2001	% Change 91-2001	2006	% Change 2001-2006
Northern Ireland	1,689,319	5.10%	1,741,619	2.70%
Belfast East	79,271	-5.50%	77,749	-1.10%
Belfast North	85,899	-8.80%	81,944	-3.10%
Belfast South	95,030	3.30%	92,236	-2.50%
Belfast West	87,523	-6.30%	84,679	-2.60%

**Population Age Structure 2001**

	All People	Under 16	% Under 16	Pensionable age and over	% of Pensionable age
Northern Ireland	1,685,267	398,056	23.6%	261,511	15.5%
Belfast East	79,261	15,815	20.0%	17,266	21.8%
Belfast North	86,066	20,064	23.3%	16,755	19.5%
Belfast South	94,994	16,603	17.5%	15,376	16.2%
Belfast West	87,610	24,713	28.2%	12,112	13.8%

**Harbour Estate from Above**



**The Mount Conference Centre**



**3.2.2 Economy and Employment**

Unemployment in East Belfast is lower than the Belfast average, with 1.9% of its working age population unemployed in June 2008. However, analysis of employment trends reveals underlying issues of inequality based on gender, with many females in part-time and relatively low paid employment. The data on Manufacturing Industries suggest that companies in this part of the city make a significant contribution to regional external sales and exports. Despite concerns over the national forecast for manufacturing, a review of the sectors represented in East Belfast indicates that they are deemed to be relatively sustainable in the medium term. In short, Belfast East is a vibrant element of the city’s economy, albeit with a greater bias towards manufacturing employment. Looking forward, it is also important to note that new job opportunities are likely be created within Titanic Quarter in Financial Services and other hi-tech industries including creative media, as well as in support services aligned to this major development. Ensuring that East Belfast residents are well placed to take advantage of employment opportunities in Titanic Quarter and elsewhere in the city will require some upskilling. Whilst some employers are likely to offer such training to their employees, this process will be largely related to educational attainment and provision.

### 3.2.3 Education and Learning

Qualifications for people of working age and the educational performance of school leavers in East Belfast are generally good, second only to South Belfast within the city. It should be noted, however, that those with high attainment are not necessarily retained in the east of the city. It is also clear that there are stark contrasts in learning experiences and achievement for children and young people living in different parts of East Belfast. Substantial inequalities exist between communities in places such as Ballymacarrett and Tullycarnet with others nearby such as Ballyhackamore or Stormont, less than a mile away, where most young people leave school with a good range of GSCE passes to 'A' Level and the working age population is well qualified.

There are challenges in ensuring that the physical fabric of schools and other learning centres is fit for purpose and that these are located where they need to be, given anticipated changes in population and the development of new facilities such as the Belfast Metropolitan College Campus in Titanic Quarter. There are real opportunities to focus on tackling inequalities in education and learning through the SRF by engaging with the development of a new Entitlement Framework for children and Local Area Planning. Through these processes, East Belfast needs to ensure that appropriate value is given to both vocational and academic provision so that young people can pursue the options that suit their talents and interests best.

### 3.2.4 Health

Like the analysis findings for educational outcomes, the health profile of communities in East Belfast is generally good in Northern Ireland terms, but with substantial differences between affluent neighbourhoods and those with higher levels of disadvantage. The link between poverty and ill health has been well proven and is evident in statistics such as the 'years of life lost' indicator, which suggests that there is as much as a six and a half year gap in life expectancy between the most advantaged and least advantaged places in East Belfast. Such discrepancies are complex, but are a limiting factor for regeneration.

The environmental quality of East Belfast's inner city areas, including access to open spaces and sports facilities, as well as the impact of traffic related air pollution, are particularly relevant. Health outcomes must therefore be considered in relation to any physical regeneration exercises.

East Belfast's above average elderly population also suggests a need to focus on the healthcare provision for this section of the community, with the requirements of access to health facilities, local amenities, public transport and accommodation all key considerations.

**Hollywood Arches Health Centre**





### 3.2.5 Inequality, Segregation and Community Cohesion

Inequalities such as those identified in Education and Health are confirmed by local analysis of the 2005 Multiple Deprivation Measure, which demonstrates that East Belfast Parliamentary Constituency has the highest level of 'internal inequality'<sup>1</sup> of any of the city sectors in Belfast. Such imbalances are made worse by a degree of segregation between socio-economic groups, including migrant workers and in the Short Strand / Ballymacarret Area, between people of different community backgrounds.

These factors create real challenges to the development of strong communities and to service delivery. Despite recent economic growth there is a sense of disaffection in some places, and a feeling that the 'peace dividend', which was to deliver tangible improvements in the places where people live, has not been delivered. The relationship between deprivation and divided communities is important, as it influences inter-group rivalry for resources and supports the drive for separate neighbourhood social provision, which involves duplication and diseconomies that use up public resources. At its worst, physical manifestation of such rivalry has occurred through incidences of hate crime, further impacting upon perceptions of an area and dissuading those from other social and ethnic groups from settling there.

### 3.2.6 Social and Physical Identities

It is important to consider the identity of East Belfast as a whole and to understand how it is made up of a number of different neighbourhoods and character areas.

The physical identity of East Belfast is largely defined by its visual relationship with prominent buildings, structures, spaces and landscape features, such as the Harland and Wolff Cranes and the steeples of various churches. In the broadest sense, the boundaries of East Belfast are defined by the surrounding landscape of the River Lagan, Belfast Lough and the Castlereagh Hills. However, the perception of East Belfast's extents varies, particularly along its southern boundary with South Belfast where transition between the two areas is more gradual. The social identity of East Belfast is complex and even less easy to define. It is, however, often linked to the area's strong industrial heritage and the recently increased interest in the Titanic story.

East Belfast itself is made up of numerous communities and neighbourhoods which vary in size, physical character, socio-economic profile and political identity. Some of these are clearly defined in spatial terms, recognisable by their overall character and distinguishing landmarks. Others have more subtle physical differentiations and tend to be defined in social terms by the people that live and work there. As administrative boundaries of wards and output areas rarely correlate with the socially identifiable areas, it was found useful to map these areas based on local knowledge and physical characteristics. Refer to "East Belfast Neighbourhoods" graphic on page 11.

The SRF needs to support the development of a positive identity for East Belfast and its constituent parts which values individual places and perspectives, but which also offers a framework of belonging for all of its residents.

1. Based on the difference between the lowest ranked Super Output Area on Noble's (2005) multiple deprivation measure and the highest ranked SOA divided by the total number of SOAs





# East Belfast Neighbourhoods



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### 3.2.7 Transportation and Movement

East Belfast is generally very well placed strategically, with direct access to road, rail and air links of national importance. This is a critical factor in its positioning as an economically competitive part of the city.

Traffic circulation through East Belfast is generally adequate, although relatively high levels of car based commuting to and from Belfast City Centre place pressure on the arterial routes of Newtownards Road and Albertbridge Road. Regional traffic from the Comber and Newtownards direction also pass through East Belfast on its way to join the motorway at the M3. Planned investment in widening the Sydenham Bypass, coupled with the implementation of a rapid transit system through East Belfast are likely to positively impact upon this dynamic.

Access to new social and economic opportunities such as those of Titanic Quarter could be greatly restricted by existing barriers to pedestrian and cycle movement. The transport corridor formed by the Sydenham Bypass and Bangor railway line provides an important strategic east / west connection, but as a result greatly impedes movement of pedestrians and cyclists in a north and south direction. Similarly the River Lagan, whilst much improved through the work of Laganside Corporation, presents a barrier to the movement of people between East Belfast and the increasingly economically active City Centre. More strategically, access to regional transport connections is restricted in places by limited local access to transport hubs, such as the discreetly located railway station at Bridge End. Greater consideration must therefore be given to the quality of foot and cycle paths through East Belfast, with an emphasis on the movement of people needed in future strategies for the area.

### 3.2.8 Environmental Quality

Linked to such physical barriers posed by infrastructure are the psychological barriers presented by a low quality physical environment associated with them. Several locations in and around East Belfast consist of an environment that is generally hostile to pedestrians, known as Shatter Zones. The prominence of these low quality locations mean they have a negative influence on East Belfast as a whole. Visually prominent areas of neglect tarnish perceptions of the area which in turn can affect the value placed upon them by local people, as well as potential visitors and investors. In addition to the messages sent by their unsightly appearance, reduced pedestrian activity has a direct relationship to real and perceived levels of safety and security within them.

Shared, safe, attractive and accessible public spaces are acknowledged as an important component of any urban area. They have an important impact on the economic life of places, on people's sense of safety and well being and supporting healthier lifestyles. This is particularly relevant to areas of East Belfast that are densely developed with limited private open space that are divided along territorial lines.

#### View of East Belfast from Castlereagh Hills



### 3.3 Sectoral Analysis

As noted in the methodology overview, desktop research and fieldwork have been informed by a thorough process of consultation with stakeholders and community representatives. A wide ranging number of issues and considerations for the SRF were recorded which are summarised in the following table.



The Sectoral Analysis is covered in more detail in Appendix D

#### Sectoral Analysis Summary

##### Employment

Nodes: Harbour Estate, Montgomery Road, Stormont Estate, Titanic Quarter

- Major opportunities for new employment in riverside developments on East Belfast's doorstep
- Need to ensure physical linkages and appropriate programmes in place to link East Belfast residents to opportunities
- Scope for some upskilling to improve income levels for people in low paid jobs

##### Education

Nodes: BMC Titanic Quarter Campus & Montgomery Rd, East Belfast Community Education Centre, Schools

- Schools and learning centres need to be fit for purpose & located for anticipated population changes
- All children need access to the best learning opportunities– new Entitlement Framework will be important
- Childcare & pre-school provision requires development to support parents and families
- Adult learning is an ongoing priority
- Opportunities exist through the Education and Skills Authority and Local Area Planning for East Belfast

##### Health

Nodes: Ulster Hospital, Hollywood Arches

- Health inequalities, a growing population of older people and mental health are particular issues
- Growing number of older people means provision needs to be carefully planned for health and social care
- Inequalities can be addressed by tackling determinants of ill health through elements of the SRF e.g. education, improved physical environment, better connections to opportunity, safe shared spaces

##### Recreation & Leisure

Nodes: Avoniel Leisure Centre, Robinson Centre, East Point/ Icebowl, Odyssey, the Oval

- Quantity & distribution of pitches is not consistent
- River Lagan is underutilised asset
- Area relatively well-served by private leisure operators
- Relocation of Glentoran FC presents an opportunity

##### Transport

Infrastructure: Port of Belfast, George Best City Airport, E-way (proposed), Sydenham Bypass, Outer Ring

- Location of rail halts should be reviewed
- Several road proposals are underway (A2 Bypass, Outer Ring)
- Connswater Community Greenway will provide new cycle & pedestrian linkages
- Scope to improve multi-nodal connections

##### Youth Services

Providers: BELB, Belfast City Council, Churches, Community providers

- Sense of historic under-provision for youth in East Belfast
- Activities are relatively uncoordinated with inconsistent funding
- Opportunities exist to develop a strategy for provision linked with BELB's work to assess provision city wide
- Issues in East Belfast Partnership's (2000) Youth Strategy may still be relevant



## Tourism

Attractions: Include Titanic Quarter, Odyssey, Stormont

- CS Lewis, Van Morrison, and George Best are internationally known personalities
- Few hotels in the area contribute substantially to tourism
- Opportunities to make better use of East Belfast's history to enhance Tourism Product
- Cruise ships are a growing sector that could bring tourists to East Belfast if the attractions are there

## Arts & Culture

Locations: Local galleries, Beat Initiative, Cinemas (Odyssey, Strand), Murals

- Art & cultural activity is developing but there is a lot of untapped potential
- Underpinning existing activity and exploring opportunities to develop expression is important
- Arts and Culture can assist the development of a shared framework of belonging for East Belfast's residents

## Community

Facilities: Libraries, Community Centres and local groups, Schools, Churches, Leisure Centres, Parks

- Implementation of Community Renewal proposals through Neighbourhood Renewal is needed
- Regeneration plans should take account of social assets and opportunities not just deprivation
- Development of social assets must be appropriate to locality and existing capacity
- Arts and culture can assist in building community pride and belonging outside of neighbourhoods
- Safe, attractive, walkable public spaces important to building shared communities

## Retail

Nodes: Include Connswater Shopping Centre, Bloomfield Avenue, Ballyhackamore, Hollywood Exchange

- Nearby city centre and Forestside compete for retail activity
- Arterial routes are lifeblood of community retail activity, though some roads are declining.
- Opportunities exist to renew these areas including Living Over the Shops schemes.
- Hollywood Exchange has seen increased activity due to IKEA

## Residential

New Developments: Include Titanic Quarter, Sirocco site, Quarry Corner

- Titanic Quarter and Sirocco will greatly increase population levels
- Infill brownfield development is key focus
- Housing needs to meet current and anticipated needs and lifestyle, especially for increasing numbers of older people
- Waiting lists for social housing increasing

## Commerce

Private sector is relatively strong but there are opportunities for further development

- There are some strong social enterprises that provide a link between commerce and community
- Successful development of the private sector in East Belfast requires good connections between learning opportunities for residents and employers needs

## Environment

Protection of rural edges and Green Belts should be ensured

- PPS8 is a strong policy relevant to the trend of selling sports pitches such as the Oval
- BMAP will be effective 2009/2010, key environmental policies are unlikely to undergo major changes
- The relationship between Roselawn Cemetery and the expansion of East Belfast should be carefully considered

## Public Realm

Proposals: Include Titanic Quarter, Connswater Community Greenway, investment in Newtownards Road & Woodstock Link

- Existing public realm is generally of poor quality, affecting local people and the perceptions of visitors and potential investors
- Gateways/ arrival points need improvement
- Titanic Quarter, Connswater Community Greenway and Newtownards 2012 will have a major impact and high quality planning and design is important



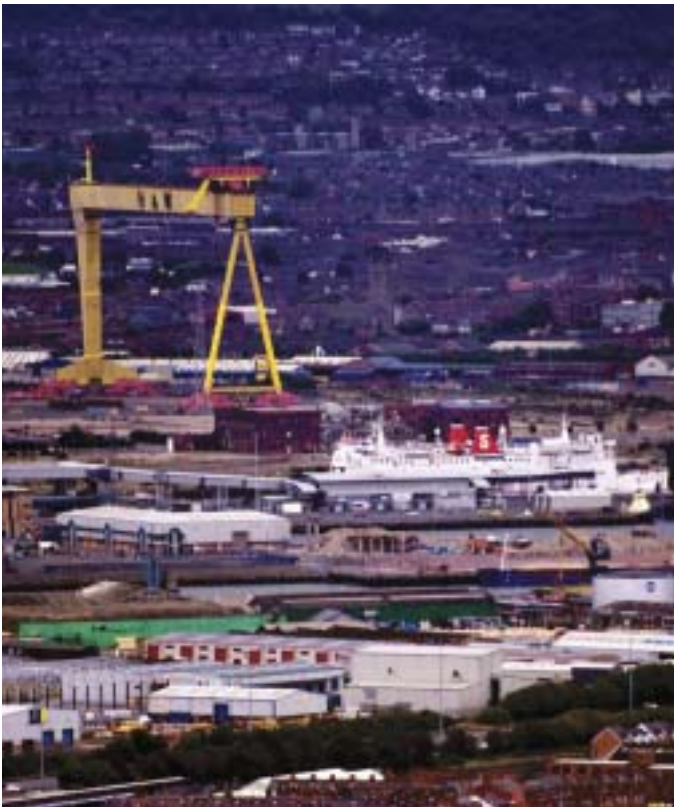


### 3.4 Summary of Analysis

The preceding analysis has shown that East Belfast has a number of considerable assets relative to the city and Northern Ireland as a whole, particularly in relation to its economic standing, educational attainment and regional connectivity. Such components leave it well placed to play a pivotal role in Belfast's pursuit of being a competitive city and ensuring that its residents benefit from these advantages and opportunities

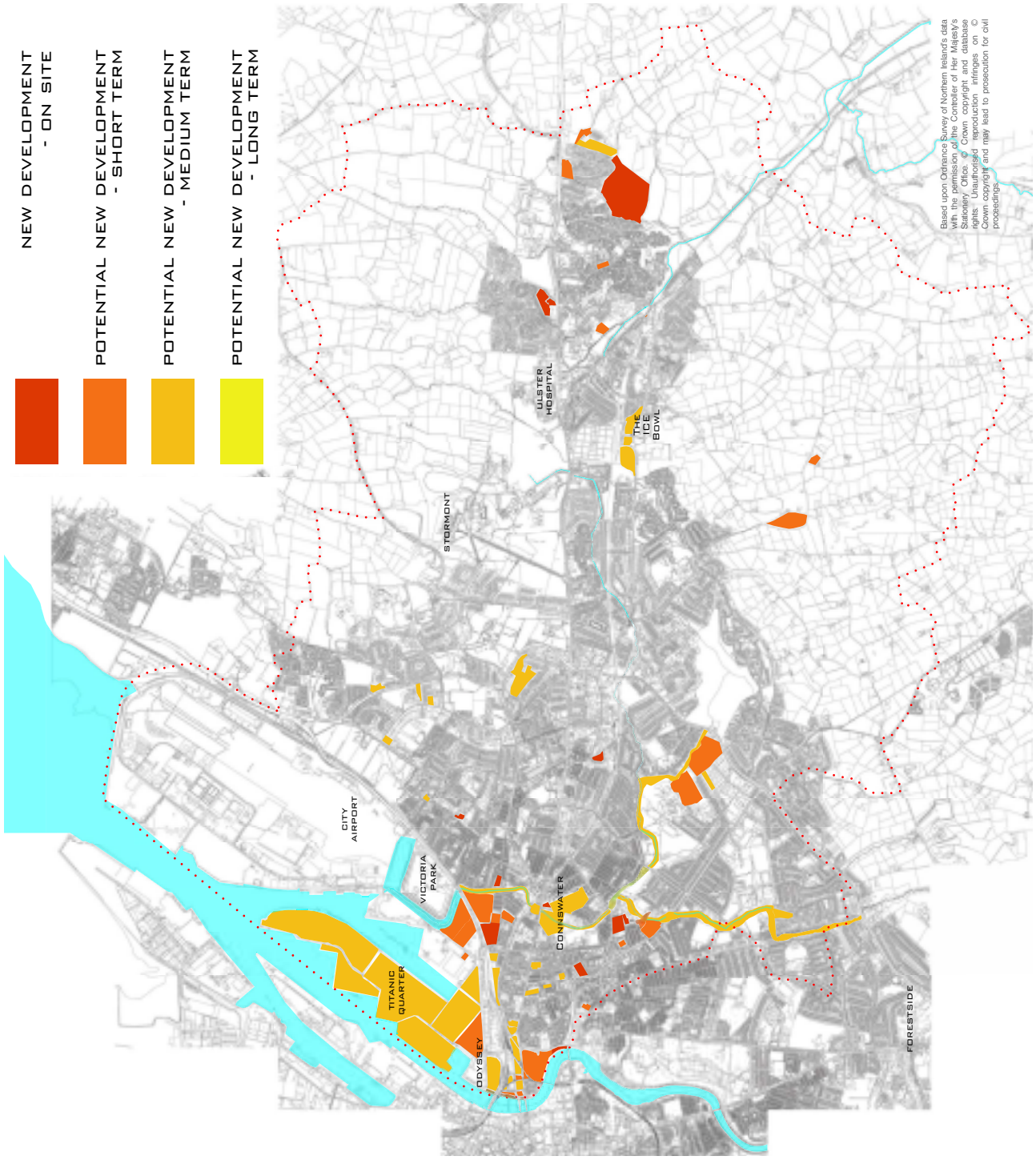
The analysis also indicates that inequalities within East Belfast are exacerbated in some places by the presence of physical barriers, be they between disadvantaged neighbourhoods and nearby areas of economic opportunity, or by community background. It is important for the SRF to take account of the physical interfaces between communities and to support the development of relationships, activities and opportunities which broaden people's sense of place. In the last century, East Belfast was the industrial icon of Northern Ireland. In its post-industrial present, there is a chance to build a new identity that both promotes the area regionally and beyond and acts as a 'framework of belonging' for residents.

It is evident that there are imbalances within East Belfast. It remains an area with acute internal inequalities and any regeneration framework has to address the problems of the most disadvantaged section of the community. It has to set targets for improvement.





**Extent of Physical Change in East Belfast (2008)**



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**4. A Vision of East Belfast**

The following Vision imagines the future for people of East Belfast.

**Our next generation will be born with a prospect of a longer and healthier life. This will involve ready access to primary healthcare, to care and support for older people which ensures respect and choice and the provision of good quality open spaces in which residents and visitors can exercise, relax and play.**

**All of our children and young people will progress through an improved educational experience of nursery, primary, secondary and further education, readily available within East Belfast itself. Educational attainment will be encouraged as the path to a better quality of life.**

**Existing and future generations of East Belfast will have access to good quality jobs, be they within settings such as the Harbour Estate, Montgomery Road, local retail centres, the international commercial setting of Titanic Quarter or the nearby and easily accessed City Centre.**

**They will have the right to expect a good quality of housing within East Belfast, with a choice of accommodation to suit their stage of life and lifestyle. Just like their houses, streets will be well designed, safe and attractive places to be.**

**Existing and future generations of East Belfast will benefit from excellent links to surrounding areas, including excellent footpath connections and direct access to local, regional and national transport services that are environmentally sound and sustainable.**

**They will have direct access to good community facilities with a range of shops and amenities located within easy reach of their home. Such centres will form the heart of diverse and confident communities, welcoming to visitors and newcomers alike.**

**The people of East Belfast will be proud to live in an area with a positive identity based upon its rich history, fine architectural heritage, diverse neighbourhoods and an ambitious and innovative approach to the future.**



## 5.1 Introduction to East Belfast Regeneration Model

To realise this Vision and to address the key issues identified in the analysis, an eight-point Regeneration Model has been developed. It is advocated that this model should be the framework for future regeneration decisions in East Belfast, to ensure that they are fully integrated with the Strategic Regeneration Framework for East Belfast as a whole.

## 5.2 Utilising Historical Image

The economic history of East Belfast is sometimes presented in a nostalgic narrative of the decline of key industries; yet even with substantial public subsidy, shipbuilding in Belfast could not hope to compete with that in the newly industrialising economies. The Regeneration Model for East Belfast contends that the future lies in a different kind of economy, but the industrial past still presents a resonant image of the area, symbolised by the Titanic – the most well known ship in the world. The task is not to present the area as a recreation of 19th Century industries but to use these images as attractors, particularly for tourism. The Titanic Quarter project is a good example of a modernist enterprise (riverside development with an accommodation/services/leisure mix) that still speaks of the area's history. East Belfast already has several advantages, soon to be added to by almost £4 billion in riverside development at Sirocco and Titanic Quarter.

While utilising historical image, consideration is needed in relation to the important issue of local multipliers – how to ensure that spending on tourism in East Belfast has maximum circulation within East Belfast. The SRF seeks advantage from the potential to link landmark projects like the Odyssey, Titanic Quarter and the Connswater Community Greenway for maximum effect.

## 5.3 Sustaining Export Industries in East Belfast

East Belfast accounts for a significant proportion of Belfast's export capacity. It is important that this should be maintained – but particularly difficult when the crucial decisions for externally-owned industries are taken elsewhere. However, this is a challenge of which Invest NI is aware and which underpins its industrial development strategies. Moreover, a key advantage here is the unified framework of supports for both large scale companies and SMEs. The export role of companies in East Belfast should be well publicised both to attract new investment and knowledge intensive labour.

## 5.4 Employing ‘Development Gain’ to Optimise the Local Impact of New Investment

Traditionally, the planning system has tended to operate with a negative emphasis – in that it sought to prevent private development from creating a range of negative impacts. More recently, however, within the new ‘spatial planning’ paradigm, the approach has been more about ensuring a wide range of beneficial outcomes ranging from sustainability to community benefit.

Over the next decade, East Belfast will be the recipient of huge investment in new spatial development (estimated at up to £3 billion in Titanic Quarter and £800 million in Sirocco). This represents some of the most extensive riverside development activity within Europe. Yet, there are fears that such developments will be insulated from the rest of the area, becoming enclaves in which the local population will neither live, work nor take their leisure. It is thus important that a development gain template is applied to these developments. Through PPS 12, DOE Planning Service has the power to enter into an agreement with those that have an interest in land in their area for the purpose of restricting or regulating its use. Planning Law, at present, may not provide the basis upon which to take a more rigorous approach to address the burden that new development places on a region’s infrastructure. However, a legislative framework already exists to utilise development gain and the statutory sector has indicated a willingness to apply that. One approach is to explore how Titanic Quarter and Sirocco could be spatially and functionally connected to the inner city areas of East Belfast. More ambitiously, there is potential to integrate developments so as to impart development momentum to the whole area.

## 5.5 Addressing Inequality

The SRF needs to respond to the high level of internal inequalities in East Belfast, to ensure that economic growth does not result in growing inequality. Rather than adopting a separate ‘social need strategy’, which would tailor interventions to places with the highest levels of disadvantage, the focus will be on communities’ social assets, the basic relationships that make cooperation possible and the capability of local organisations to engage with programme delivery and to make connections.

This is linked to other elements of the regeneration model, which focus on the creation of an identity for communities in East Belfast that enables people to operate in a broader geographical sphere and avail of opportunities outside individual neighbourhoods. In this way, inter-community relationships can be improved and public sector resources that are focused on regeneration could be more efficiently utilised, rather than diluted by duplicate provision in individual localities.

Additionally, advantage should be sought from the proximity of places where inequalities are most evident to the new developments at Titanic Quarter and Sirocco. Not only will these change the shape of East Belfast, but they can help to stimulate local economic activity, increasing population size and social diversity.

The key will be to make both developments spatially, socially and economically ‘permeable’ to the rest of East Belfast.

Many of the historic inter-community tensions within East Belfast are being addressed through statutory and community initiatives. The SRF acknowledges that these tensions represent a drag on development potential. Places locked into historic grievances have the slowest pace of development. This is particularly so when development is reliant on private rather than public investment. Moreover, East Belfast has increasingly been a focus for new economic migrants from the enlarged EU, a potential challenge to community cohesion, but also a potential source of enrichment for communities. The SRF provides a framework for building strong, cohesive East Belfast communities in which there is a common vision, a sense of belonging and where strong and positive relationships are developed between people from different backgrounds in the workplace, schools and neighbourhoods.



## 5.6 Developing and Utilising Social Assets

Research into the nature and level of 'social assets' in small areas<sup>1</sup> in Northern Ireland suggests that that these fall into three broad categories:

- The quality of the relationships within a community, its capacity to engage with other communities and its ability to link with statutory organisations
- The number and type of community and/or voluntary organisations located within an area
- How representative and capable organisations are in engaging with statutory providers and in supporting their local communities

The SRF proposes an assets' based approach to interventions in the community and voluntary sector in East Belfast, according to a model which takes account of the level of social assets in particular places:

Such an emphasis is in keeping with proposals made through the Neighbourhood Renewal programme and to strategies that are already in place through East Belfast Partnership and East Belfast Community Development Agency.

### Assets-Based Interventions through the SRF

#### High Deprivation- Low Social Assets

Community Development to **build** assets and capacity within communities and contribute to positive change

#### High Deprivation- Moderate Social Assets

Capacity building to **strengthen** assets, support infrastructure and encourage collaboration i.e. skills development in leadership, governance structures, quality standards, evaluation, volunteer development, partnership working etc.

#### High Deprivation- High Social Assets

Facilitation to **utilise** assets, i.e. supporting partnership initiatives with statutory bodies to deliver local services or supporting the development of social economy initiatives

## 5.7 Building a Contemporary Identity for East Belfast

The SRF seeks to support the development of an effective and shared sense of place for those who live in East Belfast and to support cultural tourism opportunities which attract visitors and which enhance people's sense of belonging. The creative industries offer a tool for regeneration and approaches through which a sense of contemporary East Belfast identity can be shaped and shared. Arts and heritage can influence health and well-being, the development of distinctive identities, and collective pride<sup>2</sup>. As communities grow and demographics change, arts and cultural activities can be used to find and express shared hopes and values. They can also create a sense of belonging and have a catalysing role in drawing people to places, animating spaces, and creating vitality.

There is potential to build a contemporary East Belfast identity through the creative industries and to identify opportunities for a creative cluster in East Belfast. This relates to elements of the regeneration model which support better development and utilisation of social assets like existing community and voluntary organisations, or lead to activities like East Belfast's Lantern Parade or Halloween Fireworks at the Odyssey that are attractive and which encourage people to move out of particular neighbourhoods to avail of services or to attend events.

1. CFNI and CENI funded by the Royal Irish Academy (2006-7)

2. See for example case studies by the Creative City Network of Canada or 'A Review of the Community Arts Sector in Northern Ireland'. Harrison, McGill, & Oliver (DCAL 2002)



## 5.8 Ensuring that Physical Development Connects rather than Separates

The proximity of places like Ballymacarrett, Woodstock and The Mount to the city centre and to new development at Titanic Quarter and Sirocco has already been highlighted as being central to several aspects of the East Belfast regeneration model. There is a unique opportunity to redress inequalities by taking advantage of investment in these localities. Based on the principle of “walkable urbanism”<sup>3</sup>, some of the East Belfast places which have experienced the greatest exclusion can benefit from being physically located next to employment, shops, housing, offices, creative centres and entertainment venues. Once a critical mass of pedestrian-scale uses is established, this can support an upward spiral which increases the number of people who are out and about on the streets, raises land and property values, and makes communities feel safer. More activity in turn attracts more people, which impacts on economic growth, but also adds to the social mix and enhances diversity.

The SRF also recognises the value of raising Environmental Quality, revitalizing Shared Space and reinforcing a Positive and Welcoming Identity in this context.

## 5.9 Connecting people to opportunity

The success of the Strategic Regeneration Framework should be judged not only on the extent to which it creates and sustains economic performance, but also on how it connects economic development and opportunities for growth with communities that have been disconnected from economic growth. A robust economic base that fails to provide significant local jobs is not a sustainable development objective. Estimates have therefore been made of the improvements that are needed in relation to employment and educational attainment which will bring the most disadvantaged neighbourhoods up to the average for East Belfast. The SRF includes proposals for specific programmes to ensure that people are best placed to respond to new opportunities, particularly through new employment in Titanic Quarter and for a clear emphasis on education and learning experiences for all of East Belfast’s children and young people.

Connecting people to opportunity also requires that there is a level of health and well being which facilitates involvement. The SRF will therefore ensure that advantage is taken where possible from new planning and commissioning arrangements for health care and that in particular the focus on social assets within communities means that East Belfast is well placed to connect to new structures as these develop. Support for strategic projects will also be important, to support an improvement in the health profile of places that currently show high levels of ill health and a dependency on health related benefits. The Connswater Community Greenway project, for example, provides an excellent opportunity to connect the health development agenda with broader regeneration and community cohesion work.

3. Turning Around  
Downtown:  
Twelve Steps to  
Revitalization.  
Christopher B.  
Leinberger (March  
2005)

### Nearby Opportunities: Victoria Square





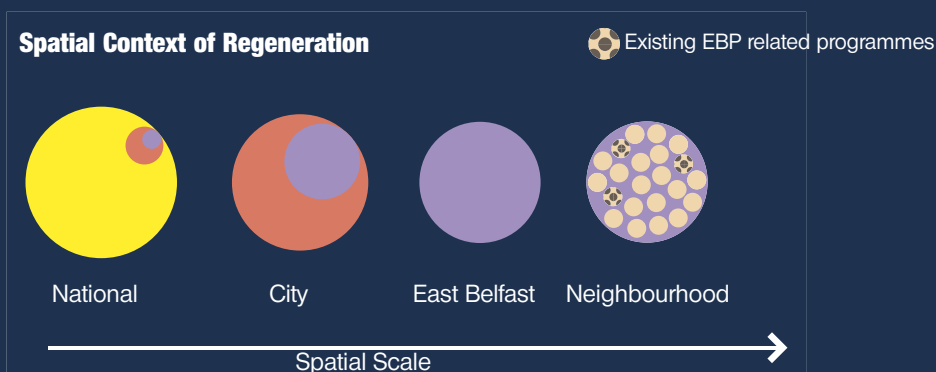
## 6.1 Introducing the Concept

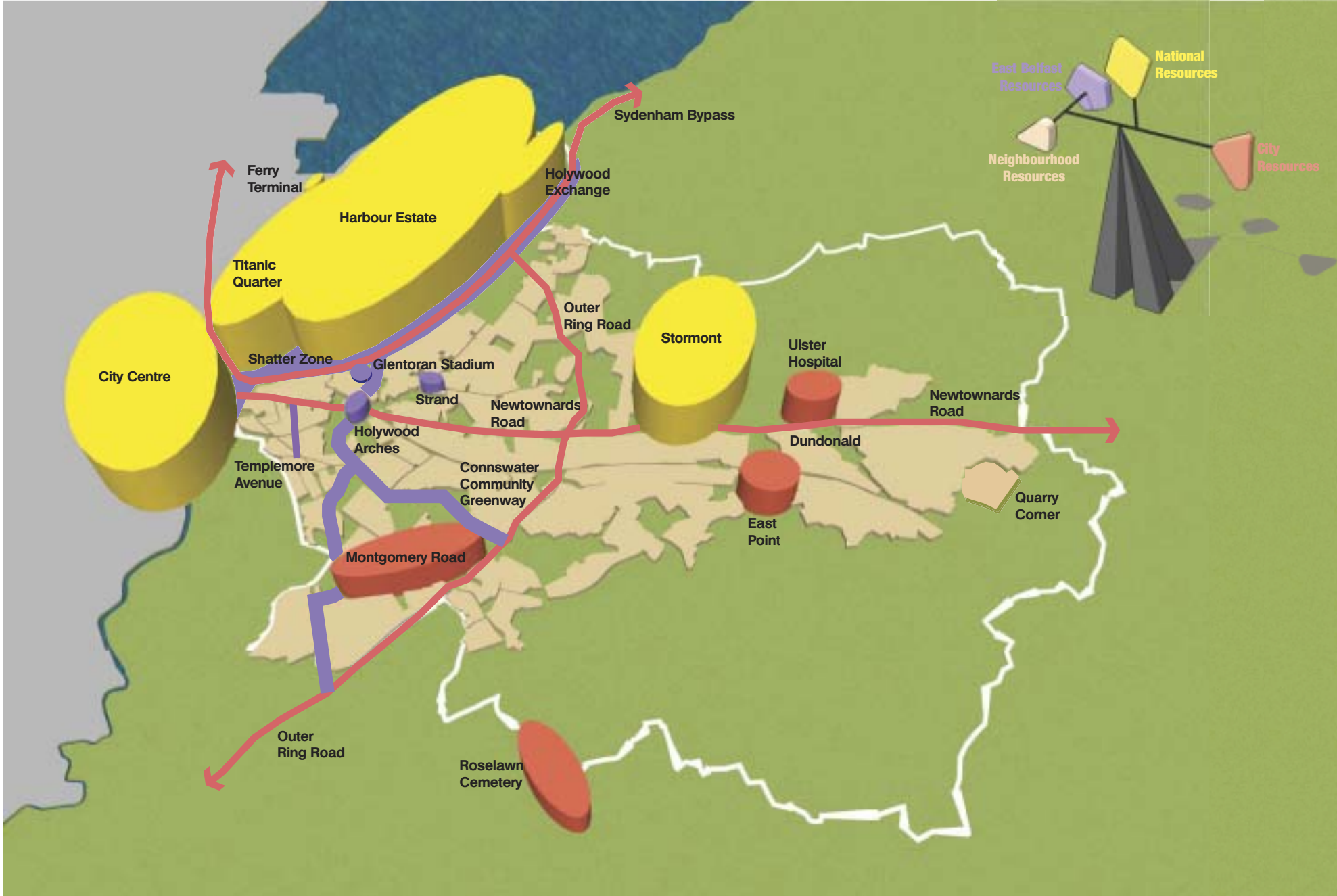
The physical application of the Regeneration Model is represented by the SRF Concept. To rationalise the large and complex physical entity of East Belfast, its key elements have been categorised as per the socio-geographic extent of their significance.

Such ordering does not serve to prioritise the importance or place value on individual elements. Rather it helps us to understand the extent of their relevance and therefore, the roles they play within the overall functioning of East Belfast as a whole.

In fact, all of these components are inter-related, reliant on one another for mutual support and balance. Such equilibrium of different yet interdependent parts is succinctly represented by the mobile sculpture, hallmark of the 20<sup>th</sup> Century American sculpture, Alexander Calder. Here, each suspended element of the Calder Mobile has its own form and characteristics, quite different to that of the others. However, the functioning of these parts and of the sculpture as a whole is reliant on the carefully balanced relationship between its constituent parts.

Significance	Exemplar Elements
National	Harbour Estate, Titanic Quarter, Stormont
Citywide	Montgomery Road, Roselawn Cemetery, Ulster Hospital
East Belfast	Hollywood Arches, Templemore Avenue
Neighbourhood	Ballymacarrett, Cherryvale, Tillysburn





## 6.2 Socio-Economic Targets

The SRF has devised a set of targets based on the principle that no area should fall below the East Belfast average across a range of key indicators, namely levels of income support, educational attainment and claimant count unemployment. The method used to devise such targets was simple – look at the number affected within each of the East Belfast wards, calculate what the number should be if the area were no worse than East Belfast as a whole and measure the difference. The difference was then regarded as an improvement target. It is assumed that improvement will be a phased process, but the recommendation is that all targets should be achieved within a five year period.

A good example here is education. In 2005/06 924 pupils living in the East Belfast wards left school - 523 achieved 5 GCSEs (A-C) and 370 achieved at least two A Levels, 56% and 40% respectively. However, not all wards (notably The Mount, Ballymacarrett and Woodstock) achieved the East average. To ensure that pupil educational achievement was no worse than in any ward than the overall average, another 82 students would need to gain 5 GCSEs and 85 two A Levels – improvements of 9 per cent and 23 percent.

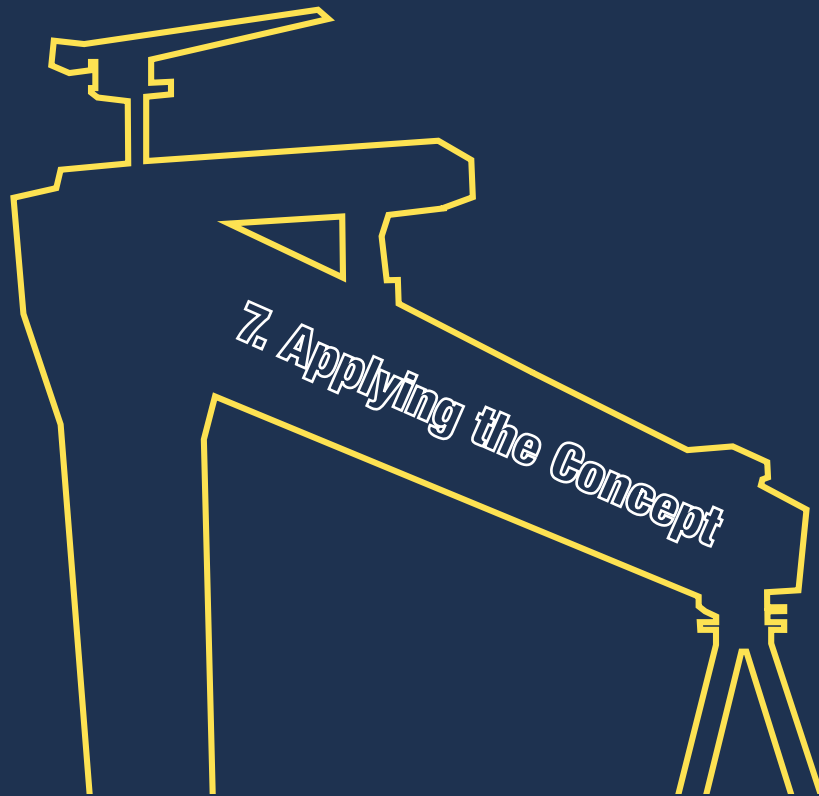
If a similar exercise is undertaken for claimant count unemployment, then a further 235 individuals would need to be moved into employment from the average numbers for Jan/December 2007. – primarily from The Mount, Ballymacarrett and Island. Since claimant count unemployment fails to cover all those who are not in employment, this could be extended to working age claimants for JSA, Income Support and Incapacity Benefit. If no ward in East Belfast had a higher rate of working age benefits dependency than the area average, almost two and a half thousand claimants would cease to claim benefit. In practice, it is unrealistic to believe that all such claimants could be found alternative income sources. A more reasonable would be to target 50 per cent of these claimants, i.e. 1250.

### Socio-Economic Targets for East Belfast

Ward	Target Reduction- JSA/ Income Support/ Incapacity Benefit	Additional Number Achieving 5 GCSEs A-C	Additional Number Achieving 2+ A Levels	Reduction in Claimant Count Numbers
Ballymacarrett	-779	16	11	88
Bloomfield	-131	4	2	18
Carrowreagh	-	3	5	-
Cregagh	-89	6	7	-
Enler	-6	-	6	-
Graham's Bridge	-11	1	6	-
Island	-185	7	9	41
Sydenham	-7	-	3	4
The Mount	-649	22	15	84
Tullycarnet	-124	9	7	-
Woodstock	-466	15	14	-
East Belfast	-2447	82	85	235

How would such targets be met? It is proposed here that educational and employment targets for the city as a whole be complemented by specific area targets. This would also be well complemented by targets for health, requiring changes to way in which such data is gathered in relation to geographic area. While it is recognised that the targets for East are higher than for other parts of the city, the East Belfast Partnership is urged to set the highest achievable targets for the citizens it represents.





## 7.1 Identifying Comprehensive Regeneration Areas

It is upon this physical model, that the objectives outlined by the Regeneration Model can be delivered through a series of pinpointed physical, social and economic interventions. A total of 26 Core Regeneration Areas are proposed, within which a wide range of Strategic Regeneration Opportunities have been identified. These have been developed in response to the findings of the analysis process. Some initiatives are already underway, instigated by preceding pieces of work e.g. Newtownards Road 2012. Others are new, identified through the course of the Strategic Regeneration Framework process e.g. Regeneration of Montgomery Road.

### Core Regeneration Areas

National	City	East Belfast	Neighbourhood
Harbour Estate	Connswater Community Greenway	A Learning Community	Community Cohesion
Networked Governance	Cycle Provision	Dundonald	Housing
Stormont	E-Way/ Rapid Transit	East Belfast Brand	Inequalities
Titanic Quarter	Glentoran FC Stadium	Newtownards Road	Local Retail
	Hollywood Exchange	Quarry Corner	
	Montgomery Road	Strand	
	Outer Ring	Templemore Avenue	
	Planning		
	Rail Infrastructure		
	Roselawn Cemetery		
	Shatter Zones		

The following section summarises each of the Core Regeneration areas.



**Harbour Estate**

Strategic Regeneration Opportunities: **4**

Facilitate the functioning and development of this nationally important export and manufacturing centre.



**Networked Governance**

Strategic Regeneration Opportunities: **2**

Position East Belfast Partnership at the centre of regeneration delivery for East Belfast, whilst seeking to enhance working partnerships across national and local government and with the private sector around a shared urban plan.



**Stormont**

Strategic Regeneration Opportunities: **3**

Support the functioning and access to the Stormont Estate, whilst capitalising upon its increased contribution to tourism and commercial activity.



**Titanic Quarter**

Strategic Regeneration Opportunities: **8**

Underpin the development of Titanic Quarter and ensure good physical connections so that it becomes a successful and sustainable part of East Belfast.



**Connswater Community Greenway**

Strategic Regeneration Opportunities: **6**

Deliver the committed vision of an extensive foot and cycle network, revived public spaces and a cleaner river.



**Cycle Provision**

Strategic Regeneration Opportunities: **2**

Continue to support the increasing role cycling makes as a sustainable form of transport in East Belfast.



**E-way/ Rapid Transit**

Strategic Regeneration Opportunities: **2**

Accommodate this important piece of public transport infrastructure to maximises the benefits it brings to East Belfast as a whole.





### **Glentoran FC Stadium**

Strategic Regeneration Opportunities: **1**

Facilitate the relocation and development of this important and popular East Belfast club.



### **Hollywood Exchange**

Strategic Regeneration Opportunities: **3**

Fully integrate this commercial node with East Belfast and surrounding facilities to ensure its sustainability.



### **Montgomery Road**

Strategic Regeneration Opportunities: **5**

Underpin the area's key commercial role, whilst improving environmental quality and maximising its cultural and educational potential.



### **Outer Ring**

Strategic Regeneration Opportunities: **2**

Balance improvements to its strategic transport role with the interests of communities within its vicinity.



### **Planning**

Strategic Regeneration Opportunities: **3**

Ensure a 21<sup>st</sup> Century planning system that enables wise decisions for the future of East Belfast's development, without compromising its existing social and physical qualities.



### **Rail Infrastructure**

Strategic Regeneration Opportunities: **2**

Organise the provision of rail infrastructure in East Belfast to maximise its relevance and ease of access to the area.



### **Roselawn Cemetery**

Strategic Regeneration Opportunities: **1**

Underpin Roselawn's role as Belfast's principal cemetery.





### Shatter Zone

Strategic Regeneration Opportunities: **16**

Comprehensively restructure areas left over by transport infrastructure to reduce physical and social barriers to pedestrian movement, release development potential and enhance the physical appearance of the local environment.



### A Learning Community

Strategic Regeneration Opportunities: **3**

Ensure that all East Belfast residents have access to high quality primary and secondary education, vocational opportunities and links to employers.



### Dundonald

Strategic Regeneration Opportunities: **6**

Improve the functioning and environment of this area, fully integrating the Ulster Hospital, East Point / Ice Bowl and the established commercial core, as well as disadvantaged communities such as Tullycarnet.



### East Belfast Brand

Strategic Regeneration Opportunities: **5**

Develop and promote a positive identity for East Belfast that builds on existing qualities, promotes the area regionally, and acts as a 'framework of belonging' for its residents.



### Newtownards Road

Strategic Regeneration Opportunities: **10**

Revitalise East Belfast's principal street through a coordinated programme of regeneration initiatives, relating to the strategic direction of the Newtownards Road 2012 project.



### Quarry Corner

Strategic Regeneration Opportunities: **1**

Support the sustainable development of this area, maximising the potential of its relationship with E-Way.



### Strand

Strategic Regeneration Opportunities: **1**

Underpin the regeneration of this nodal point within East Belfast, focusing on its economic vitality and physical environment.



**Templemore Avenue**

Strategic Regeneration Opportunities: **5**

Rejuvenation this once important civic street, to perform again a key role in providing education and community facilities for all adjacent communities. Increase its movement function by providing a new road to Titanic Quarter.



**Improve Community Cohesion**

Strategic Regeneration Opportunities: **2**

Strive to improve community cohesion between different communities and social groups, with particular focus on the Short Strand / Ballymacarett interface.



**Housing**

Strategic Regeneration Opportunities: **1**

Support the design and development of housing solutions that provide affordable and high quality living standards for the people of East Belfast.



**Inequalities**

Strategic Regeneration Opportunities: **1**

Address the imbalance in quality of life and service provision seen between different neighbourhoods in East Belfast, with a particular focus on health and education.



**Local Retail**

Strategic Regeneration Opportunities: **3**

Underpin the role of local retail nodes so that they can remain economically sustainable and important community facilities.





## 7.2 Strategic Regeneration Opportunities

Within each Core Regeneration Area, a series of opportunities have been identified. These represent individual projects that can be delivered on their own or in tandem with other opportunities.



The full list of opportunities is detailed in Appendix E

## 7.3 Prioritisation by Regeneration Value

Due to the extensive number of Strategic Regeneration Opportunities existent within East Belfast, it is necessary to undertake a process of prioritisation, so that East Belfast Partnership, DSD and others can focus resources on the most beneficial programmes.

A unique methodology was therefore developed to allow judgments to be made about the extent to which the opportunities would meet different aspects of the Regeneration Model and in turn what the direct regeneration outcomes might be.

It utilises a matrix which sets each element of the Regeneration Model against the likely regeneration outcomes (see Exemplar matrix). Each Strategic Regeneration Opportunity has been 'scored', gaining a point for each element of the Model that they meet and for their potential to produce direct regeneration outcomes in relation to themes such as health, employment, education and retail.

To maximise objectivity, the scoring process was undertaken independently by the consultant team and then reviewed with East Belfast Partnership's Regeneration Executive. The result of this process is a list of projects, prioritised by their regeneration value to East Belfast (see adjacent table). It is important to note that this value would differ if applied to other geographic extents such as individual neighbourhoods or the city as a whole.

It is advocated that this process is applied in the future by other organisations who may wish to focus on specific areas of regeneration in East Belfast.



All scored matrices are located in Appendix F

### Exemplar Matrix - Templemore Avenue

Templemore Avenue	Direct Contribution to Regeneration Outcomes									
	Fit with Development Model	Tourism	Retail	Leisure Opportunities	Health	Housing	Environment	Employment	Education	Physical Connectivity
Develop civic qualities including redevelopment of the old school as a Community Hub. Consolidate the role of the library, baths and hospital site. Introduce health, education and cultural facilities.										
Exploiting Historical Image	1	1		1	1		1		1	
Sustaining Export Industries										
Employing Development Gain	1			1	1				1	
Addressing Inequality	1				1		1	1	1	
Developing and Utilising Social Assets	1			1	1		1		1	
Building a Contemporary Identity	1	1		1	1		1		1	
Connecting People with Opportunity	1			1	1		1	1	1	
Ensuring that Physical Development Connects	1									
<b>Total</b>	<b>7</b>	<b>2</b>		<b>5</b>	<b>6</b>		<b>5</b>	<b>2</b>	<b>6</b>	<b>26</b>



## Priorities Table of Strategic Regeneration Opportunities

Top Strategic Regeneration Opportunities (Ranked by Regeneration Value to East Belfast as a whole)			
Rank	Score	Strategic Regeneration Opportunity	Core Regeneration Area
1	27	Promote development of the Greenway and the animation of it as a place for all. Includes: core of open space, recreational provision and facilitate connections to others, improving the quality and safeguarding quantum.	Connswater Community Greenway
2	26	Develop the civic qualities of the street, including redevelopment of the School as a community hub facility, and Hospital site and consolidating the role of the library and baths. Introduce educational and cultural facilities.	Templemore Avenue
3	25	Ensure that EBP, perhaps via the Regeneration Executive, is tasked with coordinating delivery of regeneration across East Belfast. This group will include those operating within key sectors such as health and education that are central to reducing internal inequalities, but should also ensure that there is appropriate private sector input.	Networked Governance
4	24	Improved connections to Titanic Quarter and associated urban form between East Belfast and Titanic Quarter (Odyssey Boulevard, Short Strand, M3/Short Strand, Templemore Avenue, Dee Street, Connsbank 'street')	Titanic Quarter
4=	24	Determine appropriateness of current Primary School provision. Support the delivery of provision in the Primary and Post Primary sectors which meets the needs of current and anticipated communities linked to an Education Strategy for East Belfast that makes best use of the new Educational and Skills Authority and Entitlement Framework.	A Learning Community
6	23	Engage with Belfast City Council, SIB, and relevant Departments to develop a model of collaborative, networked governance around a shared urban plan.	Networked Governance
7	22	Develop and promote a positive brand and contemporary identity for East Belfast	East Belfast Brand
8	21	Secure the development of the Skainos project and linkages with it	Newtownards Road
9=	20	Establish and deliver definitive proposals for the rapid-transit system, including the challenging section from Holywood Arches to the City Centre.	E-Way / Rapid Transit
9=	20	Support the implementation of Neighbourhood Renewal Action Plans for Inner East Belfast and Tullycarnet, prioritizing actions which fit with the SRF development model	Inequalities
11=	19	Development of a new educational centre of excellence to address existing educational inequalities and meet the needs of anticipated changes in population	A Learning Community
11=	19	Sirocco - Promote development in keeping with principle of walkable urbanism between Sirocco and TQ linked to city centre (by support for retail, cafes, shared public space etc)	Shatter Zone
13=	17	Promote development of connections between Sirocco, the City Centre/East Belfast	Shatter Zone
13=	17	Hollywood Arches - Undertake comprehensive rejuvenation of the area, focused around the Connswater Community Greenway to create an urban heart for East Belfast.	Newtownards Road
13=	17	Promote Titanic 'Brand' as beneficial to East Belfast	Titanic Quarter
13=	17	Establish a tourism strategy for the area, linking with city/province wide programmes.	East Belfast Brand
13=	17	Establish a network of links to/from the strategic cycle routes. This will include safer routes to school.	Cycle Provision
19	16	Support the development of a Creative Media Campus in TQ	Titanic Quarter
20=	15	Support long term integration of arts / cultural events, link tourism and community cohesion	Newtownards Road
20=	15	Facilitate linkage between halts and adjacent neighbourhoods/destinations	E-Way / Rapid Transit
20=	15	Underpin export role of Harbour Estate, including expansion via reclamation, connectivity, better physical environment, promotion of the area as centre of global enterprise	Harbour Estate
23=	14	Rail infrastructure - Rationalise distribution of rail halts relative to centres of population and destinations (including Bridge End)	Shatter Zone
23=	14	High quality public realm	Titanic Quarter
23=	14	Orangefield - Redevelop the educational campus (Orangefield, Grosvenor, etc) and consolidate community benefits, incl. improved connectivity. Consider relationship of the campus with Laburnum Playing Fields proposals and vehicular access arrangements.	A Learning Community
23=	14	Establish or support programmes to pursue greater community cohesion and the reduction of sectarianism and racism through the Shared Future agenda.	Community Cohesion
23=	14	Promote the distinctiveness of local shopping areas	Local Retail
23=	14	Undertake Environmental improvements to raise the quality of local shopping areas, including shop front enhancements.	Local Retail

See  
Appendix E  
for remaining  
Strategic  
Regeneration  
Opportunities

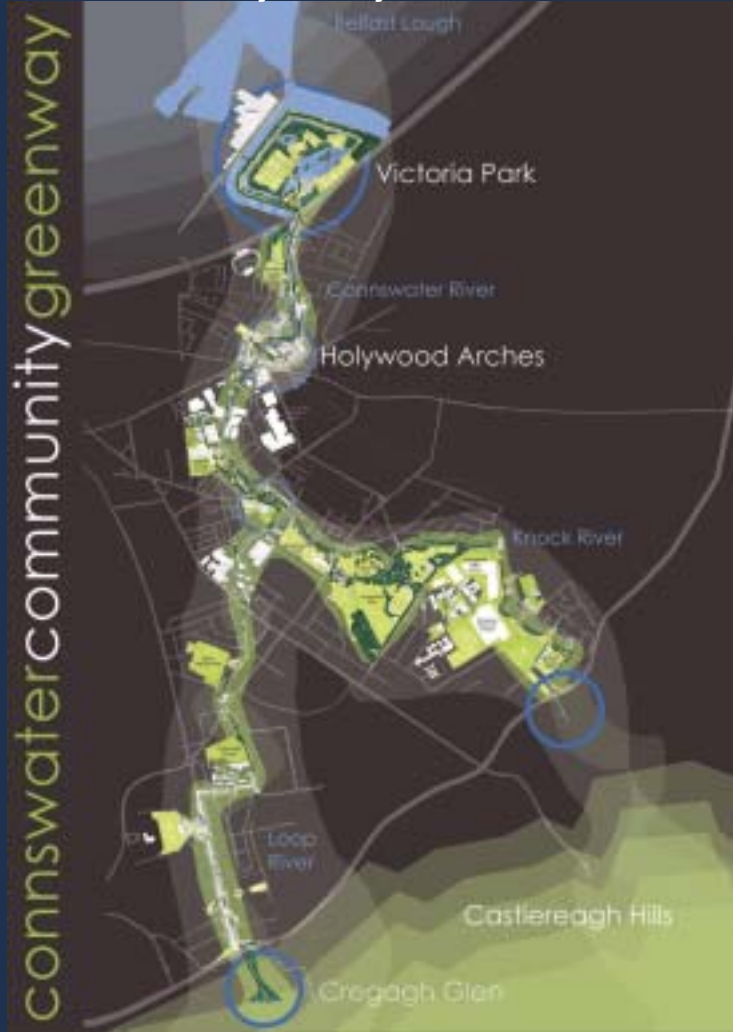


## 7.4 Exemplar Regeneration Opportunities

The following section illustrates a selection of Regeneration Opportunities in more detail. Some, such as The Connswater Community Greenway and Titanic Quarter, are existing initiatives currently being progressed. Others are new initiatives identified and developed through the Strategic Regeneration Framework process. All illustrations are indicative only, requiring further detailed development and consultation prior to delivery.



**Connswater Community Greenway**



**Victoria Park**



**Elmgrove**



**Cregagh Glen**

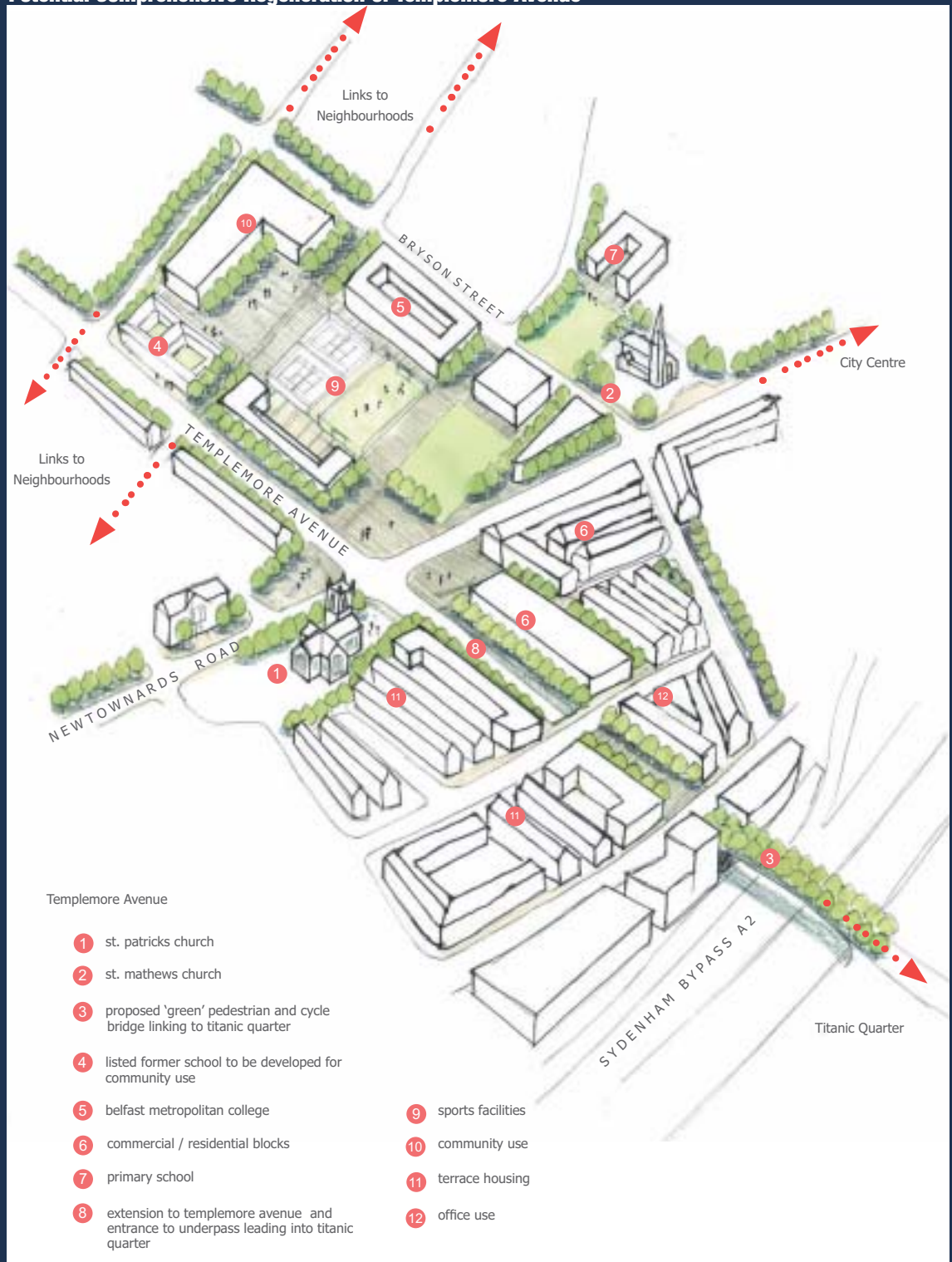


**Potential Reconfiguration of Hollywood Arches including E-Way**





## Potential Comprehensive Regeneration of Templemore Avenue



## Sketch View of Potential Environmental Improvements at Strandtown



**Potential Development at East Point and Dundonald**



**Visualisation of Titanic Quarter Developments**



**Visualisation of Titanic Quarter Slipways**



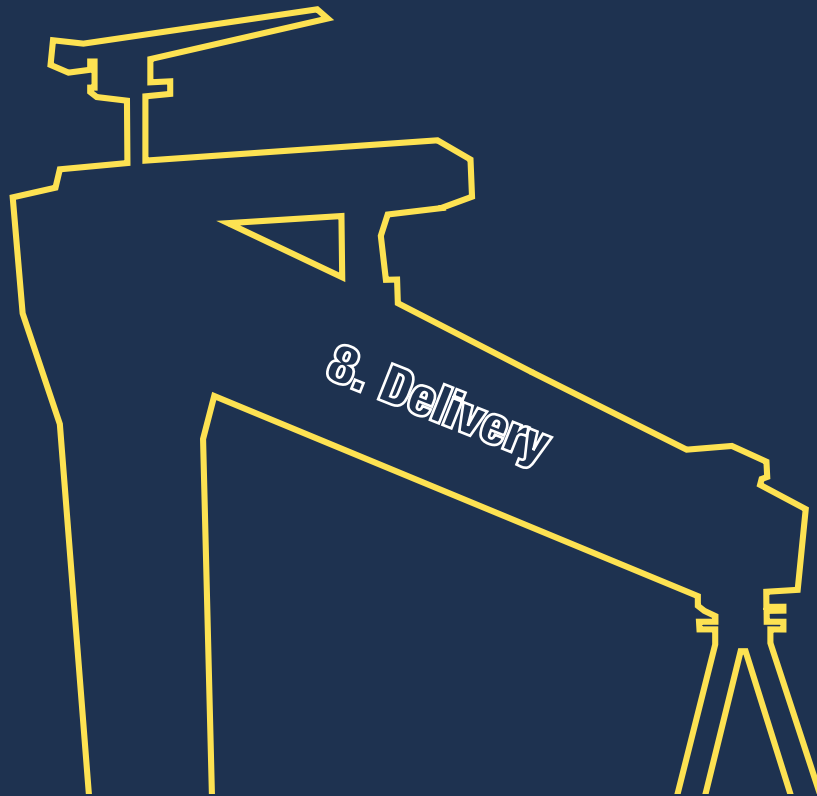


## Visualisation of Inner East Belfast



## Potential Establishment of Campus Layout at Montgomery Road





## 8.1 Introduction to Delivery

Having identified and prioritised key regeneration opportunities, it is necessary to understand how they and the Strategic Regeneration Framework for East Belfast can be delivered.

As highlighted in the introduction, the SRF is designed to set existing initiatives within a framework, as well as complement them with new ones. It is important therefore that the current momentum of ongoing regenerative exercises is fully sustained. Future decision making in relation to these can then be made in relation to the priorities identified by the SRF.

Bringing about new regeneration opportunities identified by the SRF will be led by a number of bodies including East Belfast Partnership, the Department for Social Development and Belfast City Council. Proposed roles in relation to the specific projects are outlined in the Action Plan for Delivery. However, within the context of the Review of Public Administration (RPA), significant changes in the strategic delivery of regeneration in Northern Ireland are likely to take place. It is therefore timely that the delivery of the SRF for East Belfast is given further consideration in order to inform this process.

## 8.2 Delivery Factors

The delivery of SRF projects must be managed carefully in relation to a number of factors. These include:

- likely regenerative value
- physical scale and complexity
- interdependence with other initiatives
- financial scale
- availability of funding

The combination of these factors will have a direct relationship with the timing of their delivery; more complex and larger projects taking longer to plan and construct, than smaller, less resource intensive ones. Actively managing this process should result in the delivery of 'quick win' projects with high regenerative value that can be delivered over the short term. This is an important means of building confidence in the regeneration process whilst larger, more complicated projects are being planned and resourced.

Regeneration must also be opportunistic. This will help to maximise value for money, minimise disruption and with creative management, help to bring new initiatives to life. For example, a major investment in pipeline infrastructure underground could present an opportunity to deliver a follow-on public realm scheme above ground in the same location. Or the short to medium term skill needs of a major local employer could provide the opportunity to create an adult education programme with supplementary benefits to the wider community.

## 8.3 Governance and Partners for Change

It is clear that to achieve such intelligent delivery of regeneration will require the coordination of many different organisations, often referred to as 'joined up thinking'.

Achieving competitive places requires strategic direction and a coordinating framework of governance<sup>1</sup>. In addition, the SRF analysis process has found that the social, physical and economic dimensions of both issues and opportunities present in East Belfast, mean that addressing them will fall into the remit of virtually every government department as well as other public bodies and the private sector.

It is in this context that the Strategy advocates for delivery to be achieved by the co-ordination of those parties, through a networked governance approach that utilises the SRF as a shared urban plan for East Belfast, rather than by establishing new vehicles and mechanisms.

The process of delivering the Vision will require strong management, supported and positively guided by cross-party political support. It is advocated that local champions be established to lead and encourage implementation of the vision in the various areas. Such individuals will help to capture the enthusiasm and commitment of the communities as well as statutory organisations.

It is advocated that East Belfast Partnership is ideally placed to continue developing its coordinating role by forming and maintaining strong working relationships between the community, private and public sectors, utilising local knowledge and working with partners like the Strategic Investment Board, Central Government Departments and Local Councils around a shared urban plan. Further consideration should therefore be given to the skills and resources at the Partnership's disposal to ensure it can perform this role most efficiently.

1. Parkinson, M (2004), Belfast - Competitive City, Belfast, Belfast City Council





## 8.4 Citywide Integration

A total of 5 SRFs have been commissioned for North, East, West and South Belfast and the Greater area of the city. Crucial to their successful delivery will be the interrelation and coordination of these frameworks with one another, as none of the study areas operate as fully individual entities, but as components of the city of Belfast.

Consideration must also be given to a 6<sup>th</sup> SRF for the City Centre, as the study areas of the commissioned frameworks all fall short of highly important parts of the city such as Donegall Square, Donegall Place and much of Laganside. Such a framework would enable ongoing regeneration programmes such as the Northwest and Northeast Quarters and Streets Ahead public realm to be strategically positioned in relation to a shared vision and priorities. This SRF would then complement each of its 5 neighbours with a similar approach to regeneration. The opportunity could then be taken to comprehensively address linkage to and from the city centre, which in the case of East Belfast would cover Laganside's former area of interest along the River.

Elements of such as linkages and transportation, as well as the distribution of jobs and workers, for example, clearly operate at the city level and are not confined to the boundaries of each framework study area. There are also examples at a local area where these boundaries are virtually non-existent. In East Belfast most residents of the Ravenhill and Woodstock areas cross in and out of South Belfast on a daily basis without much thought.

A means of citywide coordination of the 6 frameworks needs to be found. Dialogue with Belfast City Council has ensured that the East Belfast fits within its development framework for Belfast and could be incorporated into a collaborative arrangement with other statutory and private sector agencies as part of a comprehensive urban plan. Part of the citywide function will need to focus on coordinating local regeneration plans and 'fitting them' within the overall urban plan. The Department of Social Development has undertaken to work with Belfast City Council to present the 5 SRFs to Departments and facilitate a discussion on how to ensure that individual SRFs are appropriately supported while cognisance is taken of the need to look at shared themes and overarching issues for Belfast such as the City Centre, transport links and existing public realm proposals.

## 8.5 Action Plan for Project Delivery

The SRF has developed an Action Plan for delivery. The Action Plan details the projected timescale and key stakeholders required to deliver each of the Strategic Regeneration Opportunities.



Action Plans for all opportunities are contained in Appendix G

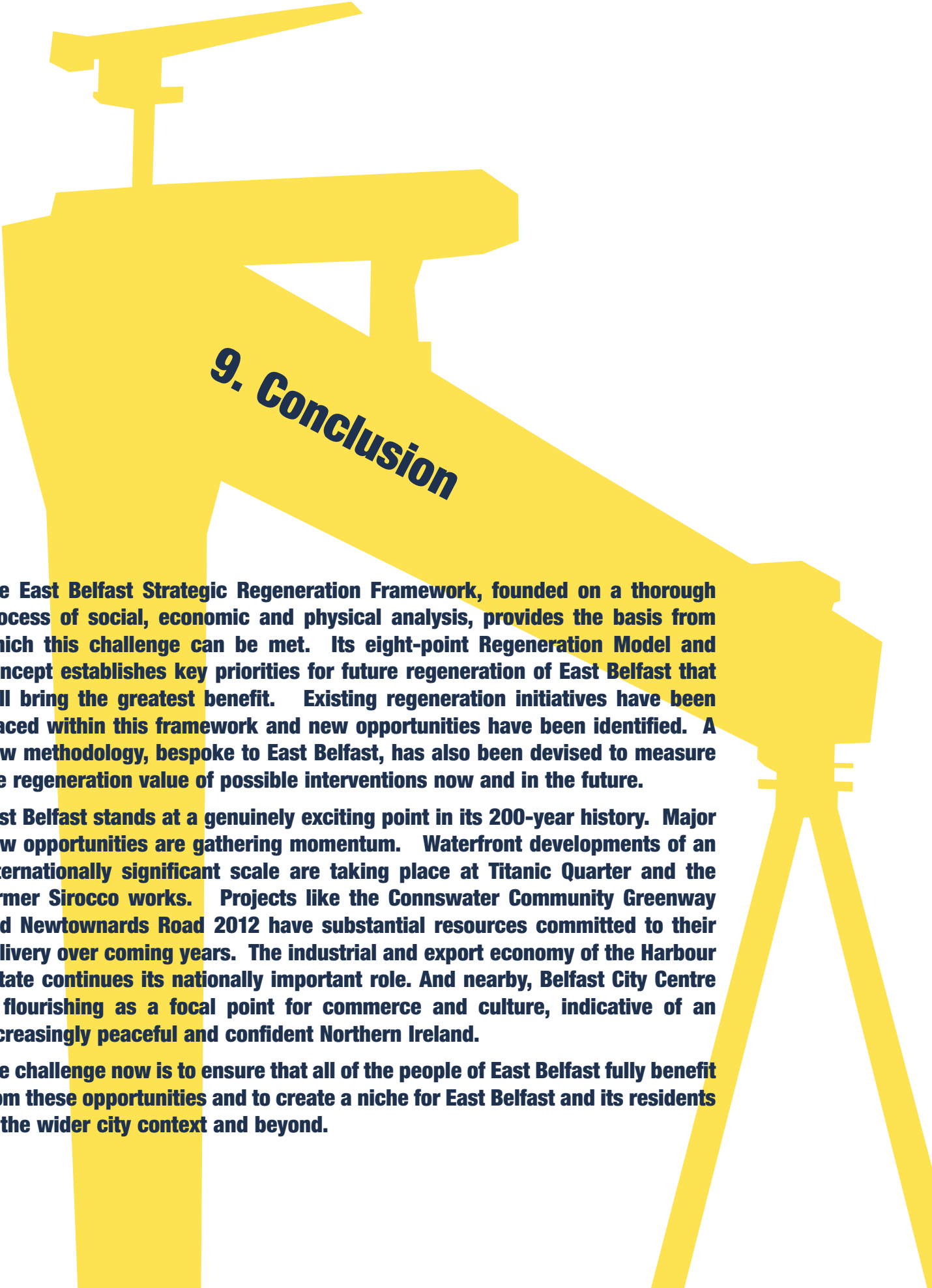


## Example Action Plan

Theme/Location Document Reference Number	Project Reference Number	Score	Short, Medium, Long Term or Ongoing	Relevant Statutory and Non- Statutory Bodies													Private/Community Organisations																																		
				BCC	BELB	BMC	CBC	DCAL	DE	DOE	DRD	DSD	EBP	BHSC	NIHE	INI	NIO	NITB	RS	Sports Council	SIB	Sustrans	Translink	Workspace 2010																											
<b>Roselawen</b> 7.3.3 Consolidate the existing cemetery provision and facilitate expansion on lands at Crossnacreevy. Develop facilities that support the economy associated with the cemetery.	49	2	M	■																																															
<b>Harbour Estate</b> 7.2.2 Underpin the export role of the Harbour Estate, including expansion via reclamation, connectivity, better physical environment, promotion of the area as centre of global enterprise Port of Belfast - Develop and consolidate the new ferry terminal at VT4. Consider the opportunity to develop cruise liner facilities and connectivity to East Belfast Port of Belfast - Consolidate the role of the Port in relation to the transfer of goods, ensuring that connectivity is strengthened	25	15	L	■																						■	■																								
	30	8	O																																																
<b>Holywood Exchange</b> 7.2.4 Strengthen the 'green' separation between Holywood and the edge of ' the City' at Tillysburn and incorporate improved pedestrian/cycle connections Integrate public transport facilities Comprehensive Masterplan for the area that will facilitate the integration of elements such as IKEA and the other retail units with plans for a Park & Ride facility	35	11	M	■																																															
	34	6	M	■																																															
	32	0	S	■																																															
<b>Dundonald</b> 7.5.14 Strengthen the 'green' separation between Dundonald and the edge of ' the City' at Knock Golf Club Eastpoint - Facilitate public transport links (EWay). Complete investment in the hospital facilities as a centre of excellence Improve connectivity with E-Way and promote green transport principles Develop the area opposite the Hospital for commercial activity, strengthening links to East Point, providing employment for people of Ballybeen/Tullycarnet. Investigate tele-medic call centre/health tourism potential	43	8	S	■																																															
	51	13	L																																																
	39	5	M																																																
	42	5	L																																																
40	3	M/L	■																																																
41	0	M/L																																																	







## 9. Conclusion

**The East Belfast Strategic Regeneration Framework, founded on a thorough process of social, economic and physical analysis, provides the basis from which this challenge can be met. Its eight-point Regeneration Model and Concept establishes key priorities for future regeneration of East Belfast that will bring the greatest benefit. Existing regeneration initiatives have been placed within this framework and new opportunities have been identified. A new methodology, bespoke to East Belfast, has also been devised to measure the regeneration value of possible interventions now and in the future.**

**East Belfast stands at a genuinely exciting point in its 200-year history. Major new opportunities are gathering momentum. Waterfront developments of an internationally significant scale are taking place at Titanic Quarter and the former Sirocco works. Projects like the Connswater Community Greenway and Newtownards Road 2012 have substantial resources committed to their delivery over coming years. The industrial and export economy of the Harbour Estate continues its nationally important role. And nearby, Belfast City Centre is flourishing as a focal point for commerce and culture, indicative of an increasingly peaceful and confident Northern Ireland.**

**The challenge now is to ensure that all of the people of East Belfast fully benefit from these opportunities and to create a niche for East Belfast and its residents in the wider city context and beyond.**







**eastBELFAST**  
PARTNERSHIP

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