



# MAZE/LONG KESH

## MASTERPLAN AND IMPLEMENTATION STRATEGY

### EXECUTIVE SUMMARY



FINAL REPORT  
MAY 2006

# EXECUTIVE SUMMARY

## INTRODUCTION

A Masterplan and Implementation Strategy has been prepared for the development of the Maze/ Long Kesh site. It provides a fully integrated framework for development that takes into account the recommendations of the cross-party Maze Consultation Panel, key individual project requirements and site wide transport and utilities infrastructure needs.

The report and its recommendations are purely advisory and convey no intention on the part of government to accept all or part of the outline plan envisaged in this document. Rather the report presents a set of proposals for consideration by government, subject to all due diligence and the application of statutory processes should it wish to pursue the regeneration of the site on this basis. The proposals and recommendations set out in the report are the responsibility of the masterplanning consortium and do not purport to represent in any way the views of individual government departments or the government. The costings are indicative only and are all subject to more detailed appraisal. The publication of this report does not bind any government body to any financial undertaking or commitment.

The development of the Maze/Long Kesh former prison and security site is being considered under the Reinvestment and Reform Initiative (RRI). Regeneration of the site offers the potential to bring significant long term social and economic benefits to the whole community. The overall objective is to provide a physical expression of the ongoing transformation from conflict to peace and to provide an inclusive and shared resource for the whole community.

The development of the International Centre for Conflict Transformation including the listed prison buildings offers a practical opportunity to those seeking assistance in establishing a conflict resolution process in their own country by drawing on the experience and history of the peace process.

The development of the Maze/ Long Kesh also offers the potential for the region to participate as hosts in the Football Tournament in the 2012 Olympic and Paralympic Games but this would be dependent on progressing scheme development and securing necessary approvals within a tightly defined timescale.

Our overall vision for the site is:

**'a development of regional significance with a vibrant and successful mix of uses which builds on the area's significant historic, strategic and environmental assets and creates a distinctive destination offering a range of opportunities for the whole community'.**

The Masterplan builds on the work of the cross-party Maze Consultation Panel which recommended that the Government bring forward innovative and sustainable development proposals to provide an internationally recognisable physical expression of the ongoing transformation from conflict to peace and to provide an inclusive, shared resource. The Masterplan seeks to:

- Bring forward innovative and sustainable development proposals to meet social and economic regeneration and equality objectives;
- Link individual projects and sites through the provision of necessary infrastructure, strategic landscaping and high quality public realm;
- Prepare a creative and deliverable Masterplan with genuine capacity to develop and regenerate the Maze/Long Kesh site and secure the long term aspirations for the area.

## KEY ISSUES

The baseline studies have highlighted a range of constraints and opportunities. The Masterplan seeks to address these constraints and to capitalise upon the opportunities.

## CONSTRAINTS

A combination of constraints has been identified which would influence the development mix and quantum and timescale for development, particularly in relation to current planning policy and infrastructure capacity.

- Whilst development of regional significance would be acceptable in accordance with the Draft Belfast Metropolitan Area Plan (BMAP), there is a presumption against other development. Any significant housing development might only be acceptable in the longer term depending on the outcome of a formal review of the housing indicators in the Regional Development Strategy

(RDS) and a mid-term review of BMAP. This would impact on potential land uses in the current plan period to 2015;

- Redevelopment could result in the displacement of development from other areas. It would be necessary to ensure that development is complementary and would not prejudice regional development objectives as set out in the RDS;
- Existing infrastructure and services serving the site are at capacity and there would be a requirement for significant investment in new infrastructure provision;
- There is limited road access and a current lack of public transport services to the site. Significant investment in new transport infrastructure would be required to accommodate site development;
- There is currently a lack of critical mass within the local population to ensure the viability of community facilities;
- Listed prison buildings and structures, because of their fixed position, would constrain site layout and access. It would be necessary for the Masterplan to integrate the listed prison buildings and to provide an appropriate setting for them
- There is some limited ground contamination and a requirement for appropriate site remediation;
- The proximity of the River Lagan and surface waste drainage would be important in relation to dealing with run-off and water treatment;
- Whilst generally there is a lack of natural features,

there are mature trees on the site which should be retained;

- The site has a significant visual impact, especially from the south, on near, medium-distance and far views. The Masterplan would be required to minimise impacts of new development on the landscape; and
- Noise pollution and air quality due to proximity of the motorway would restrict development opportunities on the southern edge of the site.

### OPPORTUNITIES

A number of opportunities are presented by the site due principally to its strategic location, size and relationship to the wider area.

- The site is identified as a site of regional significance. The RDS seeks to facilitate development projects which would enhance the external competitive advantage of the region and to accommodate economic development of regional or sub-regional significance;
- There is the opportunity to incorporate an element of appropriate enabling development in the period up to 2015 (say in the region of 200 residential units). It would also be possible to look at a phased development of the site in the context of future plan review beyond 2015, subject of course to the relevant planning context that applies at that time;
- Provision for local enterprise, knowledge and high-tech could diversify the industrial and





commercial provision and contribute to regional development objectives;

- Development provides the potential to promote access to new social and economic opportunities on the site for nearby deprived urban communities, Twinbrook, Seymour Hill, Poleglass, Knockmore, Lagmore and Old Warren;
- The listed prison buildings provide the potential to build on the historical significance of the site and to create a unique environment;
- The site provides the potential to create a new focus for community integration in accordance strategic objectives;
- Redevelopment could expand and diversify the area's commercial, leisure, tourism and cultural provision in accordance with the objectives set out in the RDS. Cultural links to other amenities and to Hillsborough, Lisburn and Greater Belfast along the Lagan would support potential tourist uses;
- The provision of new road infrastructure and public transport facilities could have benefits for the wider population and integrate the development with the wider area;
- The site provides the potential for the promotion of sustainable development including sustainable drainage systems, water treatment, renewable energy production and sustainable construction methods, including the potential utilisation of the aquifer under the site;
- The site's current low ecological value could be enhanced and the site linked into a network of

green spaces for wildlife habitats and leisure uses;

- The visual appearance of the site could be significantly improved through sensitive development and landscaping which takes into account views of the site, particularly from the area of special landscape value.

A number of issues have been highlighted during consultation with key stakeholders and prospective occupiers. These issues are addressed in the Masterplan and include:

- Provision of necessary transport infrastructure to ensure site is accessible - this is a key consideration in attracting potential investors, occupiers and visitors to the site;
- Need to maximise shared use of facilities and parking provision - this would improve scheme viability and sustainability of uses and create a more active and vibrant destination;
- Site operation and management - there would be a requirement to create income streams to secure the financing of key site functions.

### EVOLUTION OF THE MASTERPLAN

Preparation of the Masterplan has been guided by the following key strategic objectives:

- To capitalise on the strategic location and unique assets of the site and maximise regional benefits;
- To promote development of regional significance which would act as a catalyst for social and

economic regeneration and achieve a step change in opportunities for the whole community;

- To accelerate and provide a physical expression of the on-going transformation from conflict to peace which builds on the heritage of the site and creates a neutral and welcoming venue which is accessible to all;
- To identify and promote lead projects which are creative and innovative and would act as a catalyst to unlock the potential of the site and to maintain all-party and community support;
- To strengthen the Regional Economy and tackle social disadvantage in accordance with the RDS;
- To achieve equality of opportunity and provide an inclusive shared resource (in accordance with Section 75 of the Northern Ireland Act and New Targeting Social Need (New TSN));
- To establish an integrated Development Plan and implementation strategy which is economically, technically and environmentally feasible and capable of delivery within an acceptable timescale;
- To promote best practice in sustainable development and minimise environmental impacts and as far as possible protect and enhance the existing bio-diversity of the site;
- To achieve value for money and minimise public subsidy within a framework of delivering the social and economic objectives of the cross-party Maze Consultation Panel and RDS;
- To be an example of good practice in terms of quality of architecture and good design

incorporating best practice in public art and to capture the significance of the site.

## MASTERPLAN SCENARIOS

The cross-party Maze Consultation Panel recommended the development of a Masterplan to include:

- A multi-sports stadium;
- An International Centre for Conflict Transformation based on the listed prison buildings and structures to be retained on the site;
- A Rural Excellence and Equestrian Zone including an International Exhibition Centre and showgrounds;
- Offices, hotel and leisure village;
- Employment Zone;
- Community Zone.

A number of alternative development scenarios were developed with the specific objective of allowing a robust assessment of alternative approaches to site development and delivery of the key components identified by the Consultation Panel Report and of identifying the most suitable combination of uses taking into account strategic objectives and economic, social and environmental sustainability criteria.

## PREFERRED MASTERPLAN SCENARIO

The outline financial appraisal demonstrated that there is an affordability gap under all scenarios and a requirement to review the overall mix and phasing of development to meet strategic objectives. In particular, the outline financial appraisal demonstrated how, subject to planning approval, the inclusion of an element of residential development would increase the value of the site and reduce the potential funding gap.

A Preferred Masterplan scenario was developed on the basis of this assessment which provides an appropriate framework for site development.

In particular, the Preferred Masterplan scenario:

- Works within planning policy parameters;
- Creates a balanced mix of uses and activities on the site;
- Maximises opportunities for synergy of uses and sharing of parking/ facilities;
- Provides for phasing of development and infrastructure provision;
- Reduces the affordability gap and improves scheme viability.

## THE VISION FOR THE MAZE/ LONG KESH

The vision for the site is based on an overall commitment to sustainable development objectives - making land available to improve the quality of life and the environment; contributing to sustainable economic growth; protecting and enhancing the historic and natural environment; promoting public transport; ensuring high quality development through good design and ensuring that development supports existing communities and makes a lasting contribution to the prosperity of the whole community. The Maze/ Long Kesh would become an active, dynamic and vibrant destination offering a comprehensive range of facilities and well integrated with its surroundings. The regeneration and transformation of the site would take place within a distinctive setting of attractive new buildings, quality public realm and new public spaces. It would become the focus of activity and opportunity - offering a rich diversity of uses throughout the year.

## MASTERPLAN OBJECTIVES

The Masterplan establishes a robust planning policy framework and is underpinned by the following objectives:

- Promoting regeneration to improve the wellbeing of communities;
- Promoting sustainable regional, sub-regional and local economic growth;
- Promoting communities which are inclusive, healthy, safe and crime free whilst respecting the diverse needs of communities;

- Meeting expected needs for development taking into account accessibility and sustainable transport needs and the provision of essential infrastructure;
- Giving priority to ensuring access for all to jobs, health, education, shops, leisure and community facilities;
- Recognising the need to enhance and protect biodiversity and to offset adverse environmental effects;
- Promoting the more efficient use of land;
- Reducing the need to travel and encouraging public transport provision to secure more sustainable patterns of transport.

## MASTERPLAN PRINCIPLES

At the heart of the Masterplan is a deep rooted emphasis on sustainable development and integrated design. Every aspect of life at the Maze/Long Kesh from the design of buildings and spaces, the careful integration of landscape and water, easy access to recreation and sports and to the listed prison buildings would embrace new thinking in terms of sustainable life styles and well being. The key principles underlying the Masterplan may be summarised as follows:

- The promotion of a high quality mixed use development which can be phased over time;
- The creation of an inclusive and accessible destination with public access to a diverse range of sporting and leisure facilities which would promote healthy living;

- The creation of an internationally known location for the promotion of peace building and conflict transformation at the listed prison buildings as part of the International Centre for Conflict Transformation.
- The integration of the development area with the wider environs through the provision of new infrastructure including transport links, pedestrian and cycle ways, amenities and new facilities to serve existing and new residents;
- The promotion of synergy between uses and sharing of facilities eg: parking, service areas, exhibition space, catering and other facilities;
- The creation of a strong focus of development which integrates public uses in an attractive high quality public realm with landscaping and public art;
- Reducing the impact of motor vehicles over the long-term development phases with a reduction in surface parking and good public transport services within and to the site;
- The promotion of sustainable development objectives including sustainable construction methods, sustainable urban drainage systems, enhancement of biodiversity and the use of renewable energy;
- A high quality landscape which integrates the site with the surroundings and the Lagan Valley and provides an attractive destination for visitors and residents



- ① STADIUM
- ② INTERNATIONAL CENTRE FOR CONFLICT TRANSFORMATION
- ③ INTERNATIONAL EXHIBITION CENTRE
- ④ EQUESTRIAN CENTRE AND SHOWGROUNDS
- ⑤ PARK
- ⑥ EMPLOYMENT
- ⑦ ARENA
- ⑧ LEISURE
- ⑨ COMMUNITY SPORTS
- ⑩ RAIL LINK/ PARK & RIDE
- ⑪ EMPLOYMENT
- ⑫ RESIDENTIAL AND COMMUNITY FACILITIES
- ⑬ FUTURE RESIDENTIAL
- ⑭ NEW JUNCTION ON M1
- ⑮ UPGRADE BLARIS ROAD



## MASTERPLAN COMPONENTS

The development comprises:

- **A multi-sports stadium with a capacity for about 42,000 spectators which would be used for Gaelic sports, rugby and football in addition to open air concerts and other large events.**
  - It is also envisaged that the stadium would contain a hotel, conference facilities, and offices;
  - The stadium would provide for a range of community uses such as training space, medical access and an education/learning centre;
  - It is proposed that the stadium would be located on a podium with underground parking and service areas which would link the sports and leisure uses in a traffic free environment;
  - The Masterplan provides a significant opportunity for community sports activities to help fulfil the needs of young people and promote school and community use of facilities within the stadium and sports pitches;
  - The Masterplan includes a strategy to meet the parking requirements associated with large stadium events which seeks to maximise the potential for shared and temporary parking and, over the long term, to promote the use of public transport.
- **An International Centre for Conflict Transformation where people can learn about managing and transcending**

**conflict. The facility would be based on the existing listed prison buildings and structures.**

- It is intended that the International Centre for Conflict Transformation would play an important role in the transformation of the region in the period of post-conflict normalisation through promoting a shared society. With links to local universities, and organisations in other parts of the world that have undergone or are going through periods of similar transformation and change, such as the Balkans, Southern Africa and the Middle East, the International Centre for Conflict Transformation would provide a facility to support and facilitate the ongoing process of dialogue and building trust and confidence within and between communities and allow others to learn from the problems the community has experienced and how these are now being resolved;
- The International Centre for Conflict Transformation would be a new building of iconic status providing visitor and educational facilities. A living and dynamic place would attract people. It should be built close to but not necessarily inside the area housing the listed prison buildings;
- The Masterplan provides a parkland setting for the Centre and ensures that other uses would not impact on the functions of the centre or the historic significance of the listed prison buildings;
- It is also envisaged the International Centre for Conflict Transformation would house a visitors'

- centre, an interpretative centre, conference facilities and offices. These facilities would provide a range of activities dealing with conflict transformation processes with a special focus on the history of the peace process;
- The International Centre for Conflict Transformation would also provide a significant opportunity for people from abroad interested in learning about conflict resolution processes. The interpretative centre would provide facilities for visitors to appreciate the historical importance of the prison. It would also provide an inclusive opportunity for those involved in the conflict to tell their stories;
  - The International Centre for Conflict Transformation would provide facilities for children and for those attending colleges and universities to learn about the history of the peace process;
  - The re-use of the aircraft hangars within the International Centre for Conflict Transformation is proposed for the display of historic aircraft and associated exhibition space and interpretation facilities.
- **High quality employment space, promoted in association with Invest NI, with the potential for a range of business uses and the creation of up to 4000 jobs which would help to facilitate inward investment and encourage social enterprise.**
    - The masterplan provides a range of employment/ business space including larger scale light industrial and logistics operations adjacent to the motorway and a high tech business/ office area in a high quality setting. The site may offer particular potential for business development in sports related sectors. Additional employment opportunities would be created in the service sectors including the stadium and leisure.
  - **A potential Rural Excellence and Innovation Zone to include an Exhibition Centre and associated showgrounds and equestrian centre.**
    - Subject to further detailed discussions, the Masterplan provides the range of facilities required for the potential relocation of the Royal Ulster Agricultural Society's Balmoral showgrounds with a modern exhibition facility which has the potential to be expanded over time to 16,000 sq m to provide a regional facility of international standard. The exhibition halls open onto the showgrounds to allow for integrated use and share catering and function space and parking and service areas (beneath the podium) with the stadium and arena;
    - A rural excellence or sustainable living centre could be provided which could serve as a showcase for farming and sustainable activities such as biomass farming;
    - Subject to detailed appraisal, the showgrounds could also allow for the provision of equestrian facilities which could be used as a permanent year round regional equestrian centre linked to Down Royal and the Lagan Valley by a series of trails.
  - **A potential multi-purpose largely sports based arena with a capacity for around 3,000 spectators located within the sports zone adjacent to the stadium.**
    - The arena would share catering and function space and parking and service areas with the exhibition halls and stadium.
  - **Leisure and entertainment facilities grouped around the podium to create a focus of public activity and synergy of uses.**
    - A range of uses can be accommodated in a series of multi-functional buildings linked by pedestrian routes including:
      - cafes/restaurants
      - specialist retail
      - a potential multi-screen cinema
      - skating rink.
  - **A network of civic spaces which may be used for a variety of associated activities including:**
    - specialist markets
    - performance space (including the potential for a winter skating rink)

- **High quality new housing, to include integrated housing including social housing both of which would promote equality and inclusion objectives.**
  - Housing development would be phased in relation to planning policy with in the region of 200 units to be developed in the period up to 2015 as enabling development. Any prospect for longer term further housing development would be subject to Plan review and planning policy applying at the time;
  - Within the Masterplan vision, the creation of a sustainable residential community on the site would support community facilities and promote more sustainable and healthy lifestyles with access to employment and leisure. Subject to planning, a range of house types and sizes is proposed from apartments to family housing;
  - The residential development would be supported by community facilities such as children's play areas, open space, medical facilities and local shops. The objective is to create a sense of community and unique living environment.
- **A Community Zone with open space and play areas for the existing community adjacent to the Coronation Estate on the Halftown Road.**
  - The local community would also have access to the new facilities on the Maze/ Long Kesh site including sports pitches and new community facilities;
  - The local community would also benefit from the closure of the Halftown Road to through traffic.
- **Parkland and landscaping to ensure the integration of the site with the surrounding landscape and links to the Lagan Valley and the creation of an attractive setting for the development and facilities for residents and visitors.**
  - Two principal public spaces are proposed- a central public plaza/precinct around the stadium, exhibition halls and leisure facilities and a large central park. The park would include an area of wetlands as part of a sustainable drainage system;
  - The landscape structure recreates key elements of the rural landscape with the creation of green corridors linking with the local landscape;
  - A central green spine is proposed along the route of the former runway as a focus for new development;
  - A network of public spaces and squares would be provided throughout the development;
  - Lisburn City Council are exploring the potential connection of the Lagan Navigation to the site, subject to an appropriate business case. There is potential for this to be accommodated within the Masterplan;
  - the use of public art to add to the distinctiveness and identity of the site.
- **New highway, public transport and services infrastructure provision including:**
  - a new motorway junction, primary road link to the M1 and the upgrading of Blaris Road to provide access to the site;
  - Public transport provision including:
    - the potential for a rail link to Lisburn and Belfast
    - park and ride facilities
    - new bus links.
    - an extensive network of pedestrian and cycle links within the site and with the surrounding area and Lagan Valley.
  - Parking to serve the needs of the development with an emphasis on shared use wherever practicable;
  - provision of a new water main, an on-site closed waste water treatment plant (with the potential for expansion by Water Service to serve the needs of the wider area);
  - a new electricity sub-station.
- **Potential for the promotion of sustainable development objectives including:**
  - use of renewable energy sources;
  - a Sustainable Living Centre that covers lifestyles, food production and transparency about how the site was designed and is managed, building on its heritage through interpretation facilities;
  - sustainable drainage systems including the provision for storm water retention ponds within the landscaped areas.

## PHASING

Development would be phased. The stadium and International Centre for Conflict Transformation would be developed as part of the first phase which is also likely to include some employment development, and elements of transport infrastructure (to 2012). An element of residential development (200 units) would be promoted in Phase 1 as a form of enabling development to deliver the regionally significant projects. There could be potential for later phases of residential development within the reserve areas on the western and northern parts of the site subject to Plan review. The Masterplan would be reviewed over time in the context of a future review of planning policy and changing market opportunities.

The early phases of development would be focused around the stadium and International Centre for Conflict Transformation. The emphasis would be on creating a compact and high quality development with necessary infrastructure and service provision and landscaping. The Masterplan seeks to phase infrastructure provision. However, there would be a requirement for significant new infrastructure provision to support the first phase of development, notably:

- Provision of the motorway junction and upgrading of the Blaris Road and construction of the Knockmore Link to provide access to the site;
- Site services including construction of the waste water treatment plant and new sub station;
- Public transport infrastructure;
- Landscaping and sustainable drainage system.

## TRANSPORT STRATEGY

Discussions regarding the proposed transport infrastructure for the site have taken place with the Roads Service, the Ports and Public Transport Division of the Department for Regional Development, and with Translink.

The overall approach to transportation has been to aim for a realistic sustainable strategy over the long term that encourages alternative non-car modes of transport wherever possible. It is recognised that the proposed development would generate significant volumes of traffic, regardless of the transport strategy developed, and that this traffic would need to be accommodated. The Transport Strategy therefore aims to minimise highway infrastructure whilst ensuring that the transport impacts of the development can be accommodated without adverse effect on the strategic road network. From a social inclusion point of view, it will be important to ensure that the site is accessible for work and other uses by people in nearby areas of deprivation.

It is recommended that the following specific infrastructure is provided to support Phase 1 of the Maze/ Lond Kesh development albeit that this would be subject to confirmation by a detailed Transport Assessment:

- New M1 motorway junction and access road;
- Local widening of the M1;
- Upgrading of Blaris Road to dual carriageway standard;





- Provision of the Kockmore Link (this is also required to support other proposed development in the BMAP at Blaris);
- Rail Link to the site.

Other elements of alternative infrastructure would also be required to reduce dependence on the car and should include bus priority and upgrade measures to enhance services from Belfast and to serve park and ride sites. All of the above should then be supported by initiatives to encourage higher car occupancy and increase the level of “modal switch” to public transport.

A detailed transport assessment would be required to confirm the requirement for any infrastructure works. Other strategic highway schemes in the area such as the widening of the M1 from Junction 7 to Blacks Road are generally recognised as schemes that are required for the relief of existing congestion and to deliver benefits to the entire region to the south of Belfast. Hence, whilst it is important that they are undertaken and it is recognised that they facilitate access from Belfast to the Maze/ Long Kesh, it should be possible for the initial phase of the proposed development at the site to occur without them, provided high quality public transport alternatives are provided.

### **SUSTAINABILITY STRATEGY**

The development of the Maze/ Long Kesh seeks to meet a number of defined sustainability principles

based on national, regional and local policy and guidance through appropriate design solutions. Other principles relating to the construction and management phases of the development include the implementation of a comprehensive waste management strategy, productive reuse of the listed prison buildings and scheduled WWII structures and initiatives such as car clubs and car sharing to reduce car use. To meet the sustainability objectives, a range of practical measures have been identified:

- Full remediation using appropriate best practice techniques;
- Maximise the efficiency of land-use and shared uses for outside space and buildings;
- Achieve BREEAM Excellent throughout the development- this would necessitate energy efficiency, on-site renewable energy, water efficiency and sustainable drainage systems;
- Walkable and cyclable neighbourhoods and public transport provision;
- Use of low environmental impact materials;
- A long term target of 50% of heat and power requirements from renewable energy;
- Control of car parking and promotion of public transport;
- Provision of a range of employment and training opportunities;
- A landscape that encourages users to be active and access the countryside and enhancement of bio-diversity;

- Participation and inclusion of the community in planning, design and management.

## ENERGY STRATEGY

A sustainable approach to energy has been adopted which involve:

- Using renewable energy; and
- Using energy efficiently.

There is a real opportunity at this site to implement renewable energy technologies and to promote best practice in sustainable development. The size of the site and its strategic location provide opportunities for harnessing natural resources such as wind power, and groundwater for heating and cooling buildings, and biomass production for CHP. It is recommended that an energy strategy is adopted for the site which, subject to economic viability, establishes a commitment to provide a combination of renewable energy from wind, solar, and GSHP and to improve energy efficiency through for example the use of CHP powered by biofuels. This would be supported by biomass production on the Maze site and in the wider area surrounding the site. The siting of large scale wind turbines at the site could also form part of a landmark gateway feature for the site.

The implementation of the overall sustainability strategy and energy strategy would contribute to the delivery of Government policy for renewable energy and sustainable development in NI.

## REGENERATION BENEFITS

Given the scale of development envisaged, the development proposals would clearly deliver a wide range of local, sub-regional and regional regeneration benefits. The opportunity also exists to take forward aspirations to foster equality, respect and social harmony.. The uses proposed would support cross community integration and positively promote the objectives of inclusion, equality and tolerance and respect. Key benefits would include the potential for:

- Economic opportunity and diversification - benefits for local businesses and residents;
- Social inclusion and equality of opportunity- promotion of a range of uses for all sectors of the community and integration through sports, culture, leisure and heritage, and new employment and housing opportunities including integrated and social housing;
- The promotion of enterprise and innovation - the attraction of new high value-added businesses into the area, together with a skilled young, aspirational workforce into a new high quality living and working environment;
- Supporting wider regeneration policy objectives - diversification of the economic base, connecting residents to emerging economic opportunities, increasing accessibility to these opportunities to disadvantaged groups in deprived urban communities creating a new enterprise culture and a general improvement to the profile of the region;

- The attraction of inward investment - a modern, vibrant and successful location to invest in;
- Stimulating tourism – the opportunity to attract a greater number of tourists to both the local area and the wider region, stimulating additional spend across the area and enhancing the wider tourism industry across the region;
- Improving the physical environment and overall quality of life - emphasis upon high quality urban design and place-making to ensure that physical development across the site comes forward within an attractive, co-ordinated and well considered design;
- Providing new facilities and connecting with communities - The new facilities would be of direct benefit to the existing population. Integration of the new development with surrounding existing communities would be crucial to ensure full access to the new opportunities and facilities;
- Delivering strategic environmental improvements- a catalyst to deliver environmental improvements throughout the wider area, in particular enhancing existing environmental assets such as an environmental corridor from the River Lagan through to Hillsborough;
- Sustainable development- the promotion of energy efficiency and the use of renewable energy sources;
- Delivering strategic transport improvements- Significant investment in new road and public transport network including new road & public

transport connections which could enhance accessibility for business and residential communities across both the sub-regional area and along the Belfast-Dublin corridor.

## IMPLEMENTATION AND DELIVERY

The Masterplan incorporates a comprehensive package of projects which could be delivered over the next 5–15 years. It would provide the basis for the coordination of future development proposals and investment.

A number of principles underpin the delivery of the Masterplan:

- The importance of a comprehensive approach whilst allowing development proposals to come forward on a phased basis;
- The promotion of sustainable and innovative building technologies;
- The need to stimulate private sector investor confidence;
- The provision of new infrastructure would be fundamental to achieving the strategic objectives for regeneration of the site;
- Development and public realm proposals must be of the highest design quality;
- Future management and maintenance of facilities and the public realm must be secured.

## PROJECT COSTS AND AFFORDABILITY

A financial analysis has been undertaken which addresses the following issues:

- Minimising costs to the public purse;
- Maximising private sector leverage;
- Maximising the development value of the entire site.

Costs and values provided within this report are high level and provide an indication of the likely order of costs for construction elements within the scheme and the potential scale of the affordability gap. The proposed development shown in the Masterplan would give rise to a funding gap which would need to be met by public sector investment. If affordability constraints were to become an issue going forward, certain elements of the project would have to be re-assessed. The overall project cost is therefore not fixed and sensitivity analysis has been undertaken on a number of variables in order to consider the possible impact on affordability. Indeed, the costings provided are indicative only and provide no more than a tentative estimate in purely outline terms, and are all subject to more detailed consideration and elaboration.

The affordability gap could potentially be reduced by a number of measures including leveraging private investment, increasing land values and land receipts or a reduction in the capital costs, for example the omission of the requirement for additional decked parking to serve the stadium subject to the successful delivery of the transport strategy and public transport provision. This would be subject to planning policy and necessary planning approvals.

The ability to construct residential units on the site in the period up to 2015 would be required as

enabling development and would be fundamental to the viability of the scheme. Any future significant residential development would be dependent on planning policy review.

## DELIVERY MECHANISMS

The regeneration of the Maze/Long Kesh site would be a complex undertaking. The risks would need to be appropriately managed and the scheme would be completed over a number of years. The public sector would have a crucial initial role to play in facilitating development but the long-term success of the scheme would ultimately depend on the ability to attract private sector investment and development skills. Therefore a partnership approach between the public and private sectors would be fundamental to successfully delivering the various objectives of the stakeholders.

There are a range of potential delivery mechanisms including joint ventures, appointment of a single developer and forming a development company. None of these are mutually exclusive and in practice more than one may form part of the final delivery model. This spectrum of intervention ranges from a pure public sector model which would deliver all of the services required. At the other end, a private sector body could be contracted to undertake these activities. In assessing the approach, the following criteria are of importance:

- Ensures delivery of the governments strategic objectives;

- Manages and if appropriate transfers, the risk from the public sector to the private sector;
- Ensures that the private sector is effectively incentivised to deliver Value For Money for the public sector;
- Ensures that there is sufficient control and influence by the public sector to ensure that non-delivery can be addressed;
- Ensures that the comprehensive development of the site is brought forward and that elements of the project are not 'cherry picked' by the private sector;
- Ensures that the vehicle has the capability and capacity to delivery the project.

As part of the next stage of development of the project, a detailed review and analysis would be undertaken on behalf of Government Departments to determine the most appropriate delivery mechanism for the scheme, particularly in relation to maximising private sector investment and delivery partnership.

## FUNDING

A mix of private and public sector funding for this scheme is highly likely. Given the wide range of social and public policy objectives, a purely private sector funding solution is unlikely to represent value for money, whilst equally, there are purely commercial elements of the project which should not require public sector funding at

all. The appropriateness of private sector funding for elements of the scheme has been assessed. Subject to future Plan review, 'residential' and 'commercial' components of the development could be taken forward under private finance.

## PLANNING ISSUES AND STRATEGY

The planning strategy for the development of the Maze/Long Kesh site and other planning-related issues addressed in this report have been informed by a number of helpful discussions with the Planning Service. These discussions were conducted wholly without prejudice to the Planning Service's formal position on the issues, given its regulatory role currently and in due course.

The proposed Planning Strategy involves:

- Preparation of the overall Masterplan to provide context for planning applications for individual projects to be considered;
- An application for outline planning permission for the Maze/Long Kesh site. This will establish authority for the totality of the project under a process that will assess the full impacts of this project of regional significance and demonstrate how the regeneration objectives for the site as a whole are to be achieved;
- An application for full planning permission for the Stadium and all external road works;
- Separate planning applications for other development projects.





It is considered that if the planning applications are presented in this way, the proposed development would be deemed to be in accordance with current planning policy and would not conflict with the BMAP process.

## PROGRAMME

The London 2012 Olympics and Paralympic Games provide the opportunity to participate in these events subject to completion of the stadium by Summer 2011. The possibility of the new Stadium hosting a small number of preliminary matches as part of the Olympic Football Tournament is under active consideration. Whilst this is not critical to the proposed development, it provides a significant opportunity and a catalyst for regeneration which would be lost if construction were to be delayed. An outline programme has therefore been prepared to show how construction of the stadium, the International Centre for Conflict Transformation and associated off-site infrastructure could be completed within this period. Whilst this presents a challenging programme, it is considered that it is achievable if early decisions are taken to advance the next stage of technical, planning and design work and appropriate long term management and delivery arrangements are firmly established.

If the project is to move forward, it would be necessary to commence work on a number of key tasks in Summer 2006 with the objective of moving towards the submission of planning applications by mid/end 2007. This would assist in the development

of a detailed Business Case which would assist the decision making process. In meeting the requirements of the programme, there would be a requirement for an overall project management system that ensures that key programme milestones are met. In addition, it would be necessary to work closely with relevant Government Departments and statutory service providers to ensure that project milestones can be delivered.

## CONCLUSIONS

Regeneration of the Maze/Long Kesh site offers the potential to bring significant long term social and economic benefits to the whole community through a mix of development which reflects the strategic importance of the site and its role in the region. The overriding objective is to provide an internationally recognisable physical expression of the ongoing transformation from conflict to peace and to provide an inclusive, shared resource for the people of the region and beyond, reflecting the broad range of aspirations expressed during the work undertaken by the cross-party Maze Consultation Panel.

The Masterplan demonstrates how the development of the Maze/Long Kesh could meet these objectives through the promotion of a mixed use development of regional significance which would create a unique destination.

Existing site conditions gives rise to significant requirements for new road and service infrastructure to accommodate the needs and potential impacts

of the proposed development. This would have implications for development costs which have been assessed in the financial analysis. Given the estimated level of development costs and anticipated land values in the context of current planning policy, the proposed development would result in an affordability gap. The objective must be to reduce the affordability gap as the project moves forward by maximising private sector leverage and the development value of the entire site over the longer term and where possible reducing or phasing development costs and risks.

It is recommended that the project moves to the next stage of detailed technical studies, market testing and design which would inform the development of the detailed business case and the preparation of planning applications. This would require the implementation of a comprehensive project management system, commitment to an agreed programme and milestones, the appointment of necessary technical advisors and consultants and close cooperation between key Government Departments and stakeholders.

The project offers the potential to participate in the London 2012 Olympics and Paralympic Games via the preliminary stages of the Football Tournament but this would be dependent on progressing scheme development and securing necessary approvals within a tightly defined timescale.

The potential benefits of the development of the Maze/ Long Kesh site are significant and it is recommended that every effort should be made to

develop a economically and environmentally viable and high quality scheme which would allow this challenge to be met.



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