

Enniskillen

Town Centre Masterplan

URS for the Department for Social Development
and Fermanagh District Council

Final Report
November 2012

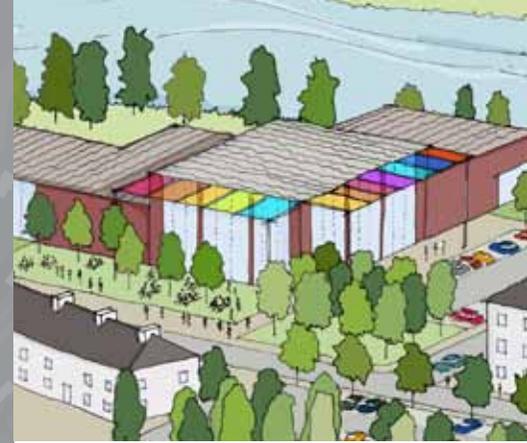


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1.0 Introduction

1.1 Background

The Department for Social Development, working with Fermanagh District Council, has asked a team of specialists, led by URS, to produce a Regeneration Masterplan for Enniskillen Town Centre. The Masterplan provides guidance on the location and form of development in the town centre over the next 20 years. It will help to direct public and private investment to those areas that will most benefit local people, support local business and commerce and contribute to long term viability and vitality.

Having reviewed the available evidence and analysed the issues facing the town centre, URS worked with local organisations to formulate a set of proposals showing how and where development opportunities might be realised. These were then subject to public consultation, providing local people and groups with the opportunity to provide ideas of the kind of development that might happen.

1.2 What is the Masterplan about?

The two pages that follow distil the essence of what this Masterplan is all about.

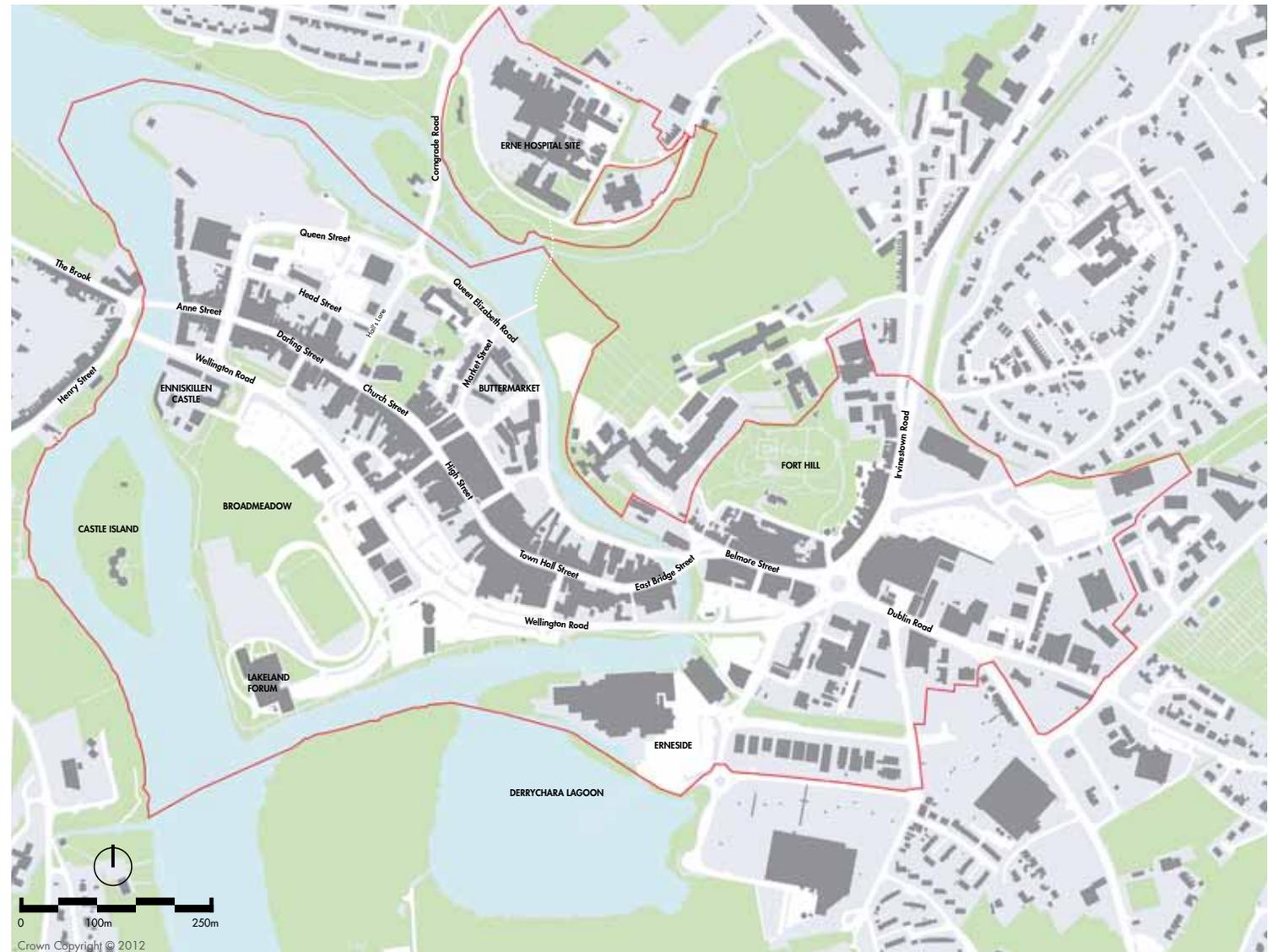


Figure 1.1 The Study Area

1

The Masterplan is about people

The Masterplan is for the people of Enniskillen - each detailed proposal has been assessed and considered in terms of what benefits it might bring to the town centre, the wider town and the community as a whole. It is a 'live' document, one that can be re-assessed on a regular basis to ensure that it continues to meet the changing needs of the people of Enniskillen.



2

The Masterplan is about making the good things better

Enniskillen is already a relatively successful town, and the Masterplan is focused on retaining those things which already work and adding new elements that complement and strengthen the town's existing social, economic and environmental assets. Sometimes this may mean major change being delivered, but sometimes it may simply be a case of maintaining existing quality and ways of doing things.



3

The Masterplan is about making good places

Enniskillen has a lot of high quality architecture and built heritage. Development proposals based on the opportunities identified in the Masterplan should seek to reflect, respect and enhance the existing qualities of the town - but that should not always mean a restrictive palette of 'heritage' materials or design language. Good design works, regardless of style or fashion.



4

The Masterplan is about doing simple things well

There are a number of opportunities in the town centre to create high quality public spaces that will add to the character of the town and make it more attractive as a destination. It is important that environmental improvements in these areas are simple, robust and properly installed and maintained. Simple, high quality materials and detailing for furniture is the preferred approach.



5

The Masterplan is about the future

The proposals set out in this presentation are intended to deliver a significant improvement in the quality of the town centre over the medium to long-term (up to 20 years). However, there are opportunities for some things to happen now, or in the short-term, which would provide immediate benefits and, importantly, lay the foundations for future improvements.



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2.0 Context

2.1 Introduction

The Enniskillen Masterplan updates and takes over from the previous 2001 plan for Enniskillen, 'Enniskillen – The Island Town Integrated Development Plan'. The Enniskillen Masterplan is now agreed as the way forward for future strategies and development in Enniskillen town centre, with Central and Local Government working together to achieve shared goals.

The current economic conditions mean that the Masterplan has been prepared at a time when town centres across Northern Ireland are under threat of increased vacancy and dereliction. In this context there is a very real need for a robust, deliverable action plan that will facilitate the regeneration of Enniskillen Town Centre over the next 15-20 years. Understanding the context is fundamental to formulating Masterplan proposals that are realistic and achievable. The context will provide the various delivery partners – Fermanagh District Council, The Department for Social Development, the Enniskillen Business Partnership and other stakeholders – with an evidence base for a programme of interventions and set a benchmark against which the future success of the Masterplan can be measured.

As part of the evidence base used to inform the development of Masterplan options, URS, alongside McConnell Chartered Surveyors and Tom Phillips Associates, prepared the following documents:

- Enniskillen Retail and Commercial Leisure Capacity Study – November 2010
- Enniskillen Town Centre Health Check – November 2010
- Enniskillen Town Centre Masterplan, Baseline Report – September 2010

These studies enabled URS to arrive at a clear understanding of the strengths and weaknesses of Enniskillen town centre, in its current form, as well as identifying the key opportunities for regeneration interventions, their locations, scale, nature and potential impact on the quality of the town centre and its economic performance. The context outlined in this document fall under the following areas;

- Planning Policy;
- Property Market;
- Retail and Commercial Capacity Study; and
- Townscape and Landscape Assets

2.2 Planning Policy

This section briefly summarises a selection of the policies, strategies and reports that will guide the regeneration of Enniskillen Town Centre.

Shaping our Future, the Regional Development Strategy for Northern Ireland 2025

The Regional Development Strategy (RDS) provides an overarching economic framework to help achieve a strong spatially balanced economy, a healthy environment and an inclusive society.

The RDS emphasises the need to sustain attractive, vibrant town centres that perform a multi-functional role for retail, services, administrative, leisure and cultural facilities. Enniskillen is identified as a main hub which has an important role to play in the life and economy of rural Northern Ireland. Its strategic importance as a gateway town is noted.

Fermanagh Area Plan 2007

The Fermanagh Area Plan was adopted in March 1997 with the aim of guiding development in the District Council area up to 2007. This Plan has yet to be superseded, therefore remains the current Plan for the area.

The Plan refers to Enniskillen Town Centre as being 'an attractive retail, tourist and general service centre' and sets out a range of objectives and policies that have been taken into account in the preparation of this Masterplan.

Policy TC17 designates seven Opportunity Sites within the town centre. Five of these are now developed but two of them - Johnston Basin and land adjoining Fermanagh College of Further Education - remain undeveloped.

Policy TC18 designates four Policy Areas within the town centre, namely:

- Castle Barracks (Listed Building) - encourage the future development of this area as a major tourist attraction in Enniskillen and protect the site and setting.
- Extended Buttermarket Area (Boston Quarter) - encourage the consolidation and development of the area for cafes, restaurants and tourist attractions.

- Land to the North of Dublin Road/ Tempo Road - area of mixed uses with opportunities for redevelopment for mixed business purposes. Consideration should be given to the possible impact on both the town centre and residential amenity.
- Derrychara Industrial Estate - encourage consolidation of this area for small scale retail warehousing, light industrial or commercial units.

Enniskillen - the Island Town Integrated Development Plan

Published by Fermanagh District Council in 2001, the Island Town Plan is a precursor to this Masterplan. It sets out a Vision for Enniskillen, which has been used as the starting point for the updated Vision in Chapter 4 below, and several proposals, projects and strategies which, again, have strongly influenced the preparation of this Masterplan.

Local Economic Development Strategy 2008-2013

Fermanagh District Council's Local Economic Development Strategy identifies a range of actions grouped under four themes: Enterprise, Skills, Infrastructure and Tourism. A number of the actions are pertinent to this Masterplan, particularly those relating to infrastructure and tourism. It will be necessary for economic development actions to be implemented alongside

the more physical recommendations of the Masterplan.

Enniskillen Traffic Management Plan

This ten-year plan was published by Fermanagh District Council in 2009. Based on an analysis of existing conditions and development proposals, a range of proposals to improve the situation are put forward. The success of this Masterplan is in part dependent on the success of the Traffic Management Plan. Key proposals include:

- Supporting pedestrians by improving walking routes, narrowing roads/ widening pavements, providing additional crossings;
- Completing commuter cycling routes and improving facilities;
- Promoting public transport with new bus stops, park and ride, shuttle buses and trialling a water taxi service during the tourist season;
- Providing additional car parks, introducing on street parking charges to discourage circulating traffic and providing coach parking;
- Introducing and improving signage to aid car circulation, and
- Various improvements to local and strategic roads and junctions.

2.3 Property Market

An analysis of the local property market was undertaken to inform the preparation of this Masterplan.

Retail and Leisure

From a retail perspective, Enniskillen Town Centre is in good health, with the main retail pitches busy from visitor, local and cross-border traffic. At the time of our survey, the primary shopping centre, Erneside, was fully let and there were very few vacant shop units on the main retailing streets within the Town Centre.

Demand from major national multiple retailers not present was noted, despite the difficult economic conditions. Independent retailers are strongly represented. See the summary of the Retail and Commercial Leisure Capacity Study below for more information on this sector.

Offices

In common with most provincial towns across Northern Ireland, demand for offices is currently muted. The majority of town centre office occupiers are solicitors, estate agents, accountants and similar professional firms requiring small office premises.

We are aware of no major private sector office requirements. There are a number of Government offices present, but public sector demand for offices

throughout Northern Ireland has been dramatically reduced and we are unaware of any current requirements for Enniskillen.

It seems unlikely that developers would contemplate any major speculative office development in the current market.

Residential

Not untypically in Northern Ireland, there are few residential properties in the Town Centre. There is some living above shops and small pockets of traditional housing.

Some river facing apartments have been developed along the waterfront in the vicinity of Cornagrade Road/Queen Street and there would appear to be considerable potential to capitalise on the attraction of the river with further residential development.

2.4 Retail and Commercial Leisure Capacity Study

A Retail and Commercial Leisure Capacity Study was undertaken to inform the Masterplan.

As part of the Study, a Town Centre Health Check was undertaken. The Health Check confirmed that Enniskillen is a vibrant retail centre with a low vacancy rate and an attractive environment.

However, a number of issues were identified which detract from the current and future potential of the Town Centre to act as a successful retail and commercial leisure centre; a relatively low level of commercial leisure provision; ongoing traffic and accessibility, and the risk of separation between newer retail areas and the traditional retail core.

In terms of estimating retail need, the Study recommends a balanced approach to accommodating retail growth that both recognises the potential benefits of cross border trade but guards against over supply and competition from out of town development. It proposes that the Masterplan seeks to accommodate 2000-3000 square metres of convenience floorspace and 4000-7000 square metres of comparison floorspace.

The final amount of additional floor space will be determined by the opportunities available, their location in relation to the existing retail core, and compliance with prevailing regional planning policies and the Fermanagh Area Plan.

The Study findings indicate significant potential for future commercial leisure expansion in the Town Centre underpinned by a significant pool of available leisure spend.

Given the existing level of commercial leisure floorspace provision in Enniskillen Town Centre, projections of available leisure spend and the current location of key commercial leisure uses in non-town centre locations (e.g. cinema/theatre), capacity exists for restaurants, wine bars/bars and cafes. In addition, indoor non-amusement type entertainment facilities (e.g. ten pin bowling, indoor children play zones) could be provided as part of wider schemes in the town centre area.

These types of facilities could play a key role in expanding evening/night time activity in Enniskillen Town Centre in addition to ensuring a diversification of the overall offer of the wider town centre area.

2.5 Townscape and Landscape Assets

The character of a place is best described as the combination of all aspects that make the place distinct from any other place. When related to the concept of townscape, we mean those elements that make up the physical expression of the town: its buildings, parks, streets, pavements, landform and landscape.

The main site of high quality townscape is the area focused on the historic core, principally the main thoroughfare and the Square. This is an area with several buildings which are of individual significance and interest. More importantly the wider built fabric has a consistent quality and character that makes the area readily identifiable. Although there are some buildings that might detract from the overall character, the townscape in the area is typically 18th and 19th century, with a variety of modifications and refurbishments to individual buildings that can either add or detract from the quality of the townscape. The main thoroughfare in particular is an important part of the townscape quality, while the Town Hall and churches are the most significant buildings in the whole of the Town Centre.

Beyond these areas, much of the townscape in Enniskillen Town centre is relatively poor. In part this is a product of those areas of poorer quality being former backlands, which have never been subject to positive development. Instead they have served as car parks or latterly, locations for modern commercial developments which, unfortunately rarely adds to the townscape in a positive manner.

The key to understanding the existing context for development - and future opportunities in Enniskillen - lies in the relationship between town and countryside. The town has a most attractive setting, generally, with the landscape of Fermanagh providing a wonderful backdrop to the town. The town centre, in particular, has the benefit of the River Erne, which surrounds the core of the town almost as a moat does a castle. This relationship between the built and natural environments is certainly rare, if not unique, and provides Enniskillen with a working capital, in terms of development opportunities, that many towns would be delighted to possess.



Main Thoroughfare



Enniskillen Castle



River Erne



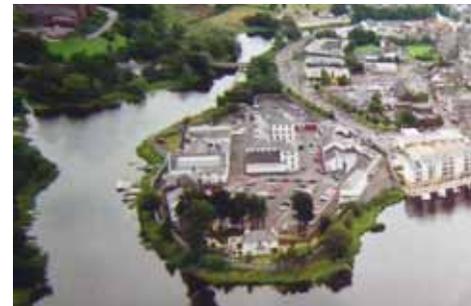
Independent Retail



Buttermarket



Countryside and Hinterland



PSNI Site



Heritage and History

2.6 A Town Rich in Opportunity

Enniskillen has a number of assets that might be considered as opportunities to be exploited in an effort to restore the vitality and long term stability of the town centre. These, generally, fall into two categories:

- Assets that might be enhanced and restored (such as the Castle or the Buttermarket), and
- Assets which might be regenerated and reinvigorated (such as the development opportunities along Queen Street and the Police Site).

However the town centre's assets are defined, it is important that they are considered in terms of their place in an overall development framework and the role that they might play in complementing and supporting a strategic approach to improving the quality of place, character and economic performance of Enniskillen Town Centre.



Enniskillen has a tradition of local, independent retail in the Town Centre - a major asset and an attraction for both local people and those visiting the town as tourists



Head Street is a potential secondary destination, and might also provide much needed parking and town centre living opportunities



The Town Centre's built heritage is one of its most striking features and should be protected - new development must respect the existing character and quality



The Buttermarket could become a key asset, focused on tourism, local produce and culture



There are a number of commercial activities in key locations which might be relocated, thus freeing up land for development



A number of institutional uses might move out of the Town Centre, freeing up valuable development land and providing the opportunity to create a more coherent structure with complementary uses



Streetscape improvements are planned for the Main Thoroughfare, the aim being to make a more attractive, pedestrian friendly space



The existing South West College site might provide a valuable development opportunity



A Shared Service Centre on the Erne Hospital Site may well release other Town Centre sites for redevelopment.

2.7 Potential Development Sites

There are a number of potential development sites across the town centre, of varying size and complexity. Some of these sites are already the subject of planning applications or have, at the very least, had proposals prepared to show how they might be developed.

Erne Hospital Site

The Erne Hospital Site in Enniskillen has been declared surplus by the Western Health and Social Care Trust/DHSSPS and has been vacated.

The site presents a rare and potentially significant opportunity to provide a more effective, efficient and better co-ordinated public service provision for Enniskillen and Fermanagh in general.

If services currently occupying sites within Enniskillen Town Centre were to be released as a result, they could be considered for residential or commercial development. The redevelopment of the Erne Hospital site as a shared services facility is, therefore, an important consideration for the Masterplan to address.

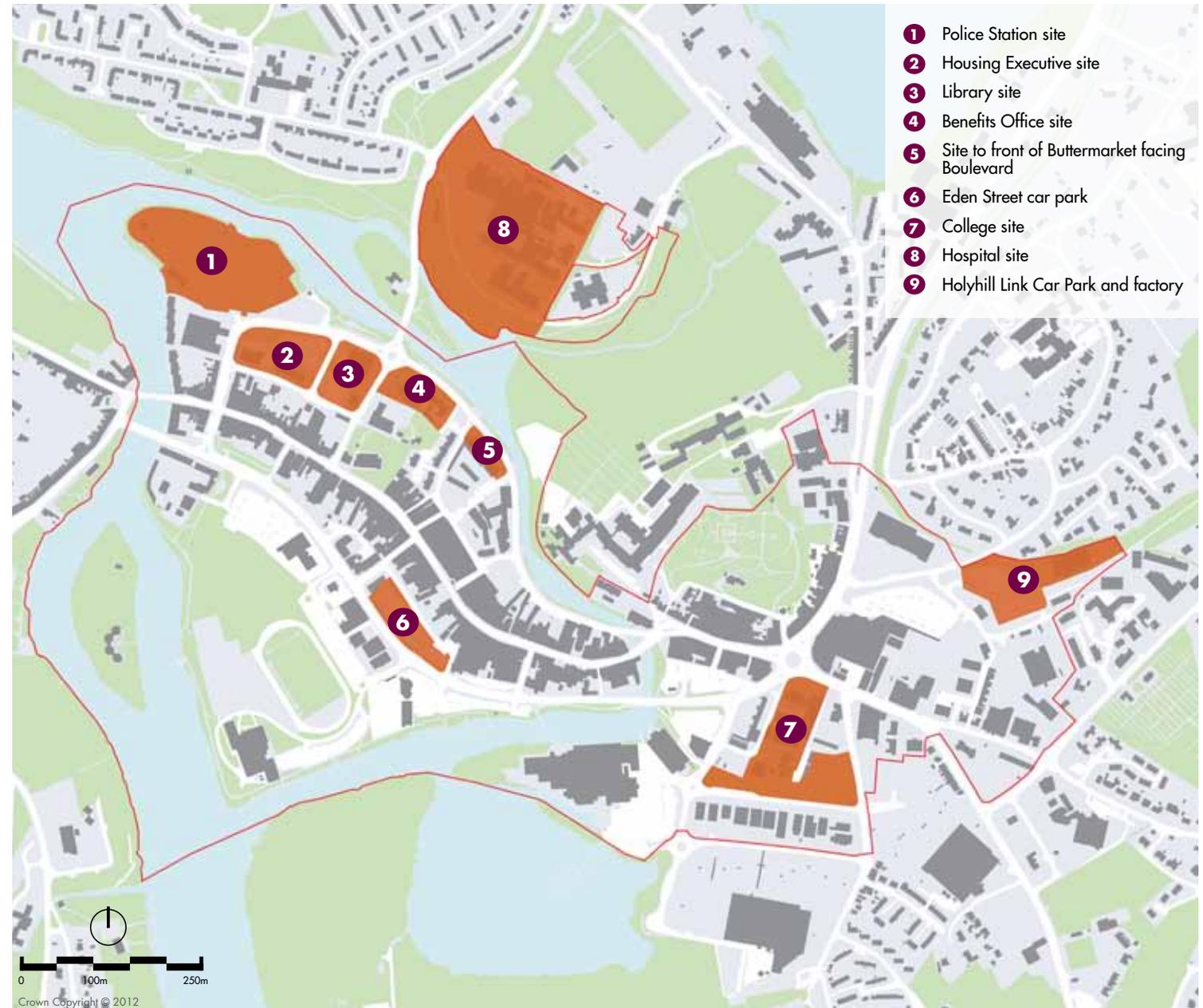


Figure 2.1 Potential Development Site Locations

2.8 Responding to Context - Masterplan Aims and Objectives

The Enniskillen Masterplan seeks to maximise the opportunities provided by this unique and high quality town and its hinterland, and the opportunities for growth highlighted in this chapter.

The plan emphasises the town's existing strengths and assets and seeks to maximise their potential from a tourism and commercial perspective.

The key aims and objectives of the masterplan are set out opposite. It is these objectives which inform the proposals outlined within the masterplan.

1 Promote and strengthen the town's strong independent retail offering



2 Maximise the town's tourism potential, making the most of its physical assets and geographical location



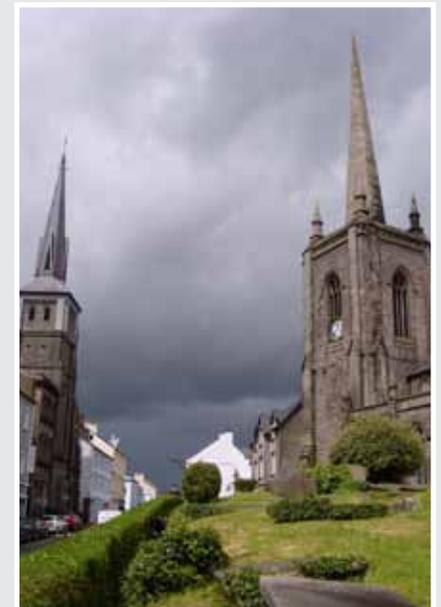
3 Develop the town's leisure and cultural offering



4 Promote the town's unique identity as an Island town



5 Increase the town's domestic and international tourist figures



6 Provide more opportunities for living on the Island



7 Reduce traffic congestion within the town centre

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3.0 Consultation

3.1 Introduction

The draft proposals for Enniskillen were developed over a two year period in order to facilitate the preparation of a review of development options for a shared services facility on the former Erne Hospital site. On completion of this report the draft proposals were developed to take account of the impact the development of a shared services facility could have on Enniskillen Town centre.

The draft proposals consultation boards were displayed in Enniskillen Town Hall for a twelve week period and also online, during which time interested parties could view the plans and provide feedback.

Alongside the formal consultation period, a presentation was made to the Enniskillen Business Partnership where traders were given an opportunity to provide feedback. In addition, the survey work carried out in the preparation of the Retail Capacity Study and Town Centre Health Check also provided evidence as to shopping habits and how shoppers and visitors perceived the town.



Feedback and fine tuning of the draft proposals was made through meetings with the project steering group, made up of representatives from the Department for Social Development, Fermanagh District Council, local traders, statutory agencies and the Western Health and Social Care Trust.

3.2 Visioning Workshop

As part of the masterplan information gathering stage, a Vision Workshop was held in Enniskillen Town Hall on the 5th of October 2010. Key stakeholders were invited to attend this event as well as an open invitation being placed in the local press.

At the workshop, initial baseline findings were presented to the group which introduced some of the key themes and provided the basis for further ideas and thoughts on what people wanted the masterplan to address.

Working within groups, people were asked to identify what they saw as the Strengths, Weaknesses, Opportunities and Threats to Enniskillen. (SWOT analysis)

Using maps of the town centre, people were asked to identify the specific sites and locations where change could take place. This ranged from development sites, to locations for events to take place, to locations for new signage.

Following the workshop, the findings of the SWOT analysis were collated to highlight the key issues, as highlighted by the stakeholders, as well as updating Enniskillen's previous Vision Statement from the Integrated Development Plan dated 2001, much of which is still relevant today.

3.3 Public Consultation Process and Methodology

The Draft Enniskillen Town Centre Masterplan was put on display in Fermanagh District Council offices, Enniskillen for twelve weeks from 6 March 2012. The Masterplan was also available to view on both the DSD and Fermanagh District Council websites during this time and until the end of the public consultation period on 1 June.

To encourage quantitative feedback and a standard format of responses to the consultation a questionnaire on the Draft Masterplan was developed. The questionnaire was hosted on SurveyMonkey and copies were also available at the display and from the websites previously mentioned. In the questionnaire respondents were asked to give their views on the vision and proposals included in the draft Masterplan.

A total of 19 responses were received to the consultation. This included 17 responses in questionnaire format and two open responses.

3.4 Feedback Received

A full analysis of the feedback received is included as Appendix A. This section summarises the key over-arching findings. Feedback relating to specific proposals in the Draft Masterplan is also included in the relevant sections below.

The Draft Masterplan was generally well received. Of the 25 individual proposals that comments were sought on, 23 were liked by at least 65% of respondents, and 10 were liked by at least 80% of respondents.

The most popular proposals were the following:

- Enniskillen Castle to become the hub for cultural, tourist and heritage initiatives (this proposal had near-unanimous support);
- A new waterside Leisure Park and conference facility, with cafe and restaurant set within the new town park;
- Buttermarket becoming a focus for tourists (emphasis on local arts and crafts, food and beverage), and
- Enhanced riverside walk connecting Enniskillen Castle, Erneside and Derrychara Lagoon

Proposals for the town centre opportunity sites were generally supported. None of the six proposals received more than one 'dislike' response.

Public realm and transport proposals were also well-received. There was particularly strong support (88% of respondents liked) for using good quality materials in key locations to improve streetscape, tree planting in certain spaces, and street furniture.

With the exception of the proposals to reposition town centre retail and to locate a hotel on the site of the PSNI complex, all of the proposals relating to tourism were popular. The largest support was given to the proposals to protect and enhance waterside vistas and to introduce walking and cycling trails around Enniskillen Island, beginning and ending at Enniskillen Castle. Proposals to make more use of the water, such as a marina close to the town centre and a jetty for boat trips to Devenish Island, were also well-liked.

In addition, a number of new suggestions and comments were made. These have informed this final draft of the Masterplan. On the whole, though, the consultation served to confirm that the Draft Masterplan was generally along the right lines and that those who responded (albeit a relatively small number) were buying into the emerging proposals.

4.0 The Vision and Goals

4.1 Masterplan Vision

The Masterplan Vision, which was agreed with stakeholders at the Visioning Workshop, is that:

Enniskillen 2025 will be a bustling, thriving town with an excellent reputation for high quality retail and as a premier tourist destination. The town will make the most of its quality townscape, attractive courtyards and alleys, and boast a bold water front with a strong recreational emphasis. By day and night, the town will be a place that is proud of its history and welcoming to its renaissance as a lively place to live, work and visit without the constraint of traffic congestion. Its marina will be the hub for boating events in the region and a focus for social activities. It will be easily accessed by a network of walking and cycling routes throughout the town.

4.2 Regeneration Goals

Ten Regeneration Goals form the link between the Vision and the proposals that are set out in this Masterplan. Each proposal has been formulated to help achieve one or usually more of the Goals, in doing so helping to ensure that the Vision is achieved.

The Regeneration Goals are as follows:

- Ensure the unique identity of the Island town is retained and further developed with high quality activities developed around the Erne.
- Diversify the town centre offering, providing office, leisure, retail and residential space.
- Expand the evening economy to provide an improved tourism offer.
- Ensure accessibility, yet deliver a people friendly town centre with high quality public realm and a new public square.
- Strengthen the retail core, developing both the quality independent offering alongside high quality multi-national retailers.
- Increase visitors' dwell time within Enniskillen Town Centre.
- Build on and enhance the provisions for indoor/wet weather tourist activities.
- Provide high quality new development in keeping with the historic form and character of Enniskillen.
- Turn Enniskillen firmly towards the water – connecting it with its greatest asset, the River Erne.
- Eventually enable boat traffic to circumnavigate the town.

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5.0 The Masterplan

5.1 The Masterplan Concept

The Masterplan proposals are intended to provide the town centre with a framework that will shape development over the next 15-20 years. Consequently, not all of the development proposals shown in the drawings will happen immediately. Some of the opportunities may have the potential to be delivered quickly, either because they are part of existing programmes of work or they have been identified in recent initiatives, such as the Castle Basin Masterplan. Other opportunities may take longer to come forward, once land is freed up or other developments, such as the A4 southern by-pass, permit changes in the structure of the town and the movement of traffic.

KEY:

- Proposed New Development
- Existing Buildings
- Proposed New Park/Open Space
- Gardens (Public and Private)
- Environmental Improvements to Main Thoroughfare (Anne St, Darling St, Church St, High St, Town Hall St, East Bridge St and Belmore St)
- Streetscape Improvements outside Town Centre Core Area
- Key Public Realm Improvements
- New/Improved Parking
- New Tree Planting

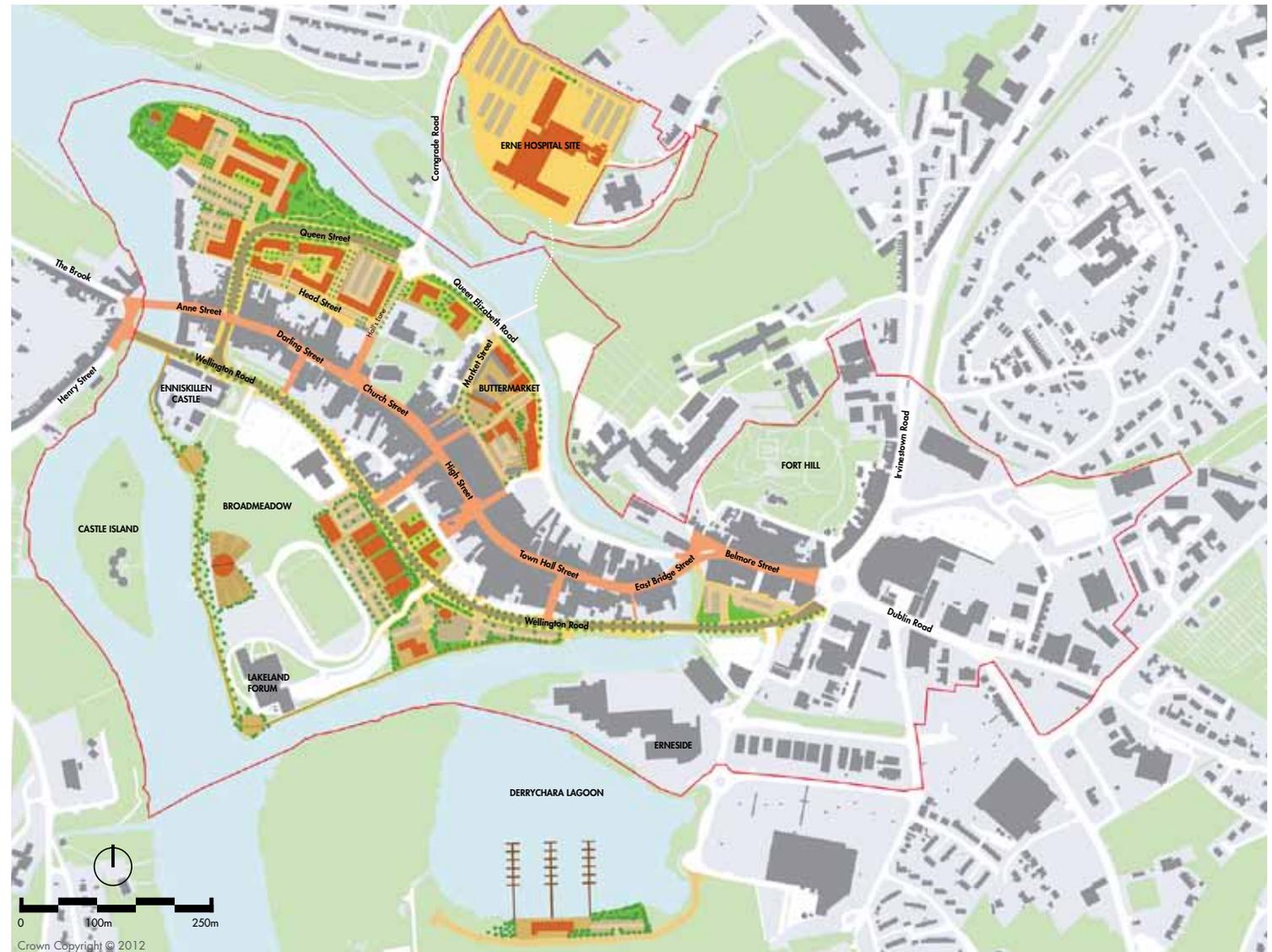


Figure 5.1 The Masterplan Proposals

5.2 Main Interventions

Figure 5.2 opposite maps the main interventions that will combine to make the Vision for Enniskillen a reality.

1. The proposed Environmental/ Streetscape improvements on the main thoroughfare to be implemented and extended, wherever possible, to link in with public realm and development proposals set out in this masterplan. For example, side streets and connecting routes (Hall's Lane, Wesley Street, etc.) might be included in an extended environmental improvement scheme, providing connections between the various opportunity sites via a network of pedestrian friendly, safe and attractive public streets and squares.
2. A new waterside leisure and conference facility, with cafe and restaurant set within the new town park
3. Town centre hotel, 100 bed 4 star, with associated spa, dining and leisure facilities.
4. A new town park providing a waterside public space surrounding the exhibition and conference centre and hotel.
5. Mixed use development, with the potential for retail on the ground floor and residential/commercial above
6. Parking shared among sites 2, 3, 4 and 5.
7. Mixed residential development with commercial (food and drink, retail, leisure and services) at ground floor, in particular along Head Street.
8. Multi-storey car park (2/3 floors = up to c. 300 spaces), with single skin of development along Head Street and Hall's Lane (comprising residential and commercial uses).
9. Potential for Queen Street to be re-modelled, making it narrower with slower vehicle speeds and more and better crossing opportunities for pedestrians. The aim is to make for a more attractive and pedestrian friendly space and this solution might also be extended along Queen Elizabeth Road. This intervention is dependent on the A4 southern by-pass being delivered, thus reducing the amount of through traffic and making it possible to down-grade the existing four lane road.
10. Residential development facing onto River Erne (site currently occupied by Jobs and Benefits offices)
11. Buttermarket becomes focus for tourist activity with emphasis on local arts & crafts and produce/food & beverage. Existing commercial buildings to north west (along Queen Elizabeth Road) to be replaced by new development that is aesthetically and functionally complementary to the main Buttermarket complex.
12. Buttermarket Square is re-modelled to become a multi-functional space. Parking provision is retained, but the streetscape is re-designed to allow the space to be used for events, such as specialist and Farmers' markets.
13. Commercial premises adjacent to Buttermarket to be remodelled (with some demolition and new build) to create a complex which complements the existing offer. Emphasis on providing restaurants and small scale retail spaces, with potential for parking (possibly multi-storey) behind.
14. New riverside space created, together with coach parking facilities to better accommodate day visitors.
15. Eden Street Car Park to be re-developed, in part, for residential uses, with integral, private parking and some public parking provision retained.
16. Potential for Wellington Road to be re-modelled in the same way as Queen Street, on the basis that the southern by-pass will result in less traffic, allowing for a down-grading of the existing road.
17. Development opportunity, for example, for commercial leisure and indoor sports facilities to complement the existing provision of the Broadmeadow.
18. The existing bus station site to be rationalised and the garage facilities moved to a less central location. The newly available land to be developed for water-based recreation and sports (boat house, training facilities, storage, etc.), plus car parking.
19. Enhanced riverside walk connecting Enniskillen Castle with Erneside and Derrychara Lagoon.
20. New performance space, with multiple events spaces, including a smaller, more intimate space adjacent the Lakeland Forum and a more extensive, 'festival' type space opening out onto the main open space on Broadmeadow.
21. Derrychara Lagoon to be the focus for a new water-based tourism hub, with marina, maritime services and some commercial leisure development.
22. Erne Hospital to be the site of a new public services hub, thus freeing up development opportunity sites in the town centre.
23. The existing Court House converted for commercial or other use.
24. Enniskillen Castle to become the hub for a whole myriad of cultural, tourist and heritage initiatives.

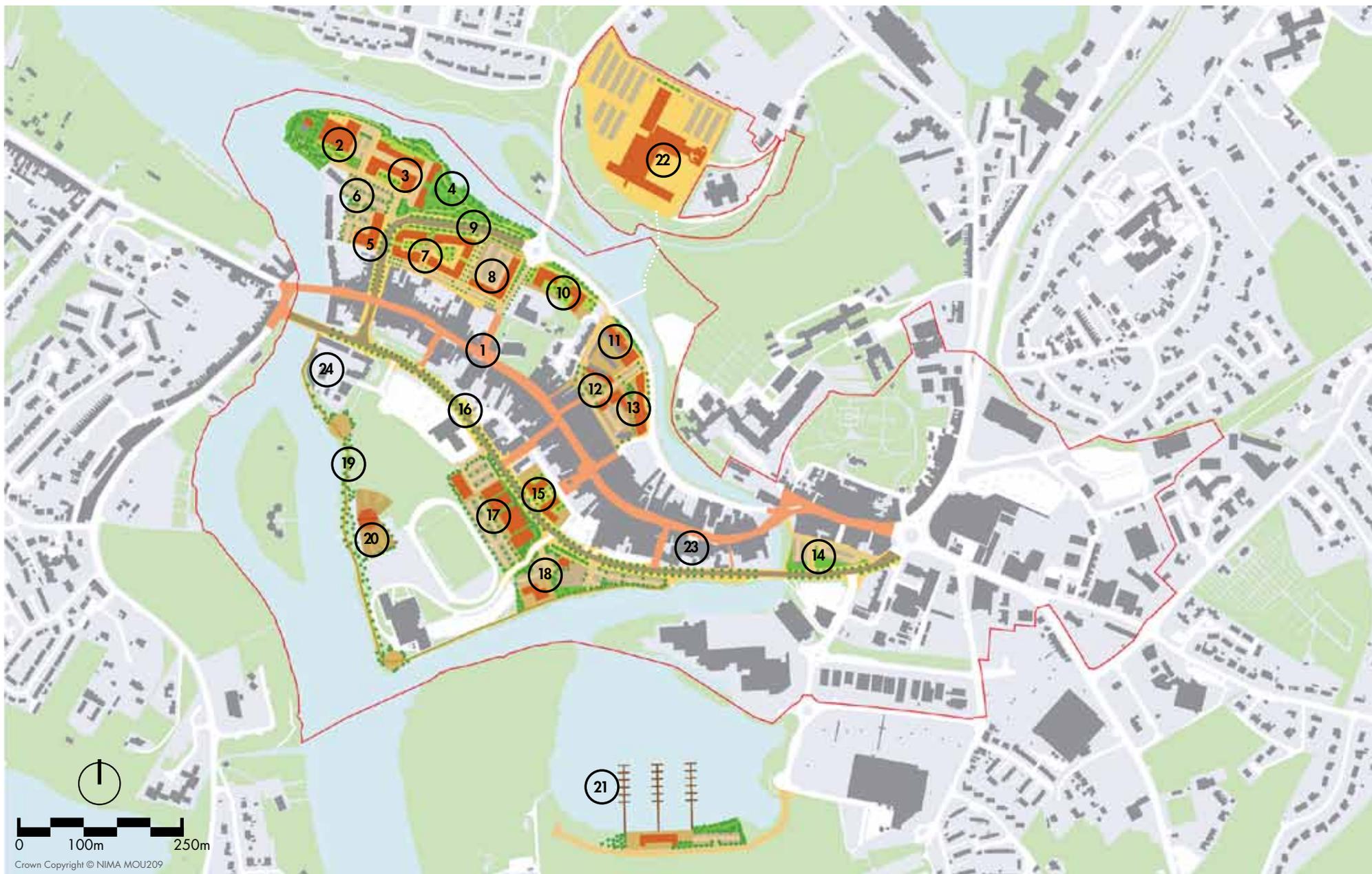


Figure 5.2 Main Interventions

5.3 Major Opportunity Sites

There are a number of opportunity sites located within the town centre study area. These sites are, or may in the future become, available for development. The Masterplan has identified these sites as being important for the wider regeneration of the town centre, as they offer a different sort of opportunity - one where large scale development might be delivered. This is an important asset for Enniskillen, as historic towns do not often have large tracts of land potentially available for re-development. As a consequence of Enniskillen having these opportunity sites, the Masterplan envisages the potential for different types of development opportunity:

- Comprehensive Redevelopment: where a previous user leaves and the site is then substantially redeveloped for new uses.
- Sensitive Redevelopment of Heritage Asset: where much of the built fabric is retained, but with new development that revitalises the existing uses.
- Rationalise Existing Use: the existing user might remain on site, but will rationalise their activities and land take, freeing up land for development.

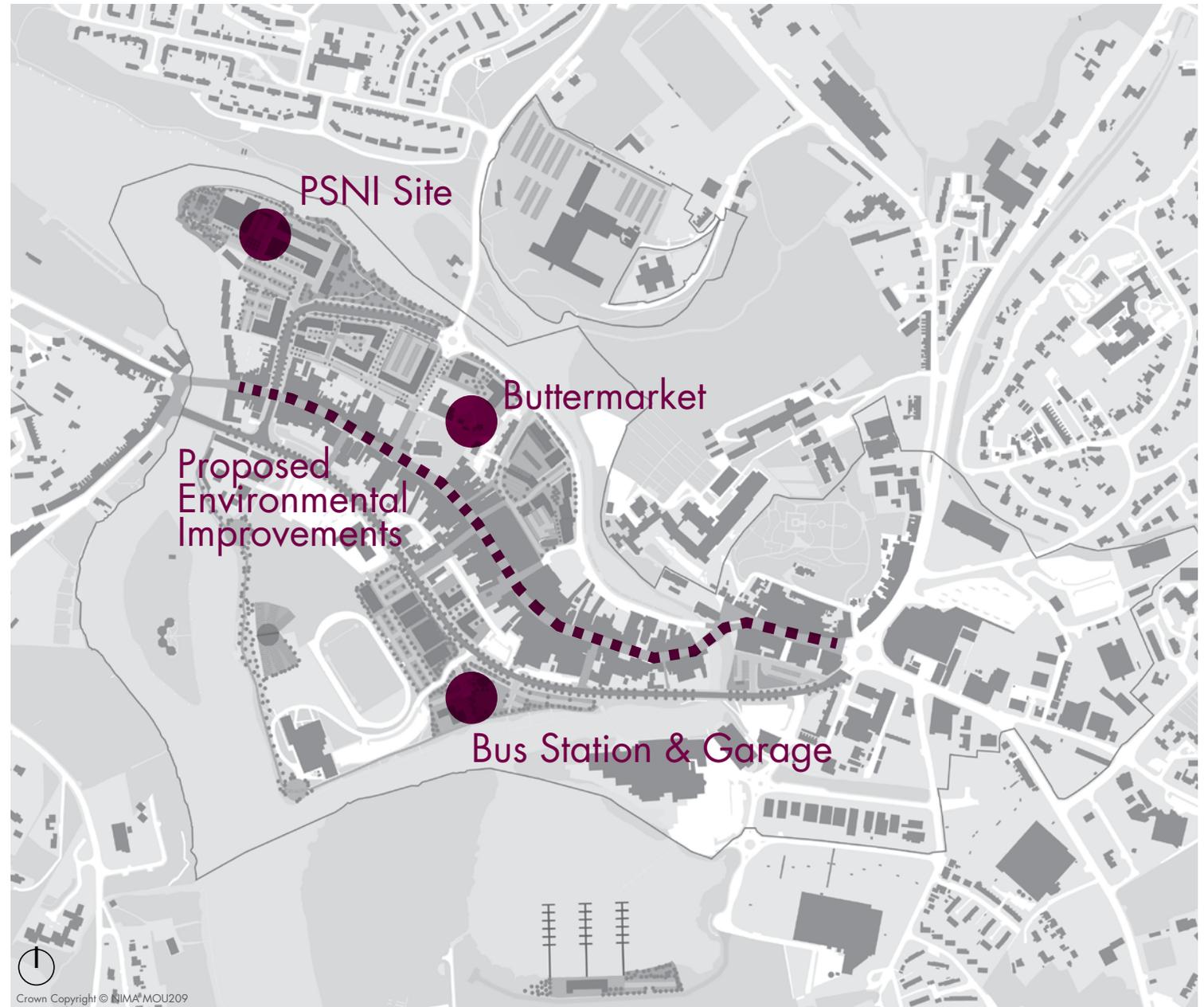


Figure 5.3 Major Opportunity Sites Key Plan

5.4 Environmental Improvements

An Environmental Improvement scheme for the main thoroughfare in Enniskillen is currently at Economic Appraisal stage. The Masterplan identifies potential extensions to the original scheme such as the creation of a new high quality public space abutting the Buttermarket. The level of funding available will dictate the extent of the first phase of works to be implemented but construction is due to commence early in the Masterplan period. The proposed public realm improvements will make a significant improvement to the shopper and visitor experience in Enniskillen as is long overdue. The town boasts some stunning buildings and high quality shops which are currently let down by sub standard paving, railings and signage. The creation of a high quality environment within the town centre is vital to attract visitors and shoppers with the increased competition from out of town and edge of town developments.



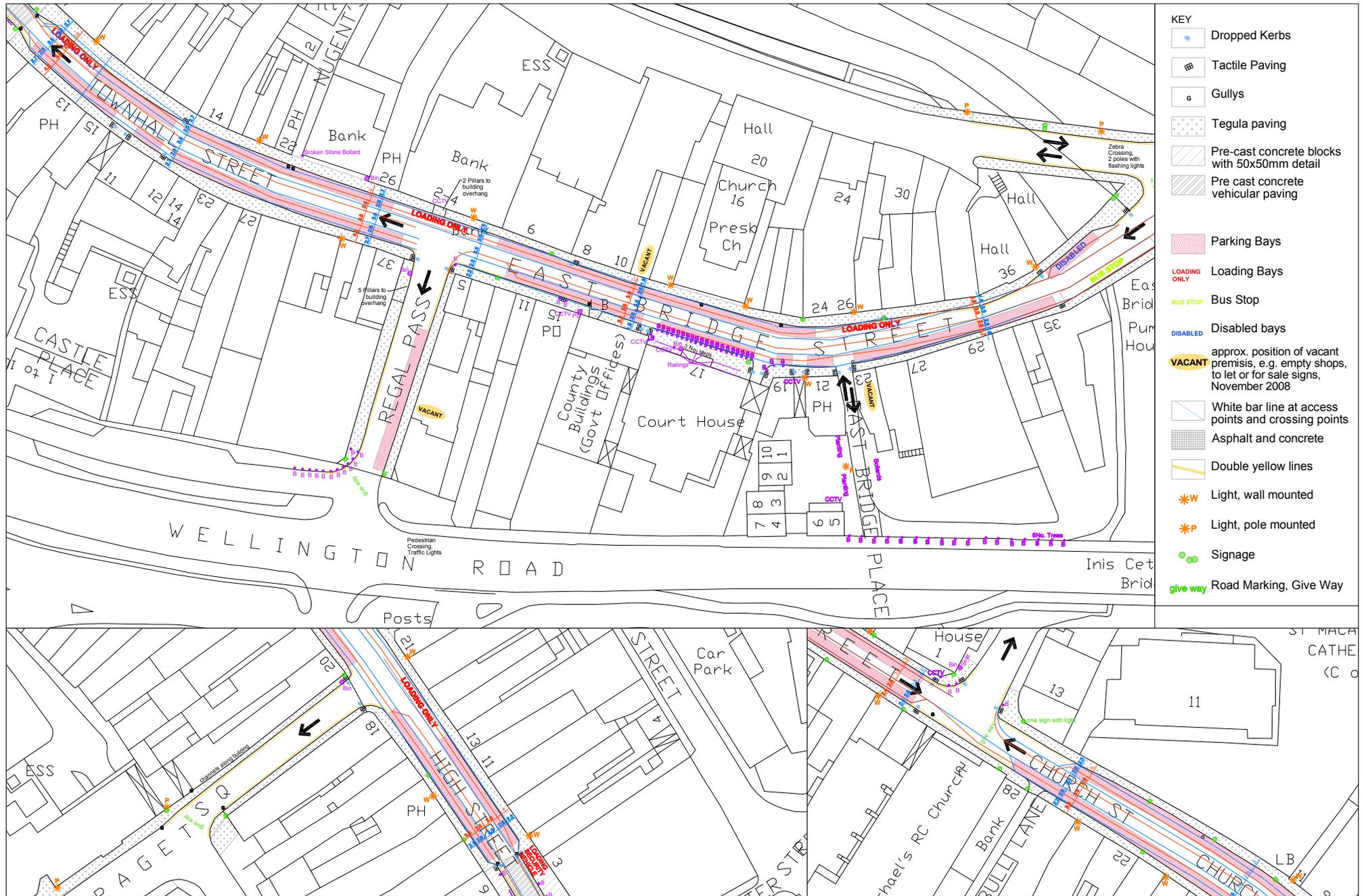
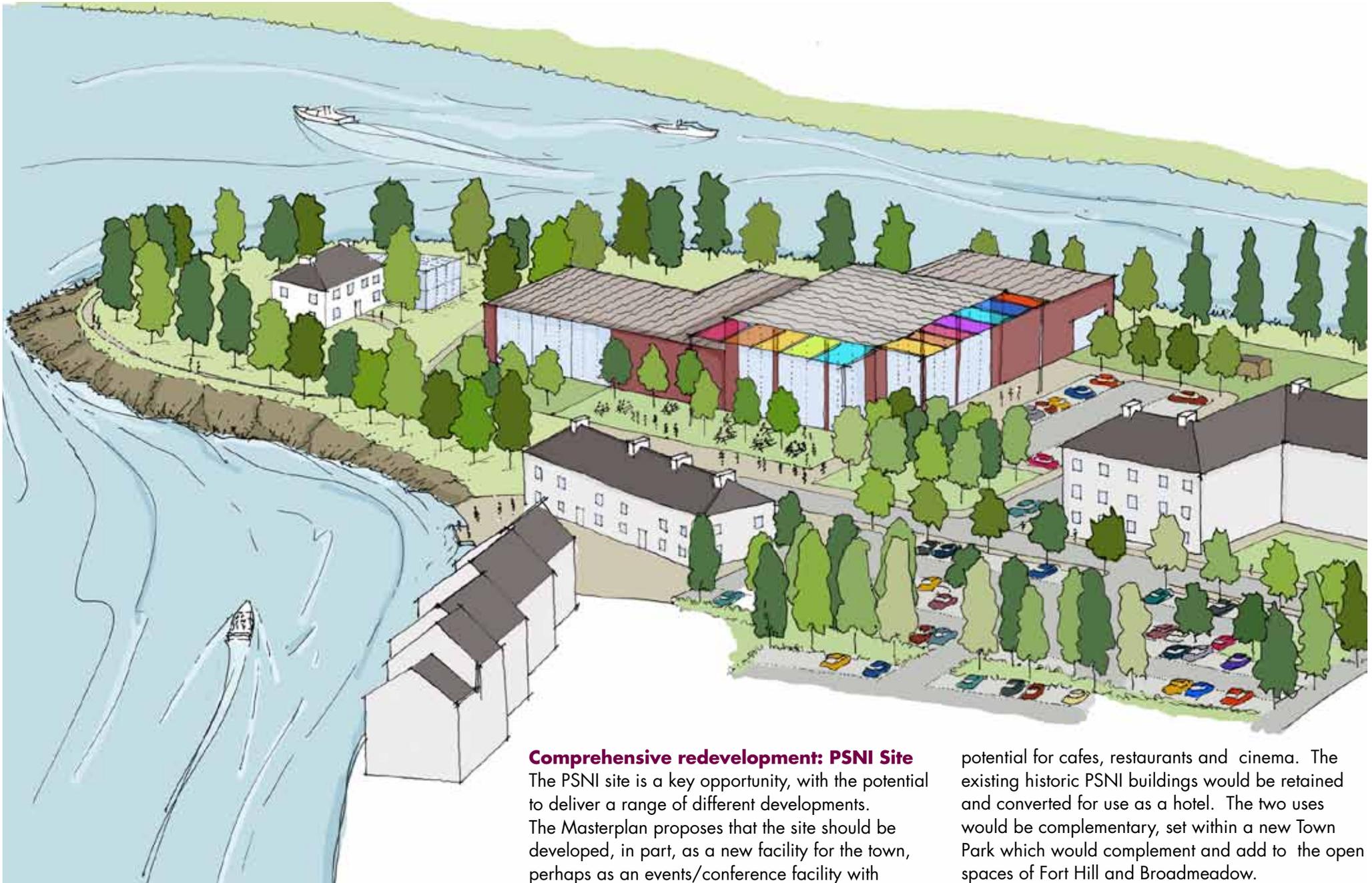


Figure 5.4 Proposed Public Realm Improvements for Enniskillen Town Centre (plans prepared for DSD)



Comprehensive redevelopment: PSNI Site

The PSNI site is a key opportunity, with the potential to deliver a range of different developments. The Masterplan proposes that the site should be developed, in part, as a new facility for the town, perhaps as an events/conference facility with

potential for cafes, restaurants and cinema. The existing historic PSNI buildings would be retained and converted for use as a hotel. The two uses would be complementary, set within a new Town Park which would complement and add to the open spaces of Fort Hill and Broadmeadow.

Figure 5.5 Sketch View of Potential Development Scenario for Police Station Site

Sensitive redevelopment of Heritage Asset: Buttermarket

The Buttermarket offers an opportunity to create a hub of complementary uses and activities, focused on local produce, local arts and crafts and tourism. By creating a new, multifunctional public space, specialist markets could be held, adding to the interest and vitality of the town centre. Parking provision would also be made

and would occupy the space, as a rule, except on those days when events are planned. The existing commercial site, opposite, might also be developed partly for uses that complement the Buttermarket and partly for parking (perhaps in a multi-storey car park).



Figure 5.6 Sketch View of Potential Development Scenario for Buttermarket (and Environs)

**Rationalise existing use: Bus Station**

By rationalising the bus station, and moving the garage facilities to a less central location, a number of benefits might be achieved. The bus station would be remodelled while the vacated bus garage site, adjacent to Broadmeadow, would be available for development. The Masterplan shows commercial leisure and sports facilities, on the site of the bus garage, perhaps related to water-based sports, but there is flexibility as to an actual end use. The re-modelled bus station would include enhanced passenger waiting and transfer facilities, making for a better experience for users and improved safety and circulation for buses.

Figure 5.7 Sketch View of Potential Development Scenario for Bus Station Site

5.4 Other Opportunities

In addition to the main development opportunity sites, there are a number of other opportunities which do not involve comprehensive redevelopment. These opportunities relate to existing buildings which might be refurbished or have a change in use, or might happen earlier, and bring immediate benefit to the town centre.



The Court House could be converted to others uses, bringing this important social facility into the heart of the town.



Shop front improvement schemes are often very successful in raising the profile of an area. This is especially true where there is an historic town core with many fine buildings that have not been as well maintained as they might have been.



Enniskillen tends to face 'inwards' towards the main thoroughfare, but there are a number of locations where rear building facades and back court areas can become part of the overall town centre experience. Alleyways leading to small courtyards, with shops, cafes and restaurants can add considerable charm to the town centre.



If the Fire Service moves to a new campus facility at Erne Hospital, the fire station site would be available for redevelopment. One potential solution might be for mixed use development, with retail/commercial on the ground/lower floors and residential above.

6.0 Public Realm

6.1 Existing and Potential Opportunities

There are already proposals for public realm improvements to the main thoroughfare within the town centre, with works programmed from Darling Street in the west through to Belmore Street. In addition to these works, however, there are a number of other key locations where significant public realm improvements might be delivered.

In doing so, the aim is that these works should provide a pleasant environment within which visitors can enjoy their time in Enniskillen - shopping, discovering the town's built and natural heritage or investigating new places to dine.

Some of the public realm opportunities relate to high profile set-piece squares and public spaces, such as the area around the Buttermarket, while others are more low key, but no less important in terms of their impact, such as the enhancement of the riverside walk, especially to the west, adjacent to the Broadmeadow.

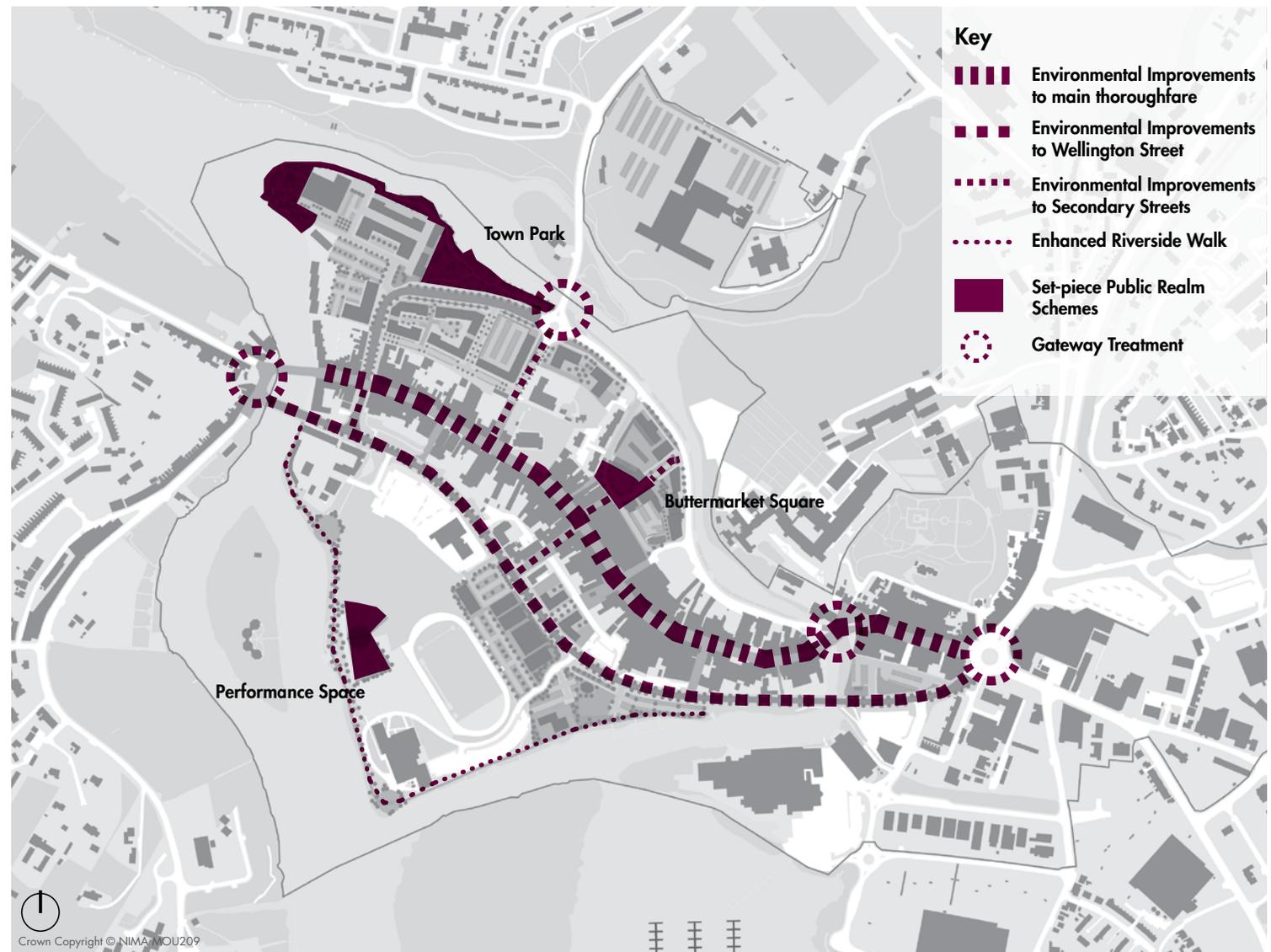


Figure 6.1 Potential Public Realm Improvement Areas

6.2 Buttermarket Square

One of the key public realm opportunities relates to the Buttermarket and its adjoining open space. Enniskillen does not have a traditional market square, but the car park located to the south of the Buttermarket (at the junction of Down Street, Market Street and Cross Street) has the potential to become an important public space. Its location, immediately to the north of the main thoroughfare (specifically, the Diamond and the Town Hall), further enhances the potential of the space, making it a linking space between two of the more important destinations in the town centre.

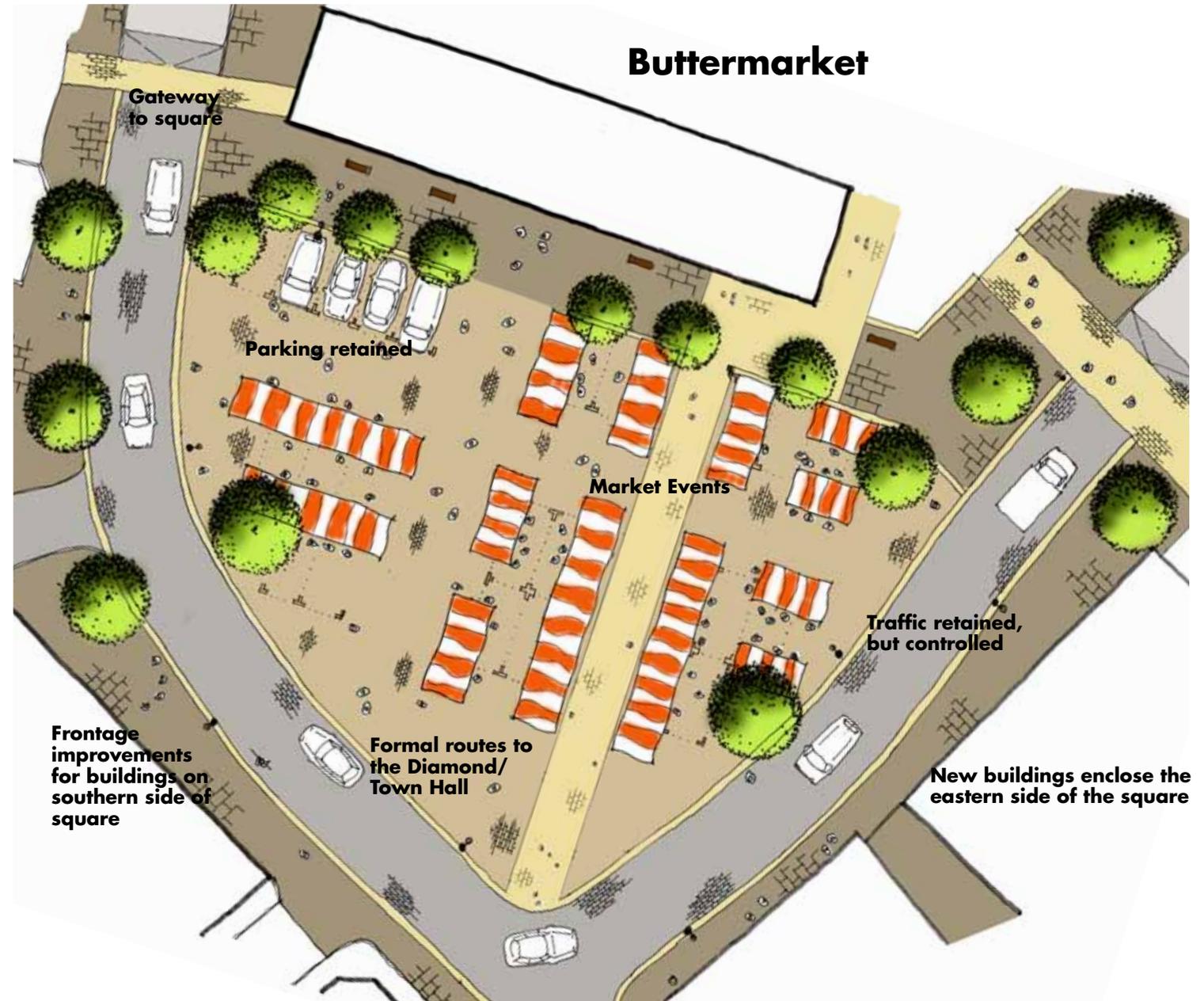


Figure 6.2 Buttermarket Square Potential Public Realm Improvements

The proposal is that the car parking should be retained, but with changes to the design of the space, making it better able to accommodate other uses, such as public events and markets.

The parking would occupy the space for the majority of the time and would only be re-located, temporarily, on specific event days.



Figure 6.3 Sketch View of Buttermarket Square



Parking bays marked out with granite setts



Shared surface in an historic town centre



Busy farmers' market



Existing building frontage improvements in Enniskillen

6.3 Public Realm Approach

Detailed design for public realm improvements will need to follow the Masterplan on a site by site, opportunity by opportunity basis. But these designs will be expected to adhere to a general approach based around:

- Good quality materials in key locations
- Decorative lighting
- Public art
- Clear signage
- Tree planting
- Street furniture

6.4 Island Town Gateways

One of the ways in which the public realm might contribute to the aims of the Masterplan is the creation of 'gateways' at key locations. Given that Enniskillen Town Centre sits on an island, the bridge connections onto the island would seem to be the most logical locations (see Figure 6.1, above).

A blend of specially chosen streetscape materials and furniture with some form of public art intervention would create a real sense of arrival and convey, to visitors, the notion that they are now entering, the 'Island Town' of Enniskillen.

Some ideas for the types of public art that might be used are shown opposite.



Good quality materials in key locations, creating a streetscape that is well appointed, easy to the quality of the surrounding built environment.



Signage, often with maps and directories explaining where various attractions are located, is very useful for visitors and residents alike.



A range of elements might be used to signify gateways onto the 'Island Town'. For example, the Corporation Dragons, in the City of London.



Decorative lighting as part of traditional lamp standards, feature lighting (trees and buildings) or lighting in the ground, can make spaces appear more vibrant, attractive and safer.



Tree planting, using the right species in the right place, can make a space more attractive, add character and provide shade and shelter.



Public art is a good way of creating interest within a space, as well as creating landmarks which can help with orientation and direction.



Street furniture helps characterise the town centre and should complement the prevailing character of the built environment.



The Tinnies, Strabane



A monumental use of stone and steel sculpture in Ellesmere Port.

7.0 Transport

7.1 Issues

Transport issues are of vital importance to the successful delivery of the Masterplan, in particular, the management of vehicle movements through the town centre.

There are proposals to build a southern by-pass for the A4, which would help alleviate the current high levels of vehicles forced to travel through Enniskillen on their way to somewhere else. This traffic rarely stops in the town centre, and contributes little to either the economy or the quality of place. While the by-pass proposal is outside the remit of the Town Centre Masterplan, the consequences of it being delivered are considerable.

The main opportunity delivered by the by-pass is that the roads to the northern and southern edges of the island (Queen Street, Queen Elizabeth Road and Wellington Road) might all be the subject of Environmental Improvement schemes.

The focus would be on creating spaces that are less dominated by traffic with more space for pedestrians - wider pavements, more crossings, tree planting and seating areas. The existing boulevard improvement works to Queen Elizabeth Road provide a good working template for these works, in terms of the types of materials, street furniture and quality of workmanship and finish.



Views of Queen Elizabeth Road Boulevard Treatment



7.2 Options for Environmental Improvements to Through Routes

The two street sections below show a sample of the current situation (A) and an option based on less traffic allowing the possibility of reducing road widths (B) to improve the environment for users not in motor vehicles. Roads Service would have to be satisfied that future demand and road safety would not be compromised before any roads were narrowed and any proposals for doing so would have to be rigorously tested.

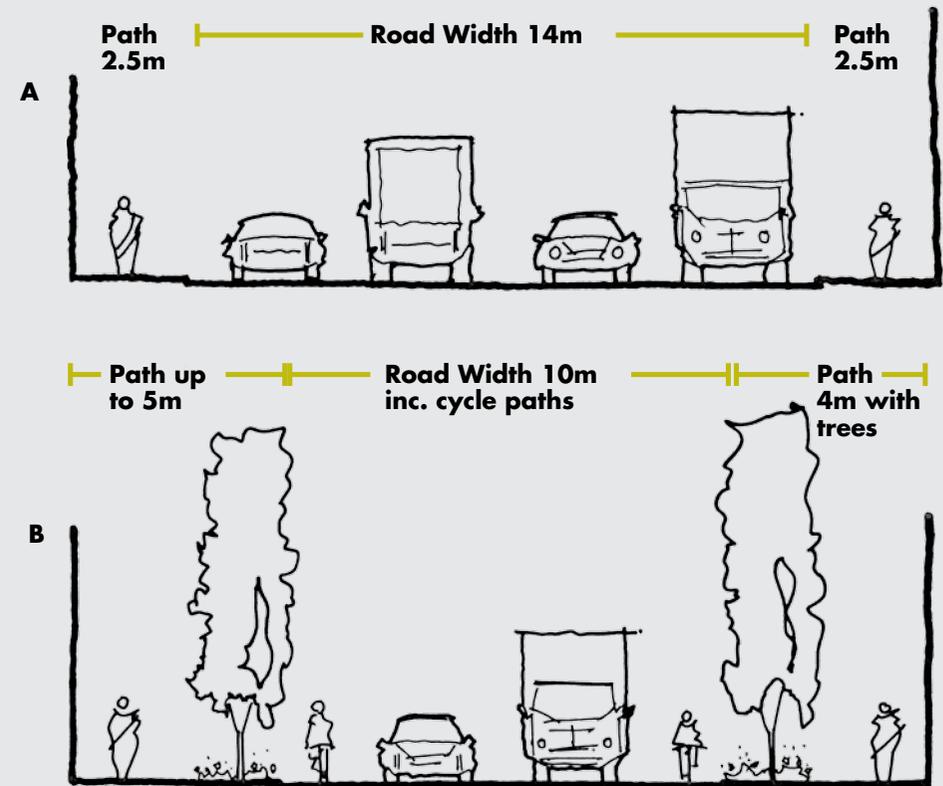


Figure 7.1 Options for Environmental Improvements to Through Routes

7.3 Parking

Parking is one of the most important transport issues to be addressed in Enniskillen. Given the geographical spread of those who come to the town to use the facilities and services, and the relatively low levels of public transport provision, it is vital that people are able to drive to the town centre, park and then walk, in comfort and safety, to their destinations.

There is already a significant provision of parking (both public and private) and the Masterplan aims to ensure that levels of parking continue to meet the needs of residents, businesses and visitors. However, the current arrangement of parking, both in terms of its location and the fact that it is all surface level provision, is an issue that must be considered by the Masterplan.

There is only a limited amount of land within the town centre, and the Masterplan seeks to maximise the potentially developable land that is available for business, services, amenities and homes. To achieve this, the Masterplan identifies locations where new parking might be located and existing parking provision improved.

One way to maximise development opportunity and provide the requisite levels of parking is to look at the potential of multi-storey facilities.

Multi-storey parking might be delivered further along the Masterplan development process, but provision can be made at an early stage. For example, surface level provision is provided on the understanding that when the development opportunity presents itself a more efficient, multi-storey facility, with attendant enabling development (i.e., development on part of the former surface car park that can help pay for the new facility).



Wrapping multi-storey car parks with development can make them better neighbours and also more self-funding.



Figure 7.2 Existing Parking Provision



Figure 7.3 Proposed Parking Provision

8.0 Tourism

8.1 Themes

Enniskillen Town Centre has all the ingredients to make a very attractive urban destination in the heart of Lough Erne and Fermanagh. It has the unique position of being surrounded by water, as well as being home to the nationally significant Enniskillen Castle and a gateway to Lough Erne, Devenish Island and Marble Arch Caves Global Geopark.

To capitalise on its natural and man-made assets, a number of key themed approaches are proposed, each one intended to take advantage of the physical development opportunities identified by the Masterplan:

- Varied programme of events
- Built heritage
- Gastro-tourism
- Heart of the Lakes

8.2 Enniskillen Tourism Strategy

The Destination Fermanagh Tourism Strategy identifies the need to diversify and enhance the tourism products and packages. Themes and initiatives the Tourism Strategy identified as being specific targets included:



A full programme of events, with different target audiences, would extend the tourist season either side of the peak period.



Enniskillen's rural hinterland, excellent produce and pivotal location in the Lakes makes it ideally placed to become a gastro-tourist destination - perhaps at the regional scale to begin with, but later on...



The town's fine built heritage and character is a major asset, providing an attractive setting for many different initiatives and activities.



Finally, the town's central location in the heart of the Lakes, is a major asset and one that could be a driver of other forms of tourism as it already attracts many people to the region.

Urban tourism – utilising the historic settlement of Enniskillen, in addition to the rural settlements of Irvinstown and Lisnaskea, as a means of attracting urban-based short-break visitors through cultural heritage, events, food, drink and entertainment;

Activities tourism – developing known popular activities such as golf, walking, cycling and canoeing as a means of complementing existing water and land-based activities; and

Ecotourism – building upon the success of ecotourism elsewhere in the region (i.e. through The Green Box Initiative) as a means of encouraging sustainable tourism and more rewarding, locally-derived visitor experiences.

The masterplan seeks to build on each of these three targets, promoting new activities, events and facilities which are in keeping with Urban tourism, Activities tourism and Ecotourism. The Strategy also recommends creating a regular programme of events as being critical to the future success of the wider Lough Erne and Fermanagh area, within which Enniskillen is identified as a potential focal point. The masterplan seeks to promote this idea within the context of the town centre, increasing events and festivals in order to bring people into the centre of Enniskillen.

Urban tourism within Enniskillen is regarded as a priority within the masterplan and is a major tourism opportunity given the strong market for urban and cultural tourism. Its unique 'Island' setting and built heritage assets are regarded as its main strengths.

Further development opportunities still exist. The use of The Broadmeadow as an events venue has long been heralded, with further elaboration on this premise now presented in the Castle Basin Masterplan. The Castle Basin Masterplan suggests that the events stage requirements would be met by land previously used as the basketball court, adjacent to the existing children's play area. The use of temporary stages is envisaged which means it will be a flexible space that could be utilised for a variety of small and larger scale carnivals, concerts and theatrical performances. The size of the venue means that each performance could attract up to 5,000 spectators, with events that have strong visitor appeal identified as being a music festival, a major sporting event (e.g. triathlon/Ironman competitions) and a major arts/street festival.

8.3 Challenges

It is clear that Enniskillen is an under-utilised resource from a tourism perspective. However, it is important that the markets channelled to the town are of an appropriate scale and character to its setting. There is certainly a danger when directing new developments toward defined markets that the 'sustainability' edict to ensure a balance between economic, social, cultural and environment parameters within the destination is overlooked. Given the spatial constraints of the town centre caused by its island setting, the environmental and cultural sensitivities of the destination need to be considered of critical concern.

A key aspect of the Enniskillen Masterplan in terms of tourism is ensuring that the proposals identified are focussed on development that will deliver markets that are appropriate in number, character, and composition to the carrying capacity of the town centre and wider Lough Erne setting. The options will also be rationalised against the historic and environmental character of Town Centre; and give consideration to the existing and future capacity of the town to support the level of visitors that each development could attract.

Enniskillen Town Centre has all the ingredients to make a very attractive urban destination in the heart of Lough

Erne and Fermanagh. It has the unique position of being surrounded by water, as well as being home to the nationally significant Enniskillen Castle and a gateway to Lough Erne, Devenish Island, and the Marble Arch Caves. The town itself has a traditional High Street character and already includes an arts and crafts workshop/retail area in The Buttermarket.

The latest Destination Fermanagh Tourism Strategy still identifies Enniskillen Town Centre as being a critical tourism hub, yet it is one that still has not fulfilled its inherent potential. Critical issues include the fact that the urban form and the waterscape of the town centre are not fully integrated from a visitor's perspective. Physical connections are constrained because of the road network coupled with a lack of signage directing visitors between the two. The visual connections are restricted due to the various structures that present a visual barrier. And, although there are some water-based activities accessible from the town centre (e.g. Moorings, Waterbus, Lakeland Canoe Centre, and Angling), these are not as strong as they could be. Another issue facing the town centre is the lack of accommodation stock in the centre itself, although there is provision elsewhere in the town. It is with these issues in mind the tourism proposals have been developed within the Masterplan.

8.4 Masterplan Tourism Proposals

1. The provision of a dedicated marina close to the town centre would reinforce Enniskillen's role as a hub for water-based tourism. Two potential locations are evident, either at Derrychara Lagoon or adjacent to the re-developed PSNI site. Further financial and technical feasibility is required to identify the most suitable site and its operation.
 2. Waterside access presents opportunities for encouraging a variety of water-based activities close to the town centre and in the wider area. Given the location and setting of the Lakeland Forum, there is a clear opportunity to associate the leisure centre with water-based leisure and recreation opportunities that will appeal to a range of visitors. In addition to existing provision (Lakeland Canoe Centre), other activities such as rowing boat hire might also be considered at Regal Pass or a jetty for boat trips to Devenish Island, for example.
 3. An opportunity exists to provide walking and cycling trails which circumnavigate the whole of Enniskillen island. The Castle Basin Masterplan identifies the need for an interpretative riverside walk along The Broadmeadow waterfront. This should be extended so that improvements continue around the entire island. Interpretation should be enhanced with information boards, signage and hard-copy guides available in key locations or on the Internet. The waterside trail should begin and end with the Enniskillen Castle as a recognisable landmark close to car parking and could ultimately be extended to link into a wider network of trails linking upper and lower Lough Erne.
 4. Starting at Enniskillen Castle, there is an opportunity to provide a heritage trail, which would link the various heritage features of the town centre with its unique retail opportunities.
 5. Existing waterside vistas should be protected and, where possible, enhanced to ensure they are attractive and readily accessible. The most attractive vistas at present are those towards Enniskillen Castle and the pedestrian pathway to the north and north-east. It is important that the character and setting of these vistas are protected from further encroachment by development and that new viewing points are created (for example, on the promontory adjacent to the police station).
 6. Bringing the Tourist Information Centre into the Castle would encourage longer durations of stay and potentially greater use of the museums, cafes and other facilities.
- The Destination Fermanagh Tourism Strategy highlights this as a key opportunity.
7. Events and Festivals are crucial to the vitality of the tourism strategy for Enniskillen and the town centre, in particular. The Castle Basin Masterplan highlights various potential events associated with the Broadmeadow, but it is crucial to integrate events and festivals with the town centre core. Consequently, we propose a wider programme that makes the most of all the strengths of Enniskillen including sporting/water-based, heritage, musical/dramatic arts and food/produce.
 8. An opportunity exists to investigate a water taxi system devised on the principle of a 'park and ride' system that allows users to hop-on/hop-off at certain points around the island.
 9. Enniskillen Town Centre presents a characterful, traditional form of retail experience that contrasts with the more uniform and less coherent surroundings of modern retail outlets. There is an opportunity to build on the niche retail tourism market, which has been exploited by many other urban-based tourism destinations in the UK and Europe. In this respect, some subtle repositioning of the town centre retail offer towards one or a series of niche, but high quality, retail offers would redefine the shopping experience for the town centre.
 10. The opportunities and proposals identified within this Masterplan aim to encourage the visitor to spend more time in Enniskillen. Assuming growth in the tourism sector over the plan period, there needs to be suitable accommodation available within the town centre to accommodate demand. The most obvious location for a hotel would be close to the waterside, for example, on the site of the PSNI complex.
 11. The evening and night time economy is an integral part of any visitor experience, with the emphasis on providing the opportunity to investigate and enjoy locally sourced produce from the town's rural hinterland. Enniskillen's recent award of 'Purple Flag' status, which recognises the quality of the town's evening and night time economy, shows that much has already been achieved. However, there is still much more that might be done to make Enniskillen a destination on a par with those towns that are famous for their restaurants and food culture. Enniskillen is well placed to seek to generate the same sort of reputation, regionally, as a centre of gastronomic excellence, with Lough Erne and the surrounding countryside being a key source of produce.

8.5 Potential Opportunities

Figure 8.1 shows the town centre buildings, sites and locations that best represent Enniskillen’s tourism offer, alongside some proposals for action.

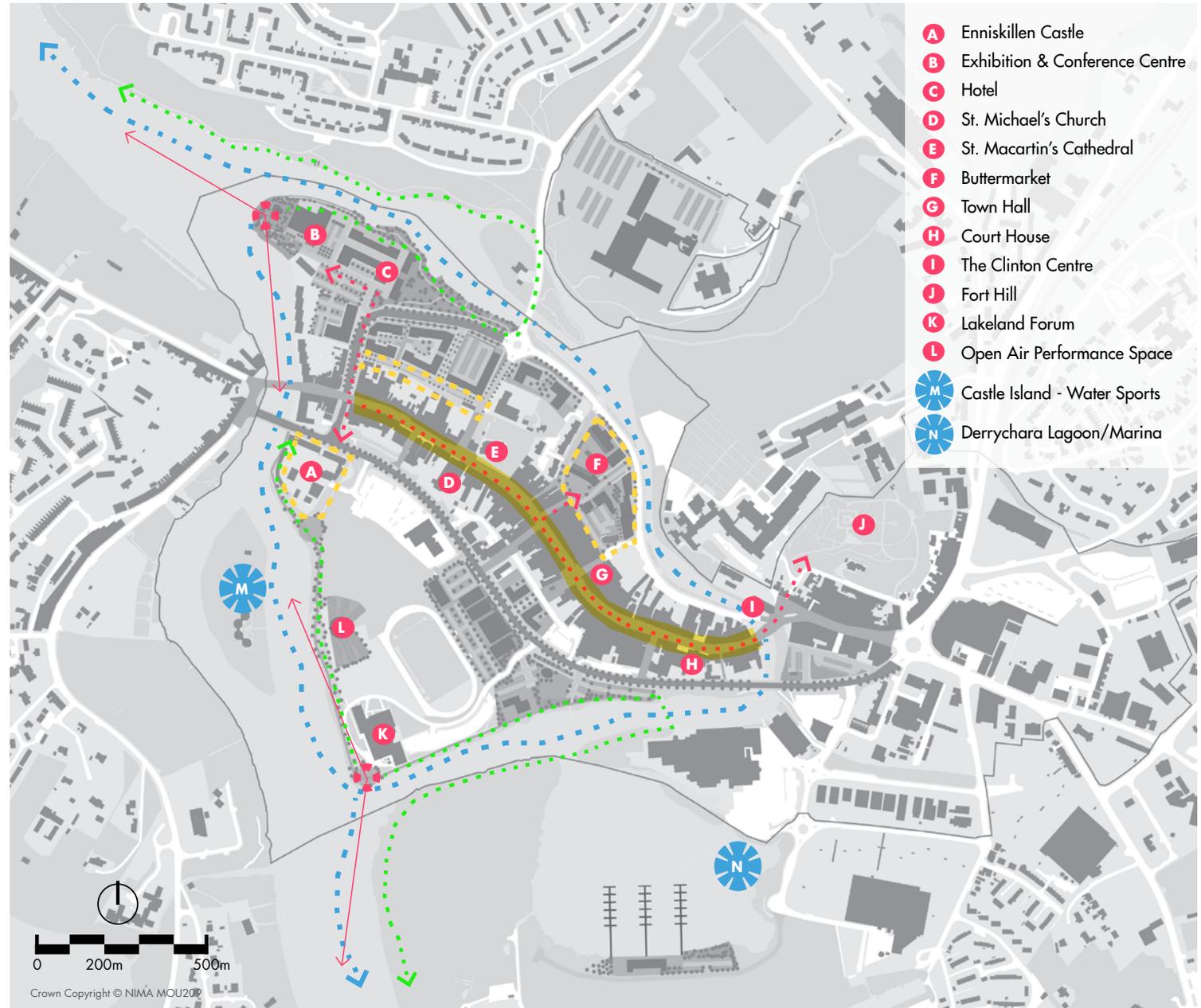


Figure 8.1 Key Interventions/Attractions

9.0 Delivery

9.1 Introduction

Although the Masterplan is a non-statutory document it provides an important tool for future decision making on development and economic issues as well as the promotion and marketing of the town and its hinterland.

The Masterplan should be used as a reference point when forming policies surrounding investment within the town. It should also inform public/private partnerships which may need to be developed in order to deliver strategic development projects highlighted within the masterplan. The plan should also be used by Fermanagh District Council in support of or to object to future planning applications within the town depending on their strategic fit with the masterplan objectives.

Enniskillen is a town steeped in history with a high quality built environment. The masterplan seeks to ensure that future development complements and does not detract from the quality already present. Poor quality development will not be accepted in Enniskillen as it builds on its considerable assets in order to attract investment and visitors to the town.

9.2 A Challenging Economic Climate

An important piece of context is the current economic climate. The recession has put an end to a period of property investment that helped to regenerate areas suffering from market failure in a number of town centres across Northern Ireland. The boom times also caused significant damage to our town centres, with a number of out of town developments receiving approval which have now diluted the available spend even further at a time when people have less money to spend.

The pressure on developers and lack of available funding mean that the delivery model for regeneration schemes will take on a different form with the public sector having to take a bigger role. This at a time when public spending is also under significant pressure and major cuts have been made in public spending. Under the Review of Public Administration (RPA), Fermanagh District Council may need to consider alternative funding tools in order to achieve its regeneration goals.

Across the UK a range of innovative delivery approaches and financial mechanisms have been considered

and developed in recent years (e.g. Urban Regeneration Companies, Business Improvement Districts, Local Asset Backed Vehicles), and new ones continue to emerge to respond to changing circumstances (e.g. Accelerated Development Zones).

A number of delivery options exist and include:

- Mainstream Council delivery;
- Informal partnerships;
- Contractual partnerships; and
- Corporate partnerships (including Special Purpose Vehicles).

9.3 Early Wins

Public Realm Scheme

The early delivery of this major Environmental Improvement scheme (as set out in Section 5) would be a significant early win for Enniskillen and act as a catalyst for further development identified within the Masterplan. The scheme would also provide investors with confidence that the public sector is investing in the future of Enniskillen which would in turn attract further investment from the private sector.

9.4 The Erne Hospital Site

The potential for public sector office relocation from the town centre to the former Erne hospital site opens up significant development opportunities within Enniskillen. Fermanagh District Council is the potential facilitator of this project, acting as an intermediary between the various stakeholders.

The new shared services campus on the former hospital site could be privately funded and therefore prove more attractive to the public sector agencies involved. The relocations have the potential to 'free up' the following sites within the town centre:

- South West College;
- Library;
- Jobs and Benefits;
- Northern Ireland Housing Executive;
- Police Service of Northern Ireland;
- Courts and Tribunals Service, and
- Fire Station.

The total site area which could be released through public sector relocations for development within the town centre totals 12 acres. The proximity of a number of these sites within the North West Quarter of the town offers a significant opportunity for regeneration and investment in Enniskillen.

9.5 Delivering the Masterplan

Fermanagh District Council, in partnership with the Department for Social Development, is likely to lead the Masterplan delivery team and will be responsible for inviting appropriate partners from both the statutory agencies and the private sector.

9.6 Roles and Responsibilities

Public Sector

Even with additional functions being transferred to the Council under RPA, there will be many public services and functions that will remain with public bodies outside the Council. Many of these bodies will have a role to play in the regeneration of the Enniskillen town centre and should therefore be engaged in the delivery structures. As well as engaging these bodies in the structures, the Council and other public bodies should also seek to align their mainstream service delivery and policies with the objectives of the Enniskillen Masterplan. The importance placed on developing the tourist market in Enniskillen within the masterplan highlights the key role that the Northern Ireland Tourist Board should play within the delivery structure in the future. Not only in the promotion and marketing of the town but also in an advisory role as to the type of leisure and commercial development which will benefit tourism.

Private Sector

A significant element of the Masterplan will need to be delivered by the private sector. It is therefore essential that the private sector have a central and influential role to play in any delivery structures or organisations. Private sector representation within specific delivery organisations can be a powerful tool. Specifically, it can act at times as a counterbalance to the political pressures that such organisations can and often do face. Moreover, depending on the strength and quality of the individuals concerned, the private sector can be particularly helpful in keeping such organisations focused on tasks and outcomes, bringing particular skills and expertise from business or other backgrounds. It is vital that private sector organisations are encouraged and supported by the public sector in this process in order to encourage development and investment. The private sector will bring a clear, commercial thinking which is often needed to ensure proposals are commercially viable and realistic.

Community Sector

Community involvement has emerged as a key requirement of success in regeneration delivery structures. This is about more than consultation and instead reflects an organisational commitment to working with local people and businesses.

In Enniskillen, it will be particularly important to engage local traders and the community in relation to the Environmental Improvement Scheme. The scheme should

reflect the needs of the people who use the town and be something which they are proud of and take ownership of.

9.7 Sustainable Regeneration

Sustainability is the key element of any regeneration scheme. The funding and resources required to support delivery may come from within mainstream services and budgets, which are 'ring-fenced', redirected or 'top sliced', or it may require the procurement of additional resources. Whatever the source and approach, funding should ideally be secured (and earmarked specifically for implementing the Masterplan) for as many of the initial years as possible. This will help to generate sufficient momentum to deliver the plan. If possible, the delivery structure should be developed and enabled to generate and capture funding and value as a part of the process of delivering the Masterplan. Not only will this help to sustain the structure, but it can also act as an incentive to deliver.

Ref	Project	Lead Delivery Agency / Agencies	Priority	Timeframe	Indicative Cost	Other Delivery Agencies	Related Projects	Public Sector Actions
1	Environmental Improvements on the Main Thoroughfare	DSD, FDC, DRD	High	1-3 years	£5M	EBD, RS, PS, NITB	11,12,19	Currently at economic appraisal stage. Consultants to be appointed to achieve full planning prior to appointment of contractor
2	New Waterside Leisure and Conference Facility	DSD, FDC, Private Sector	Medium	4-8 years	Subject to design development	PSNI, PS, RS, NITB, Private Sector	3,4,22	FDC leading the promotion of new shared services hub on former Erne Hospital site which would free up PSNI site.
3	Town Centre Hotel	DSD, FDC, Private Sector	Medium	4-8 years	Subject to design development	PSNI, PS, RS, Private Sector	2,4,22	FDC leading the promotion of new shared services hub on former Erne Hospital site which would free up PSNI site. Market site to potential hoteliers to deliver project.
4	Town Park	DSD, FDC	Medium	4-8 years	Subject to design development	PS, RS	2,3,22	FDC leading the promotion of new shared services hub on former Erne Hospital site which would free up development sites. Progress design of Town Park.
5	Mixed Use Development on Queen Street	DSD, FDC, Private Sector	Medium	4-10 years	Subject to design development	PS, RS, Private Sector	22	FDC leading the promotion of new shared services hub on former Erne Hospital site which would free up development sites. Development sites marketed to private sector. Potentially sold with development brief attached.
6	Parking Facilities Serving Opportunities 2-5	DSD, FDC, Private Sector	Medium	4-10 years	Subject to design development	PS, RS, Private Sector	2,3,4,5	Site disposed of with development brief attached to ensure appropriate design and sufficient car parking.
7	Mixed Use Development along Head Street	DSD, FDC, Private Sector	Medium-Low	6-12 years	Subject to design development	PS, RS, Private Sector	8	Masterplan delivery team to engage with private sector and statutory agencies to ensure design is appropriate.
8	Multi-storey Car Park on Head Street	DSD, FDC, Private Sector	Medium-Low	6-12 years	Subject to design development	PS, RS, Private Sector	7	Masterplan delivery team to engage with private sector and statutory agencies to ensure design is appropriate.
9	Re-modelling of Queen Street	DSD, FDC, RS	Medium-Low	8-12 years	Subject to design development	PS	16	Traffic modelling of town centre with remodelling proposals developed.
10	Residential Development on Jobs & Benefits Office Site	DSD, FDC, Private Sector	Medium-Low	4-10 years	Subject to design development	PS, Private Sector	22	FDC leading the promotion of new shared services hub on former Erne Hospital site which would free up Jobs and Benefits site. Development sites marketed to private sector. Potentially sold with development brief attached.
11	Buttermarket Re-generation scheme	DSD, FDC, Private Sector	High-Medium	4-8 years	Subject to design development	PS, RS, NIEA, NITB	12	Consult with Buttermarket owners on opportunities for development.
12	Buttermarket Square Public Realm Improvements	DSD, FDC, RS	High-Medium	4-8 years	£2M	PS, NIEA, NITB	1, 11	Engage with Roads Service on opportunities to redesign parking arrangements into shared spaces. Develop design of scheme and opportunity to link to main thoroughfare Environmental Improvement scheme.

Table 9A Delivery Plan for Enniskillen

Ref	Project	Lead Delivery Agency / Agencies	Priority	Timeframe	Indicative Cost	Other Delivery Agencies	Related Projects	Public Sector Actions
13	Redevelopment of premises on Cross Street (inc Multi-storey Car Park)	DSD, FDC, Private Sector	Medium-Low	8-14 years	Subject to design development	PS, RS, Private Sector		Engage with land owner on potential for future redevelopment.
14	New Riverside Space, plus Coach Parking	DSD, FDC	Medium-Low	8-14 years	Subject to design development	PS, RS, WI		Develop design proposals for redeveloped space and parking.
15	Eden Street Car Park Re-development Scheme	DSD, FDC, Private Sector	Medium-Low	8-14 years	Subject to design development	PS, RS, Private Sector		Re-assess potential to dispose of publicly owned land with development brief when market conditions improve.
16	Re-modelling of Wellington Road	DSD, FDC, RS	High-Medium	6-10 years	Subject to design development	PS, RS	9	Traffic modelling exercise of town centre and remodelling options developed.
17	Commercial Leisure Development along Southern Edge of Wellington Road	DSD, FDC, Private Sector	Medium-Low	8-14 years	Subject to design development	PS, RS, Private Sector		Engage with current landowners on future potential for redevelopment
18	Bus Station Development Scheme	DSD, FDC, Translink	Medium	4-8 years	Subject to design development	PS, RS, Private Sector		Engage with Translink on potential to relocate garages to out of town location, freeing up waterside site.
19	Enhanced Riverside Walk	DSD, FDC	Medium	4-8 years	Subject to design development	PS, RS, WI, Sustrans	21	Develop waterside path proposals around the Island Town.
20	New Performance Space	DCAL, DSD, FDC	Medium	4-8 years	£1.5M	PS, WI, AC	21	Develop design and cost new performance space.
21	Derrychara Lagoon Tourist Development	DSD, FDC, NITB	Medium	4-8 years	£2M	PS, WI, Private Sector	20	Source funding opportunities to realise proposals within Castle Basin Masterplan.
22	Erne Hospital Public Services Hub	FDC, DSD, DFP	High-Medium	4-8 years	£20M	WHSCT, PSNI, NIHE, SWRC, LNI, CTS, AS, SSA, FS	2,3,4,5	FDC leading the promotion of new shared services hub on the site. Will be necessary to achieve full buy in from public sector stakeholders.
23	Court House Re-development Scheme	DSD, FDC	Medium-Low	5-10 years	Subject to design development	PS, CS, NIEA, Private Sector	22	Potential to relocate into shared services hub on former Erne Hospital site.
24	Enniskillen Castle Cultural Hub	FDC	Medium	3-5 years	Subject to design development	NITB	19,20	Assess potential to develop cultural activities, events and exhibitions at Castle.

KEY

AC = Arts Council; AS = Ambulance Service; CTS = Courts and Tribunals Service; DCAL = Department of Culture, Arts and Leisure; DFP = Department of Finance and Personnel; DSD= Department for Social Development; FDC = Fermanagh District Council; FS = Fire Service; LNI = Libraries Northern Ireland;NIEA = Northern Ireland Environment Agency; NIHE = Northern Ireland Housing Executive; SSA = Social Security Agency; NITB = Northern Ireland Tourism Board; PS = Planning Service; PSNI = Police Service of Northern Ireland; RS = Roads Service; SSA = Social Security Agency; SWC = South West College; WHSCT = Western Health and Social Care Trust; WI = Waterways Ireland

Table 9A Delivery Plan for Enniskillen (cont.)

10.0 Summary and Conclusion

10.1 Summary

The Island Town of Enniskillen benefits from its stunning setting within the Fermanagh Lakes. The town centre has a reputation for locally distinctive independent retailing, characterful pubs, and attractive restaurants and cafes. In addition, there are other attractions for visitors, such as the local arts and crafts studios and shops located in the Buttermarket.

Enniskillen benefits from a number of significant assets which are the envy of many town centres in Northern Ireland, but the quality of the town's public realm has suffered from under-investment, an issue that needs to be addressed as a matter of urgency. Currently, the public realm detracts from Enniskillen's overall visual quality and character and it is clear that there is considerable scope to complement the town's many attractive buildings with new and enhanced public spaces. Evidence from other towns, such as Newcastle and Armagh, would suggest that improvements to the public realm have the potential to considerably increase footfall within the town centre.

Although the historic core of Enniskillen has not changed significantly for many years, it is vital that Enniskillen positions

itself now as a modern town centre, one that will continue to develop and attract shoppers and visitors for the next 100 years. The potential public sector office relocation to the former Erne Hospital site provides a major opportunity to revitalise the town centre, creating modern retail units, residential development, leisure, hotel and workspace all within the town's core area.

The current economic conditions, coupled with cuts in public spending, will make regeneration more difficult in the short term. However, the strong base from which Enniskillen is starting, the opportunities created by the former hospital site and the plans for a major investment in the public realm should ensure that it is capable of attracting investment from the private sector. It is vital that the Masterplan implementation team forms close links with the private sector, creating a partnership to ensure that when money does become available, from whichever source, it is targeted in those areas that will bring maximum benefit to the town.

While Enniskillen is already a vibrant town centre, there are opportunities to build on some assets that may not have been properly developed or

exploited. For example, better use of the Buttermarket area as a hub of cultural and leisure activity would benefit a number of sectors of the local economy, while providing the people of Enniskillen, as much as visitors to the town, with a cultural destination that would be unique to the western part of Northern Ireland. The Buttermarket has the potential to become the new heart of the town centre where festivals, markets and events all take place on a regular basis.

10.2 Conclusion

There is no doubt that Enniskillen Town Centre will face increased competition from neighbouring towns and out of town developments and, therefore, it is vital that its future is managed and that the Masterplan Vision for Enniskillen is delivered in a strategic manner. This Vision, developed with stakeholders from the public and private sectors, highlights the importance of building on the town's strengths, diversifying and strengthening the economy of the town.

By developing and enhancing its own assets, while drawing on the wider tourist offering of the Fermanagh Lakes, the Masterplan envisages Enniskillen as a tourist destination in its own right

and not simply as a retail hub within the County, or a gateway to the Lakes. The Masterplan is designed as a strategy for the next twenty years and identifies short, medium and long-term projects. That said, the success of the Masterplan and those who are tasked with its implementation will, in all likelihood, only be properly understood in 50 or 100 years from now. Over that time horizon, the aim should be for Enniskillen to retain its character and identity, while developing as a destination where people choose to come to shop, work, live, visit and take their leisure.

To achieve this, the Masterplan proposes, a suite of realistic, achievable and innovative capital investment proposals to revitalise, modernise and sustain the core of Enniskillen over the next 15-20 years.

Fermanagh District Council

Townhall, Enniskillen,
Co. Fermanagh, BT74 7BA
Northern Ireland

T: (028) 6632 5050

DSD Regional Development Office

Western Division- Kevlin Buildings
47 Kelvin Avenue
Omagh, BT78 1ER

T: (028) 8225 5501

URS Infrastructure & Environment UK Limited

Beechill House, Beechill Road
Belfast, BT8 7RP
Northern Ireland

T +44 (0)2890 705 111

