



Bushmills Regeneration		12 March 2018
To: The Leisure and Development Committee		
For Decision		
Linkage to Council Strategy (2015-19)		
Strategic Theme	<ul style="list-style-type: none">• Improve the quality of life and well-being for all of our citizens and visitors• Accelerating our economy and improving economic prosperity	
Lead Officer	Director of Leisure and Development	
Cost: (If applicable)	£20k within existing year budget	

This paper sets the background and content of a Strategic Outline Case for a multi-project approach to the development and improvement of Bushmills. Members are reminded that the previous update paper was provided in November 2017.

Background

The Bushmills 2020 Masterplan identified a range of priority physical regeneration projects (capital projects) which had the potential to improve the presentation of Bushmills, improve how it functions as a destination and orientation settlement, create opportunities for visitors to the area to stay longer and spend more and enhance the performance for its residents.

The village has both issues and opportunities with the influx of visitors to the Causeway. In addition, Bushmills is unique in that it is at the centre of some of Northern Ireland's most important tourism attractions including:

- Carrick-a-Rede Rope Bridge.
- Dunluce Castle.
- Bushmills Distillery.
- Game of Thrones sites.

Beyond the existing offering, the Dunderave 'country' Estate is now owned by RANDOX, there is an improving reputation for hospitality, entertainment and craft/design, and the Salmon and Whiskey Festival is becoming a show case event for the village.

However, without strategic and joined-up government support, the process of generation is likely to stall or develop in an adhoc fashion, not addressing the key needs of Bushmills:

- Infrastructure is lacking and dated.
- No tangible identity.
- Not functioning as a tourism hub.
- Underperforming economy.
- The village is blighted by dereliction.

Next steps from the Village Masterplan

To create the conditions for Bushmills to benefit from the circa 1.5 million visitors to key attractions within a 3-mile catchment from it, the Masterplan will be required to create the conditions for engagement with the settlement and a range of facilities, activities, services and accommodation provided within Bushmills.

The Council developed and commissioned the following process to bring together the existing work and agree the Physical Regeneration framework for Bushmills:

- Established a strategic stakeholder group.
- Commissioned an independent Brand Development process which helped to develop a consensus (Council, Tourism NI, Hospitality and Services sector and community representatives) vision and brand for Bushmills (delivered by ASG and Partners)
- Commissioned AECOM to examine the integrated transport solutions for the North Coast and specific Arrival Hub and parking options for Bushmills.
- Commissioned Venturei to develop an independent Strategic Outline Business Case (SOC) for the Bushmills Physical Regeneration Masterplan.

The Strategic Outline Business Case for Intervention

At the November 2017 Leisure and Development Committee meeting, part of the presented recommendation was that officers "facilitated the completion of an Strategic Outline Case (SOC)".

The SOC provided in papers, sets out the preliminary thoughts regarding an overall approach to the concept of regenerating Bushmills in light of the efforts of the local community, the need to address parking and the idea of re-positioning the village's place as a destination. It shapes the information needed for further adoption of the project, including envisaged outcomes, benefits and potential risks associated with the wider initiative.

Key points include:

- Linkages to the original Village Masterplan, as developed by the local community under legacy Moyle arrangement
- The key capital and resources projects identified from this Masterplan, as well as the branding work currently underway through the Anderson Spratt Group.
- A local and regional strategic context.
- Stakeholder issues, bringing in opinion from all the partners involved to date.

Developing the Projects

Bushmills P&S/P&R Sites

Based upon the acute congestion at the Giants Causeway, the subsequent congestion in Bushmills and the key function as an economic driver, AECOM has been tasked to prioritise the identification of a potential Park and Stride/Park and Ride facility in Bushmills to create an 'Arrival Hub'. Three key sites have been identified and AECOM is developing a modelled response, based on their knowledge of the area and information at hand. A draft report is expected within the next few months.

Bushmills Branding

ASG continues the work, which was commenced over the summer, and will be funded from existing economic development budgets. The project is currently identifying sites and obtaining permissions – both from Planning and site owners, as well as creating the photography for the project. Roll out is anticipated in the next few weeks, after the completion of a well-received photo-shoot in the village, and the project thus far has included significant input from the Bushmills 2020 group.

Summary

The SOC sets out the preliminary direction for the Regeneration of Bushmills, including an initial two-theme approach to investment development in the village, with very high level costs based on outline scheme development.

Theme One: Enabling Investment		
Projects	Description	Indicative Cost (£)
Development of an Arrival Hub (Strategic Car Parking)	To be informed by the final AECOM report which will outline options	£2,000,000
Integrated Car Parking (off street)	Car parking has been confirmed as a priority issue for citizens, traders and visitors. Potential sites will be identified across the Village and a strategic approach taken to developing two to three additional car parking sites to complement the main (Arrival Hub) Car Park	£1,000,000
Total		£3,000,000
Theme Two: Presenting and Positioning Bushmills		
Projects	Description	Indicative Cost (£)
Enhanced Entry and Exits to village	Feedback suggests that there is no real sense of positioning the Village on its entry and exit points. It is important to create a strong sense of first impression for visitors and currently this is not the case.	£500,000
Public Realm Scheme	Enhance the presentation of the Diamond area and bring a new/consistent design and layout to the area extending from the top of the town to the Park & Ride Car Park so that all traders benefit from the investment. This could include reconfiguration of the three separate bus stops into one at the Diamond.	£1,500,000
Integrated Information and Signage Programme	The village will have a co-ordinated approach to signage which is universally agreed and signed up to by all those responsible for future signage in the village. Interpretative panels and signage will be further developed in order to direct people to facilities and places of interest. The signage can be unique to Bushmills. This should also include further development of QR codes for the village. This project will be informed by the AECOM report.	£750,000
Branding and Investment	The village will develop a coordinated brand in conjunction with Council, which will be an additional tool towards distilling civic pride into the area.	£30,000 (2018/19) Potential additional funding in following years)
Total		£2,7680,000

Recommendation

It is recommended that members consider the Strategic Outline Business Case for Bushmills for approval. Further reports will be brought to members as they progress, including the prioritisation of the Feasibility Study for the Bushmills Arrival Hub, and a final update on the roll out of branding.

Bushmills Physical Regeneration Masterplan
Strategic Outline Business Case (SOC)
January 2019

Project Title: Bushmills Physical Regeneration Masterplan

Supporting Department/Agency: Causeway Coast and Glens Borough Council
Senior Responsible Officer: Richard Baker

Executive Summary

This document sets out a Strategic Outline Case for investment in the delivery of the Bushmills Regeneration Masterplan. Bushmills is an important settlement in Causeway Coast and Glens Borough Council area; it acts as an orientation point for a range of important visitor destinations/offers including Giant's Causeway (UNESCO World Heritage Site), Bushmills Distillery, Dunluce Castle, Carrick-a-Rede Rope Bridge and the Dark Hedges. It also acts as a gateway settlement for the Glens.

Legacy Moyle District Council resourced and facilitated the development of the Bushmills 2020 Masterplan. This set out a comprehensive vision for the settlement and examined a range of capital (physical) and revenue programmes to address needs identified and articulated through a wide ranging consultation process.

Causeway Coast and Glens Council has led the development of a Physical Regeneration Masterplan focused on the delivery of the capital elements of the overall vision for Bushmills.

The Strategic Outline Case (SOC) confirms the need for the investment and recommends that Council and a range of strategic partners establish the governance and leadership processes required to deliver the preferred option and secure the capital investment to deliver the Masterplan.

Section One: Project Overview

Bushmills is a village/small town of circa 1,300 people situated in Causeway Coast and Glens Borough Council area. It is a strategic settlement in the context of the North Coast the Borough and Tourism NI's tourism offer. Situated two miles from the Giant's Causeway (Northern Ireland's only UNESCO World Heritage Site), two miles from Dunluce Castle, three miles from Carrick-a-Rede Rope Bridge, five miles from the Dark Hedges and the location for the internationally recognised Bushmills Whiskey Brand and Visitors' Centre. It also acts as a gateway settlement to the Glens.

The combined visitor numbers to the range of attractions in and adjacent to Bushmills is circa 1.5 m with 36% of these being 'out of state' visitors.

Apart from its strategic role as a focal settlement and one of Northern Ireland and the Borough's most important visitor attractions/offers it also functions as a service centre for its resident population and those in its rural hinterland.

The Physical Regeneration Masterplan Project has been developed to support priority investment in Bushmills which helps it function better in its dual roles as a focal/orientation settlement for visitors to this part of the North Coast and as a service settlement for its residents and people living in its hinterland. Originally, Moyle District Council (one of the four legacy Councils which made up the current Causeway Coast and Glens Borough Council) resourced the development of an overarching Masterplan for Bushmills; the Bushmills 2020 Masterplan. Developed over an eighteen months timeframe, it involved a high level of community engagement including citizens, community organisations, elected representatives, businesses and representatives of statutory organisations with a remit and responsibility for Bushmills. The Bushmills 2020 Masterplan identified a range of priority physical regeneration projects (capital projects) which had the potential to improve the presentation of Bushmills, improve how it functions as a destination and orientation settlement, create opportunities for visitors to the area to stay longer and spend more and enhance the performance for its residents. Appendix A contains a copy of the Bushmills 2020 Masterplan.

Post RPA (April 2015) the new local authority Causeway Coast and Glens Borough Council assumed responsibility for Bushmills and reviewed the Bushmills 2020 Masterplan and arrived at the following conclusions:

- The Masterplan is a useful starting point but requires focus
- The capital/physical elements require to be developed as a Physical Regeneration Framework for Bushmills (adopting the process led by Council for Portrush)
- Bushmills and the Framework require a Vision to anchor the Masterplan and Framework ... a brand and positioning for Bushmills

- The approach to parking requires strategic (Arrival Hub) and off-street solutions (to support the economy of the settlement and how it functions.... but the strategic parking or Arrival Hub element of the regeneration Masterplan must be set in the context of the wider traffic and parking management of the North Coast and its tourism and events offer and resultant footfall
- The Physical Regeneration Masterplan needs to create the conditions for the settlement of Bushmills to benefit from the increasing visitor numbers to the area

To create the conditions for Bushmills to benefit from the circa 1.5 million visitors to key attractions within a 3-mile catchment from it the Masterplan will be required to create the conditions for engagement with the settlement and a range of facilities, activities, services and accommodation provided within Bushmills. The Council developed and commissioned the following process to bring together the existing work and agree the Physical Regeneration framework for Bushmills:

- Established a strategic stakeholder group
- Commissioned an independent Brand Development process which helped to develop a consensus (Council, Tourism NI, Hospitality and Services sector and community representatives) vision and brand for Bushmills (delivered by ASG and Partners)
- Commissioned AECOM to examine the integrated transport solutions for the North Coast and specific Arrival Hub and parking options for Bushmills
- Commissioned Venture to develop an independent Strategic Outline Business Case (SOC) for the Bushmills Physical Regeneration Masterplan

Appendix B sets out the Bushmills Physical Regeneration Masterplan. It can be summarised as follows:

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Branding and Investment	The village will develop a coordinated brand in conjunction with Council, which will be an additional tool towards distilling civic pride into the area.	£30,000 (2018/19) Potential additional funding in following years)
Total		£2,7680,000

* It is noted that the costs are indicative for each of the projects under the two themes. The indicative costs will be 'firmed up' through the OBC and FBC processes and the cost projection information generated for each project via detailed design processes. Therefore, the indicative cost for each project could decrease or increase when the additional technical information becomes available.

Section Two: Aims, Needs, Objectives and Constraints

The Vision for Bushmills as an element of the overall North Coast offer and therefore a regionally significant destination is:

‘Northern Ireland’s artisan food, drink and craft destination and experience’

The aims of the Bushmills Regeneration Masterplan are:

- To create the physical backdrop and infrastructure to support the delivery of the vision for Bushmills
- To develop the infrastructure of the settlement to help it integrate it with the adjacent World Heritage site (the Causeway) and the Bushmills Distillery Visitors Centre; this will help the functionality of Bushmills as a gateway and orientation settlement for the North Coast offer
- To create the tourism brand with supporting products and offers which reduce the differential in secondary spend by visitors to the area and the level experienced in peer settlements adjacent to UNESCO World Heritage sites or regionally significant tourism attractions

Constraints

Bushmills Regeneration Masterplan is subject to a number of constraints as follows:

- Physical: Land may require to be accessed in order to provide the preferred solutions in respect of an arrival hub and integrated car park solutions
- Planning: Planning permission will be required for all of the elements of the preferred option; this is a Regeneration Masterplan and the key project elements are capital in nature. It is also recognised that given the conservation nature of Bushmills cognisance must be taken of any requirements associated with this status
- Financial: All of the ‘Do Something’ options will require Public Sector investment. At present all of the capital elements which make up the preferred option are outside Council’s Capital Plan. Given the extent of the investment required, it is highly unlikely that Council could be the sole capital funder. Actions will be required to identify external sources of capital

Section two establishes need for the proposed Physical Regeneration Masterplan for Bushmills and the public funding required to deliver it.

Strategic Context

To justify the investment of public monies in a project it must fit with the aims and objectives of various government strategies. This section of the report gives an overview of the policy and strategic environment for the proposed regeneration of Bushmills and how it could

contribute to key policy positions. Below is a review of the following range of background documents and reports:

- Programme for Government 2016 – 2021
- A Draft Tourism Strategy for Northern Ireland to 2020
- Causeway Coast and Glens Council Strategy 2015-2019
- Causeway Coast and Glens Community Plan 2017 – 2030
- Causeway Coast and Glens Tourism and Destination Management Strategy 2015 – 2020
- Bushmills 2020

Programme for Government 2016 – 2021

The Northern Ireland Programme for Government Framework 2016 – 2021 contains 14 strategic outcomes supported by 42 indicators and covering a wide spectrum of areas, including creating an environment in which opportunity can flourish in economic, social and cultural terms to develop the region’s appeal attractiveness as both a tourist destination and a place for business.

The Programme is committed to the delivery of:

“public realm investment, to support the creation of spaces that are better used, have greater footfall, and where possible, are equally welcoming to people from all backgrounds/ Section 75 groups”.

A key feature of the new Programme is collaborative working between organisations and groups, whether in the public, voluntary, or private sectors and it is a Programme in which concepts such as the urban regeneration of Bushmills can play an active part in contributing to stated outcomes and indicators, including:

Outcomes:

- We prosper through a strong, competitive regionally balanced economy
- We are a shared society that respects diversity
- We have created a place where people want to live and work, to visit and invest
We connect people and opportunities through our infrastructure

Indicators:

- Increase shared space
- Increase reconciliation
- Improve transport connections for people, goods and services
- Increase quality of life for people with disabilities
- Improve internet connectivity
- Improve cultural participation
- Increase innovation in our economy
- Increase the confidence and capability of people and communities

- Increase respect for each other
- Improve our attractiveness as a destination
- Reduce underemployment

A Draft Tourism Strategy for Northern Ireland to 2020

The vision is to:

“Create the new Northern Ireland experience and get it on everyone’s destination wish list”.

In the action plan accompanying the strategy, priorities for action have been identified under three themes as follows:

- **People** — this sets out how DETI will work with the people of Northern Ireland to develop a visitor experience that is unique and an industry that has pride and professionalism
- **Product and Places** — this sets out how DETI will invest in our product and places to make them better for residents and ready to receive the visitors of the future
- **Promotion** — these are the actions DETI will take, with partners in Tourism Ireland, to bring new visitors and to welcome back visitors to see a place that is confidently moving on

Specifically mentioned in the Strategy is to encourage the development of the Giant’s Causeway Visitor Centre to world class standards and to strategically influence infrastructural development of at least 22 key sites on the Causeway Coastal route. In addition, it mentions developing world class links golf facilities – the proximity of Bushmills to the Giant’s Causeway, the Borough has become a focal point for golf on the world stage, Bushmills’ location in the North Coast and the fact that it is situated in a conservation area on the tourist trail, means the regeneration of the town will bring it to the standards expected by tourists and will attract them to stay longer and spend more in the area – Bushmills should be able to benefit from the secondary spend created by people visiting the Borough.

Causeway Coast and Glens Council Strategy 2015-2019

The vision of the Causeway Coast and Glens Borough Council over the 2015 – 2019 timeframe is to:

Maximise the benefits of our unique location and landscape by providing ambitious, accessible, innovative and efficient services which fulfil customer expectations

The plan sets out the Council’s five priorities:

- Provide effective and sustainable local services
- Develop our economy and create jobs
- Enhance our people’s health and wellbeing
- Empower our local people to take ownership of projects in their community
- Promote our tourist offer locally as well as internationally

- Protect the environment in which we live

The plan recognises that the Council area is an area with reasons to visit and things to experience, which are complemented by events and activities which are internationally recognised, respected and supported.

Regeneration of the town has great potential to add to what already attracts people to Bushmills and increase the visitor offer, encourage them to stay longer in the Bushmills, and will contribute to the delivery of the plan's priorities:

- Provide effective and sustainable local services (through greater functionality)
- Develop our economy and create jobs
- Enhance our people's health and wellbeing (through improved quality of life)
- Promote our tourist offer locally as well as internationally

The regeneration of Bushmills will have the potential to play an integral role in the growth of the economy in Causeway Coast and Glens Borough Council, and indeed, regionally, as it will improve the functionality of Bushmills for its residents and improve their quality of life. The physical regeneration of Bushmills is consistent with the priorities of the Council strategy.

Causeway Coast and Glens Community Plan 2017 – 2030

The Community Plan concentrates on three main issues:

- A Sustainable Accessible Environment
 - Will value and benefit from a diverse, sustainable and accessible environment with an infrastructure that is fit for purpose and that enables connections
- A Thriving Economy
 - Will contribute to and benefit from a thriving economy built on a culture of growth, entrepreneurship, innovation and learning
- A Healthy Safe Community
 - Will contribute to and benefit from a healthy, connected and safe community that nurtures resilience, promotes respect and supports everyone to live well together

Each of the strategic themes has long term outcomes which are interlinked. The physical regeneration of Bushmills will contribute to the delivery of the community plan in the following ways:

- Greater functionality of the area
- Attractive streetscape
- Arrival hub
- Adequate car parking
- Local residents will be encouraged to take pride in their local environment
- Tourism will be promoted, and people will be inclined to stay longer and the town can benefit from the secondary spend that will be generated

- The visitor experience will be enhanced

Causeway Coast and Glens Tourism and Destination Management Strategy 2015 – 2020

The key objectives of the strategy are:

- Generate more visitors, motivate them to spend longer in the area and visit throughout the year
- To communicate and engage with tourism operators and gain their commitment to delivering the shared vision and goals for the destination
- To support tourism operators throughout the Council area to start up new businesses and to grow and to be more competitive and innovative
- To develop initiatives that will encourage growth in specific sectors and enhance the area's tourism provision
- To establish a Destination Management Organisation within the Council area

Regeneration of Bushmills will play an integral role in realising this ambition: the Strategy states that the Council wants to provide a quality product with international standout and competitive edge and it recognises the need to create and position the 'experience' so that we can maximise the tourism yields. Product development also needs to keep pace with customer expectations – due to its location Bushmills needs to be in a position to meet domestic and international visitor expectations and its regeneration is key to achieving this.

Bushmills 2020

The Council recognises that Bushmills is a strategic settlement in relation to the tourism offer across the Council area and the wider North Coast. It sees Bushmills as a gateway to the Glens and other key attractions.

The Bushmills 2020 Vision document sets out a range of actions which will help improve the quality of life for residents in Bushmills whilst at the same time providing the infrastructure and experience which will attract and retain visitors in the village thus bringing increased spending and thus contributing to the sustainability of Bushmills as a rural settlement. A key issue established in the 2020 documents is the need for the conservation status of the village to be respected, preserved and enhanced and developed in a manner which achieves this.

Summary

From a policy perspective, therefore, there is a sound strategic framework for the investment in the physical regeneration of Bushmills. The project has the potential to impact across a range of Departmental agendas and generate impacts in key policy areas including economic growth, tourism development, job creation and addressing poverty.

Socio Economic Context

A review of the statistics available for Bushmills confirms:

- A population of 1780 people; which is growing at a rate equivalent to NI as a whole
- It has the same proportion of under 16s in NI and the Council area (20%) but it has more over 65s as a proportion of our population (21%) compared to 15% for the Council area and 14.5% for NI as a whole
- People residing in Bushmills tend to present with poorer health than either the Council area or NI as a whole; 77% state that their health is good compared to 80% for the Council area and 79% for NI
- Whilst many of its citizens perform very well in terms of educational attainment and progressing through the educational system to third level more of its people (55%) leave the education system with no or low qualifications when compared to the Council area (43%) or NI (41%)
- There is a higher probability of families in the Bushmills catchment living in poverty than across either the Council area or NI; the link between no and low qualifications and living in poverty is well established and may require intervention in Bushmills. 36% of its households live in relative poverty compared to 31% in the Council area and 30% across NI
- The Bushmills and its catchment are within NI's 20% most deprived communities (NI Multiple Deprivation Measure; this may position it in a geography consistent with Neighbourhood Renewal post 2016.

All told the existing data/statistics for Bushmills and its hinterland confirm that whilst it is located in an idyllic rural location against the backdrop of the North Antrim Coast its people are:

- more likely to leave school poorly prepared to access work and training
- more likely to experience or live in poverty than their peers across the Council area or NI
- more likely to experience poor health than their peers across the Council area or NI.

Bushmills is ranked in the top 20% for education and training deprivation. It also has low rankings for income, proximity to services and employment deprivation. Therefore, the investment in a Physical Regeneration Masterplan for Bushmills which focuses on helping it to benefit from spend by circa 1.5 million visitors to the area, should contribute to reducing these forms of deprivation by creating new jobs and additional secondary spend.

Scottish Natural Heritage carried out a social, economic and environmental assessment of the benefits of World Heritage sites (peer sites for the Giants Causeway). It assesses seven sites and their performance (including the Giants Causeway). Appendix C contains a summary diagram. In simple terms the Causeway is the poorest performer against all of the eight

assessment factors including business opportunities, employment and income and social inclusion.

The Bushmills 2020 Masterplan was developed on the basis of a sustained, inclusive and resourced consultation and engagement process including a voluntary, business and statutory sector. The development of the Strategic Outline Business Case also involved consultation with appropriate Council Officers, Tourism N.I, National Trust, Bushmills Distillery and the representatives of the key community organisations in Bushmills. A review of the consultation feedback confirms the core issues (from a physical regeneration perspective) as follows:

- Despite the significant level of visitors to the area there is little connection (and thus secondary spend impact for financial benefit) to Bushmills as a settlement
- The presentation of Bushmills is mixed; its physical presentation does not reflect its designation as a conservation settlement, its public realm is dated and there are ongoing issues around territorial marking
- The Bushmills Whiskey brand is a significant advantage on the basis that it is well developed, resourced and internationally recognised; however, Bushmills as a settlement does not have a distinct offer or a reason for visitors to travel to it. There is a requirement to position it and develop its physical assets, infrastructure and offers in line with an agreed Vision
- Parking at both strategic and off-street levels is a key limiting factor to the function of Bushmills as a settlement and its ability to connect with the significant and increasing volume of visitors to the area
- The Arrival Hub is central to connecting visitors to key attractions in the area to Bushmills as a settlement; it is also recognised that it is an enabling or unlocking element of the physical infrastructure for Bushmills; once the Arrival Hub or strategic parking challenge is addressed it creates the conditions for investment in other elements of the physical infrastructure
- It is recognised that some elements of the Bushmills offer are strong and developing, especially that around food, craft, hospitality and refuel (e.g. Bushmills Inn, The French Rooms, Tartin, the Whiskey and Salmon Festival and the Designerie); investment is required in buildings/facilities and infrastructure to encourage the visitors to the area to visit Bushmills settlement and to stay for a sustained time (two hours – overnight)

Section Three: Stakeholder Issues

The key stakeholders who are and will be involved in the Bushmills Physical Regeneration Masterplan decision making and implementation processes, including their key roles and responsibilities, are set out in the table below:

Organisation Name	Role and Responsibility
Tourism NI (TNI)	TNI has been involved in the Council led branding development process for Bushmills. Its team has provided advice and input. On the assumption that Tourism NI may, at some point in the future and subject to a functioning Executive, have access to capital funding there is potential that it might be in a position to fund, in full or in part, some capital elements of the preferred option's capital spend
Department for Communities (DfC)	The Department is responsible for regeneration including public realm in addition to alleviating urban deprivation. Bushmills is a community which currently falls outside the Department's designation (a minimum of 4,000 population) for investment in regeneration and public realm. However, the ongoing discussion around the designations for urban regeneration might, over time, bring Bushmills into the responsibility of the Department. On that basis it might be in a position to resource some of the capital elements of the preferred option
Department of Agriculture Environment and Rural Affairs (DAERA)	DAERA is responsible for the Rural Development Programme (RDP) and addressing the provision of basic services and tackling poverty in rural communities. At this point Bushmills as a settlement and its surrounding hinterland are deemed eligible from the perspective of the current Rural Development Programme. It is also acknowledged that the Department has access to additional (non RDP) capital funding which it might be in a position to spend over the medium to long term (i.e. 2019-2023). This might create the opportunity for it to invest in some of the capital elements of the project
National Trust	The National Trust has the governance and management responsibility for the UNESCO World Heritage Site at the Causeway including the Visitors' Centre. The Causeway has attracted over 1m visitors in the last year with visitor numbers projected increase to circa 1.3m over the next five years. It has an interest in car parking and transport solutions in order to support the functionality of the Causeway as one of the key strategic visitor locations in NI (with a particular emphasis on attracting 'out of state' visitors). It will have a role in sharing its overall vision for the development of the Causeway and any of the other surrounding sites/attractions under its management. It is important that any transport solutions, including parking, are shared with the National Trust in order to

	develop solutions which work well for both its site and Bushmills as a settlement.
Bushmills Distillery	The owners of Bushmills Distillery (Jose Cuervo) has ambitious plans to invest in its overall operation in Bushmills. It plans to invest circa £120m in doubling the size of its Visitor Centre, creating additional distilling facilities and providing storage facilities for its product. This will create additional jobs but will also support a drive to increase visitor numbers from circa 300,000 per annum at present to almost double this over a 5 year timeframe. Given its location on the edge of Bushmills it is important that it is a key stakeholder in the final design of the physical regeneration projects and contributes to the development of the Bushmills brand and the positioning Bushmills.
Dunluce School	Dunluce school has circa 400 pupils at secondary level (co-educational). It serves Bushmills and the immediate surrounding communities. Its site is adjacent to the Council owned Community Centre. There may be an opportunity to develop a Schools, Council, Community Partnership to provide enhanced sports, leisure and community facilities. This opportunity might be presented through some of the emerging thinking in DAERA; it is examining the potential for school/community partnership approaches to providing sports and recreation facilities in rural communities. Discussions are required with the Board of Governors to examine the possibility to establish a partnership to deliver this element of the preferred option
Causeway Coast and Glens Borough Council	The Council recognises the importance of Bushmills as a strategic gateway settlement to the Glens and to key attractions on the North Coast. It recognises that the town does not benefit at the level it should do on the basis of the number of visitors in and around it (especially 'out of state' visitors). Council is leading the brand development and implementation. It will be required to establish a overall 'Strategic Town Team' group comprising representatives of the stakeholders in order to coordinate, lobby, bid for funding and manage the implementation and delivery of the preferred option

Outstanding Stakeholder Issues

There are a number of stakeholder issues which remain to be resolved. This is to be expected of a project of this size which is both strategic and innovative in nature. It will require the development of strong partnership working (or co-design) processes. Many of the outstanding issues can only be resolved over time when additional work is completed, information is available, or resourcing can be made available or bid for. The known outstanding stakeholder issues at present are:

- A final decision is required to be made in respect of the preferred option for a strategic parking solution for Bushmills as a settlement and supporting its interrelationship with

the Causeway, Carrick-a-Reed Rope Bridge, Dunluce Castle and Bushmills Distillery. Council has commissioned AECOM to undertake a feasibility study and the results of this leading to the agreement of the preferred option are imminent

- Council has resourced the development of a brand and branding strategy for Bushmills. It commissioned ASG and Partners to undertake this piece of work. The brand requires investment in order to build on the work to date and position Bushmills as a destination settlement in its own right in addition to providing an offer or options for visitors to the key attractions in the area thus encouraging them to spend more time in Bushmills and hence more money therefore contributing to the economic performance of the area

Section Four: Management and Implementation

CCGL recognise that the implementation of the Bushmills Physical Regeneration Masterplan will require input from a range of stakeholders.

A strategic 'Towns Team' will be facilitated to bring co-ordination between the project leadership organisations.

Given that all of the project leadership organisations are public sector all procurement will be in line with the approaches and processes established in their governance protocols.

Where the project leadership is provided by CCGL the Council will follow its four-stage capital project design, development and delivery proves (gateway approach). The details are set out below:

Stage One- Scoping, Feasibility & OBC	Approval Gateway for Stage One work; to undertake proportional Scoping. Feasibility and OBC Work (£ usually circa 1% of total capital cost estimate and less for very large projects)
Stage Two- Procurement & FBC	Approval Gateway for Stage Two work; approve OBC, complete Procurement and Final Tender Report and produce Final Business Case (£ usually circa 2% - 3% of total capital cost estimate and less for very large projects)
Stage Three- Construction Contract Management	Approval Gateway for Stage Three work; approve / appoint winning tenderer, sign contract and manage construction (£ up to 110% of total capital cost estimate)
Stage Four- Operations Contract Management	Approval Gateway for Stage Four work; approve handover of asset into service and manage operations

The table below sets out the proposed leadership for each action, the key implementation activities and the other stakeholders required to achieve project delivery:

Theme One: Enabling Investment			
Projects	Description	Management	Stakeholder Team
Development of an Arrival Hub (Strategic Car Parking)	<ol style="list-style-type: none"> 1. Develop initial concepts 2. Establish a Project Steering Group (interagency) in order to evolve the concept 3. Consult with local residents 4. Bid for capital funding <p>Procure architect and contractor to deliver the Arrival Hub Project</p>	Department for Communities	Causeway Coast and Glens Borough Council Department for Infrastructure National Trust Bushmills Distillery Input from local community
Integrated Car Parking (off street)	Car parking has been confirmed as a priority issue for citizens, traders and visitors. Potential sites will be identified across the Village and a strategic approach taken to developing two to three additional car parking sites to complement the main (Arrival Hub) Car Park	Causeway Coast and Glens Borough Council (with remit for off street parking)	Department for Infrastructure National Trust Bushmills Distillery Input from local community
Theme Two: Presenting and Positioning Bushmills			
Projects	Description	Management (£)	
Enhanced Entry and Exits to village	Feedback suggests that there is no real sense of positioning the Village on its entry and exit points. It is important to create a	Causeway Coast and Glens Borough Council	

		strong sense of first impression for visitors and currently this is not the case.		
Public Scheme	Realm	Enhance the presentation of the Diamond area and bring a new/consistent design and layout to the area extending from the top of the town to the Park & Ride Car Park so that all traders benefit from the investment. This could include reconfiguration of the three separate bus stops into one at the Diamond.	Department for Communities	Causeway Coast and Glens Borough Council Local Chamber/Business representative group Community Stakeholder Forum
Integrated Information Programme	and Signage	The village will have a co-ordinated approach to signage which is universally agreed and signed up to by all those responsible for future signage in the village. Interpretative panels and signage will be further developed in order to direct people to facilities and places of interest. The signage can be unique to Bushmills. This should also include further development of QR codes for the village.	Tourism NI	Causeway Coast and Glens Borough Council National Trust Significant stakeholders such as Causeway Enterprise, Bushmills Distillery, Dunluce Castle
Branding Investment	and	Council has already engaged with ASG, a local branding and design agency. A brand has been agreed by the stakeholders involved in consultation	Causeway Coast and Glens Borough Council	ASG (Delivery partners) Local Community Stakeholders (ongoing delivery)

Section Five: Consideration of Options

This section of the SOC examines the strategic options for the Bushmills Physical Regeneration Masterplan:

Option	Description/Comment
One: Do Nothing	This option would mean no investment in the priority physical projects identified in the Regeneration Masterplan for Bushmills. As a result, none of the stated objectives would be met
Two: Do Minimum	This option recognises that the current positioning and presentation of Bushmills are not appropriate to benefit from the significant visitor traffic which comes to attractions in and around Bushmills. This option would focus on a cosmetic enhancement of Bushmills focusing on signage, improved street cleansing, incentives to enhance shop frontage and deal with dereliction
Three:	<p>Option Three would involve Council leading a Strategic Implementation Group to focus on the delivery of the priority projects within the Bushmills Physical Regeneration Masterplan. These are projects which have been prioritised through the consultation process and also ones where, accepting that there is a technical development investment and process required for each of them, have a high probability of delivery within the medium-term timeframe. For the purposes of the SOC these include:</p> <ul style="list-style-type: none"> • The Arrival Hub • Main Street Public Realm Scheme (Theme One: Project No 2) • Traffic Management Scheme (Theme One: Project No 3) • Integrated Car Parking Plan • Riverside Car Parking Public Realm Scheme (Theme One: Project No 4) • Maintained Marked Walkways (Theme One: Project No 7) • Streetscape Design Guidelines • Enhanced Entry and Exits to the Village • Multi and Community Sports Provision • Integrated Information and Signage Programme
Four: Physical Regeneration Masterplan: Comprehensive	<p>Option four would involve the implementation of the complete Bushmills 2020 Village Plan Physical Regeneration Projects. In addition to the projects identified at option three it would also include:</p> <ul style="list-style-type: none"> • Riverside Walk Scheme • Bushmills Courthouse

Section Six: Costs, Benefits and Risks

This section discusses, at a high level, the costs, benefits and risks associated with the Bushmills Regeneration Masterplan.

Income Generation

As no income stream directly associated with the project. The Physical Regeneration Masterplan will invest in the positioning and presentation of Bushmills as a settlement integrating it with key visitor attractions so that it functions as both an access/service settlement as well as providing an additional offer in the settlement to attract visitors to stay longer and increase their contribution of secondary spend. The assessment and projection of secondary spend benefits will be developed in the OBC.

Financial Savings

There are no financial savings anticipated as a result of this project.

Non-Monetary Costs and Benefits

There are a number of non-monetary costs and benefits that are expected to rise from the implementation of the Bushmills Physical Regeneration Masterplan. These include, but may not be limited to the following (and will be developed further at the Outline Business Case stage):

- The positioning and presentation of Bushmills as a conservation settlement: Bushmills is a conservation settlement, but its overall presentation falls short of this designation (based on the consultation with the wider community and stakeholders in the development of the Bushmills 2020 Masterplan)
- Improved functionality: Consultation underpinning the Bushmills 2020 Masterplan and the development of the Strategic Outline Case establishes that traffic flow, traffic management and car parking are significant impediments to the functionality of Bushmills as a gateway settlement to the Glens and to key attractions such as the Causeway, Carrick-a-reed Rope Bridge, Dunluce Castle and Bushmills Distillery as well as well as being a service centre for the local population. Implementation of the Physical Regeneration Masterplan directly deals with these issues and should improve the experience of both visitors and the local residents
- Increased visitor fulfilment/satisfaction: It is clear that there are sufficient attractions in the area of quality to attract significant numbers of tourists (including a high level of 'out of state' visitors). However, the lack of an offer in and around Bushmills settlement combined with the experience around parking and traffic management is likely to detract from the expectations of visitors being fulfilled and their satisfaction of their visit to the area

- Economic prosperity: A review of the socio-economic data for Bushmills confirms that it is an area of high deprivation. Equally Causeway Coast and Glens Borough Council area is one of the poor performing local authorities in respect of job creation and the average annual wage/salary provided by jobs across the Borough. Implementation of the Physical Regeneration Masterplan will help to attract more visitors, staying longer and spending more. This in turn will help to create new jobs which are sustainable and which over time should reduce unemployment in the area and the proportion of family living in poverty or on the poverty threshold

Risks

Given that this is a strategic project and that the Masterplan has a number of distinct capital build projects which bring their own project design and delivery risks it is clear that Council which will take a lead role in the implementation of the Masterplan is a risk profile to manage. Based on Causeway Coast and Glens Borough Council’s experience of implementing Strategic Regeneration projects (e.g. the Portrush Regeneration Scheme) the following profile of risks will require to be addressed and managed:

- Stakeholders expectations and interests
- Communities expectations and interests
- Lack of a functioning Executive and thus certainty around potential funding and support (external to Council) lack of coordination between stakeholders
- Technical challenges around acquiring planning permission
- Managing the built and natural environments whilst increasing traffic, football and visitor numbers

Summary of Identified Risks

The following table sets out a summary of the risks identified in relation to the implementation of the Bushmills Physical Regeneration Masterplan:

Risk No	Risk Description
1	Lack of Intervention: Significant feedback from a variety of sectors across Bushmills confirms that currently there is limited financial benefit to the settlement from the circa 1.3 million visitors in and around the area (particularly to the Causeway UNESCO World Heritage Site and the Bushmills Distillery Visitors’ Centre). It puts pressure on the functionality of the settlement in relation to car parking and transport management. Given the proposals by Bushmills Distillery to double the size of its Visitors’ Centre, the emphasis placed by Tourism NI on increasing ‘out of state’ visitors to NI and the projected increase in visitor numbers to the UNESCO World Heritage Site from a current baseline of 1 million to a projected 1.3 million over the next five years a lack of addressing physical regeneration requirements

	through the Masterplan will significantly impact (negatively) on the functionality of the settlement for both visitors and for the local community
2	Lack of Coordination: Council has taken the lead in the development of the Bushmills Physical Regeneration Masterplan and the branding proposition for the settlement. However, it is clear that it is not in a position to lead and deliver all of the elements of the preferred option (at the Strategic Outline Case stage) without support from other key stakeholders. Therefore, other partners will need to lead on aspects of the overall project. Engaging stakeholders from across the private, public and community and voluntary sectors will require a high degree of coordination. A strategic implementation group will be required to ensure coordination
3	Capital Affordability: Currently funds are not available to implement the preferred option in the Physical Regeneration Masterplan SOC. Moving towards the development of an Outline Business Case will require to examine where external capital can be accessed as Council's current Capital Plan would not allow it to resource the delivery of the Regeneration Plan from its own resources
4	Lack of Investment in the Brand: Council commissioned ASG & Partners to develop a brand for Bushmills. It is important that the brand proposition (which has been agreed by key stakeholders) is supported by a strategy and an investment plan over a 3-5-year period. To launch the brand in the absence of a dedicated strategy, agreed responsibility for implementing that strategy and managing the brand and appropriate financial support will mean that the brand does not develop as an agreed vision does not become seeded in the consciousness of potential customers from across the NI and 'out of state' markets
5	Lack of Secondary Spend Yield: There is a disconnect between the visitors to key attractions such as the Causeway and Bushmills Distillery and Bushmills as a settlement. As a result, Bushmills does not benefit from the level of secondary spend yield that would be expected given the number of visitors to the area

Section Seven: Funding and Affordability

The Council has an ambitious Capital Plan. The implementation of the Physical Regeneration Masterplan for Bushmills is not currently listed in the Capital Plan. It will require access to external capital to lever its implementation. Opportunities might be available (depending on a functioning Executive and a move to a three year rather than one-year budgeting planning and financial decision making). Potential opportunities with TNI, DAERA and DfC will be examined.

Affordability

It is recognised that the private sector is an important strategic partner in the delivery of the Bushmills Regeneration Masterplan; significant investments will be undertaken by the owners of the Dundarave Estate and by Bushmills Distillery to develop their facilities to contribute to the overall presentation of Bushmills and the visitor offer for both the Council area and NI.

Equally it is recognised that the National Trust might consider how it could contribute to the delivery of the Physical Regeneration Masterplan for Bushmills on the basis that investment in key enabling projects (the Arrival Hub and Parking Options) will help how the Causeway operates and in doing so increase the potential to facilitate more visitors and enhance the experience of visitors to the Causeway through accessible parking and transfer options.

It is recognised that the investment in the car parking elements of the Masterplan will create income generation opportunities. These cannot be accurately estimated at the SOC stage until definitive sites, scale and capacity have been confirmed. The investment in the Arrival Hub and carparking will help retain visitors and generate an economic benefit via secondary spend in the village of Bushmills.

Section Eight: Concluding Comments and Recommendations

It is the conclusion of the SOC process that there is a strong rationale for public sector investment in the Bushmills Regeneration Masterplan. Whilst the OBC (next stage of the business case process) may require options one and two to be examined in real terms they do not deliver on the need or aims. Options three or four will form the focus of the consideration in the OBC. It is noted that given the current limitations identified via analysis and consultation the OBC should place a priority on the enabling infrastructure including the Arrival Hub and Integrated Carparking.

It will deliver on the Programme for Government at a practical level. The Regeneration Masterplan will also deliver on the regional strategies for Tourism development in addition to those associated with physical regeneration, rural development (and polices for rural proofing) and economic development.

At a Borough wide level, the Masterplan will also contribute to the Community Plan, Councils Corporate Plan, Tourism Strategy and Rural Development Strategy.

The SOC process has confirmed that the Council (legacy Moyle and current) has led detailed and sustained consultation processes across the public, private and community sectors to establish need and priorities.

Constraints in relation to the technical development of the elements of the Masterplan exist and would be expected to exist at the SOC stage. Equally there will be a requirement for Council and its stakeholders to secure external capital funding to address affordability. This is the norm for a project of this vision and level of capital investment.

It is recommended that Council proceed to the OBC stage of the appraisal process and use the SOC to begin discussions with external Departments and agencies which might have the potential to resource elements of the Bushmills Regeneration Masterplan.

Next Steps

It is recognised that significant community engagement, consultation and analysis have been undertaken to inform and focus the development of the Physical Regeneration Masterplan. To build on this the next steps will require strong governance, leadership, technical project development and the securing of capital funding required to deliver the capital projects set out in the Masterplan.

It is recommended that Council facilitate (but not necessarily lead) the establishment of a Bushmills Programme Board. This should include representatives of strategic stakeholders as follows:

- National Trust
- Bushmills Distillery
- Causeway Enterprise Agency
- Department for Infrastructure

- Transport NI
- Department for Communities
- Tourism NI
- Causeway Coast and Glens Borough Council

Appendices

Appendix A: Bushmills 2020 Masterplan

Appendix B: Bushmills Physical Regeneration Framework

Appendix C: Socio Economic Profile for Bushmills

Appendix D: Confirmation of Consultation Process

Appendix B

Bushmills Physical Regeneration Masterplan

2016-2030

Introduction

This document sets out a Physical Regeneration Masterplan for Bushmills. It is a follow on to the original Bushmills 2020 Vision Document commissioned by Moyle District Council (the Legacy Council) and led at a local level by a Steering Group comprising representatives of existing community infrastructure in Bushmills.

The Bushmills 2020 Vision Document was an overall Masterplan which focused not only on the physical regeneration requirements of Bushmills but also on a range of community, social, environmental and enterprise development requirements and associated action plans.

The Physical Regeneration Masterplan has been developed in order to:

- Identify key regeneration projects required in order to position Bushmills as an important gateway settlement to attractions and visitor facilities including the UNESCO World Heritage Site, the Giants Causeway, Dunluce Castle and Bushmills Distillery
- Set Bushmills within the strategic regeneration context of Causeway Coast and Glens Borough Council; acknowledging its wider tourism and visitor vision for the area and ensuring that any investment in Public Realm, carparking, visitor facilities and overall facilities in Bushmills is aligned with similar regeneration initiatives in The Causeway, Coleraine, Portrush and wider Council catchment
- Confirm the delivery timescale; i.e. short (up to 2020), medium (up to 2025) and long term (up to 2030)
- Examine any technical impediments to the delivery of the projects
- Confirm any statutory and community consultations required for each physical regeneration project to augment those already carried out in the development of the Bushmills 2020 Vision Document
- Confirm the delivery and implementation plans for each of the prioritised actions i.e. the short term actions

The following Action Plans set out the capital projects included within the Bushmills 2020 Vision Document:

Theme One: Protecting and Enhancing Bushmills Assets				
Desired Outcomes	<ol style="list-style-type: none"> 1. Bushmills will be a well-planned and presented village which provides an attractive environment for trading and enterprise 2. Bushmills will be a visually attractive village and will present a quality living environment for its citizens and a strong sense of arrival for visitors to the North Antrim coast 3. All conservation regulations will be adhered to in the development of Bushmills with conservation consequences being carefully considered during the investment decision process 4. The village infrastructure will support commercial, community and visitor activity 5. Bushmills will celebrate, preserve and add to the quality and sustainability of its natural and built assets 			
Project/Programme	Rationale	Delivery Plan	Led By & Potential partners	Delivery Timeframe
Development of an 'Arrival Hub' <i>Physical Masterplan Project No. 1</i>	<p>Strategically located in the village providing a base for an expanded Park and Ride to the Giant's Causeway, Dunluce Castle and other North Coast attractions. The Arrival Hub would be at a level of finish and presentation to complement internationally recognised visitor attractions. The Bonfire is based on a current playing field and adjacent to the Park and Ride site. It is important in terms of local cultural celebration. As part of the reworking of the Park and Ride site as the proposed 'Arrival Hub' it is suggested that</p>	<ol style="list-style-type: none"> 1. Develop initial concepts 2. Establish a Project Steering Group (interagency) in order to evolve the concept; including National Trust, Causeway Coast and Glens Council Dunluce Castle and Bushmills Distillery. 3. Consult with local residents 4. Bid for capital funding 5. Procure architect and contractor to deliver the Arrival Hub Project 	<p>Steering Group</p> <p>National Trust</p> <p>CCGB Council</p> <p>BREF</p>	Short term

	the local community be engaged to identify a better way of positioning and managing the site.			
Main Street Public Realm Scheme <i>Physical Masterplan Project No. 2</i>	Enhance the presentation of the Diamond area and bring a new/consistent design and layout to the area extending from the top of the town to the Park & Ride Car Park so that all traders benefit from the investment. This could include reconfiguration of the three separate bus stops into one at the Diamond.	<ol style="list-style-type: none"> 1. Carry out retail and other town centre studies in association with Council to help refine concepts 2. Agree the most appropriate group/organisation to lead the consultation and development of the scheme 3. Identify funding (DSD or RDP) and make appropriate applications 4. Where possible redevelop derelict and vacant buildings, and follow up on the Brighter Bushmills Project 	Village Plan Steering Group CCGB Council	Medium/ long term
Traffic Management Scheme <i>Physical Masterplan Project No. 3</i>	Traffic flow has been identified as a barrier to how the Village works as a commercial environment; especially when dealing with peak Summer/Weekend and Bank Holiday traffic volumes	<ol style="list-style-type: none"> 1. Further examine options, e.g. one way system, relocation of pedestrian crossing, hop on hop off bus 2. Explore further with Transport NI and local traders 3. If sufficient feedback to proceed is received commission a Traffic Management Study and identify traffic flow and management options 	Steering Group Transport NI	Long term
Integrated Car Parking Plan	Car parking has been confirmed as a priority issue for citizens, traders and visitors. Potential sites will be identified across the Village and a strategic approach	<ol style="list-style-type: none"> 1. Identify key sites 2. Confirm ownership and availability 3. Agree site by site leadership 4. Bid for resources 	Steering Group CCGB Council	Medium term

<i>Physical Masterplan Project No. 4</i>	taken to developing two to three additional car parking sites to complement the main (Park and Ride) Car Park			
Riverside Car Park Public Realm Scheme <i>Physical Masterplan Project No. 5</i>	There is clear feedback that the Village needs to face onto the River and open it as a feature. The scheme would enhance this area of car parking providing access/viewing of the River Bush combining a potential area for events whilst retaining a similar volume of car parking.	<ol style="list-style-type: none"> 1. Communicate the proposed option and secure community 'buy in' 2. Identify project leadership 3. Confirm engineering implications and costings 4. Bid for resources 	Steering Group CCGB Council	Medium term
Riverside Walk Scheme <i>Physical Masterplan Project No. 6</i>	Significant work and consultation has been carried out on a Riverside/Rivers Walk Scheme. This would open up access to the River Bush as an attraction, environment for walking and recreation and as a way to access the village for visitors.	<ol style="list-style-type: none"> 1. Agree final route options and potential to link to visitor attractions 2. Secure funding for detailed drawings and costings 3. Define engineering challenges and implementation costs 4. Initiate bidding processes 5. Procure contractor 	Steering Group CCGB Council	Long term
Maintained and Marked Walkways <i>Physical Masterplan Project No. 7</i>	Feedback confirms that there are potential walk and cycle ways to key attractions such as Dunluce Castle and the Causeway; they are poorly kept or informal and require to be maintained, formalised and marked.	<ol style="list-style-type: none"> 1. Agree project leadership/group 2. Commission support to define route options and confirm costs 3. Consult with landowners to define potential to secure consent 4. Bid for resources 	Steering Group National Trust CCGB Council	Medium term

Streetscape Design Guidelines	Streetscape Design Guide in line with Bushmills Conservation Status which are agreed and policed	1. Develop agreed design guide for shop fronts, signage and visual presentation including entry and exit signs for the village, and perhaps have a co-ordinated colour scheme for the town	Steering Group CCGB Council Traders Association	Short term
Enhanced Entry and Exits to the Village	Feedback suggests that there is no real sense of positioning the Village on its entry and exit points. It is important to create a strong sense of first impression for visitors and currently this is not the case.	1. Agree signage and entry/exit features (as part of the Village Design Guide) 2. Liaise with CCGBC to develop a more proactive grass cutting, weed control, dog fouling policy and litter picking regime	Steering Group CCGB Council	Short term

Theme Two: Facilities for Citizens and Visitors

Desired Outcomes	<ol style="list-style-type: none"> 1. Bushmills will provide a range of fit for purpose facilities to support the needs and requirements of citizens and visitors to the area 2. Facilities will be accessible and developed at a level of quality which attracts and retains users 				
Project/Programme	Rationale	Delivery Plan	Led by & Potential partners	Delivery Timeframe	Potential sources of funding
Tourist Information Centre (TIC)	The current TIC is an interim arrangement and does not present a strong visual presence given the important gateway position of Bushmills to a world Heritage Site and the North Antrim Coast. However, plans are afoot to develop a new build TIC on the same site. This should link to the arrival hub project and surrounding buildings and consideration given to a museum which would also make good use of the derelict Old School/Legion Hall listed building.	<ol style="list-style-type: none"> 1. Complete independent Business Case 2. Agree design 3. Secure resources 4. Procure contractor and complete construction 	CCGB Council	Medium	CCGB Council
Redevelopment of the derelict PSNI Building and Site	This is a derelict site/building which the Policing Board will make available for community use through the local Council if a viable use can be identified,	<ol style="list-style-type: none"> 1. Develop Feasibility Study and Options 2. Present to CGCG in order to secure site purchase funding 3. Procure architect 	The Bushmills Trust	Medium term	CCG B Council/ Rural Development Programme

	and subject to Council funds being available.	<ol style="list-style-type: none"> 4. Finalise design options 5. Cost 6. Bid for Resources 			
Multi and Community Sport Provision	There is an identified demand for team and multi-sport facilities both indoor and outdoor that would meet the needs of registered sports clubs and informal groups and the schools. It is proposed that this is developed adjacent to the Community Centre with a 3G floodlit pitch and indoor multi-sport provision with the possibility of shared use with surrounding Primary and High Schools and Education Centre.	<ol style="list-style-type: none"> 1. Initiate discussions with all stakeholders 2. Explore options for shared facility use 3. Develop options 4. Facilitate a Community Sports Development Plan 5. Appoint a Design Team 6. Develop Options and Cost 7. Bid for Resources 	TBC	Long term	Sport NI
Upgrade of Community Centre	<p>Upgrade of kitchen: Community Clubs need a venue which is available, affordable and has a kitchen and food serving facilities which meets Environmental Health Regulations.</p> <p>There is demand for an additional committee room with access to tea making facilities.</p> <p>This could also be considered as part of a shared community complex in association with surrounding facilities</p>	<ol style="list-style-type: none"> 1. Agree proposal with CCGC 2. Prepare specification 3. Cost specification 4. Secure funding 5. Procure supplier 	Community Clubs who use the centre	Medium term	CCGC

	such as a Community Multi-Facility Centre.				
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Theme Three: Positioning and Promoting Bushmills					
Desired Outcomes	<ol style="list-style-type: none"> 1. There will be agreed marketing, promotion and positioning of Bushmills 2. Collaborative approaches to the marketing of the Bushmills offer will be developed with Tourism NI, the National Trust and CCGBC, Bushmills Distillery & Dunluce Castle 				
Project/Programme	Rationale	Delivery Plan	Led By And potential partners	Delivery Timeframe	Potential sources of funding
Integrated Information and Signage Programme	The village will have a co-ordinated approach to signage which is universally agreed and signed up to by all those responsible for future signage in the village. Interpretative panels and signage will be further developed in order to direct people to facilities and places of interest. The signage can be unique to Bushmills.	<ol style="list-style-type: none"> 1. Confirm a design standard for signage and information panels in line with the villages Conservation Area status 2. Agree strategic locations across and beyond the village 3. Develop funding application 4. Develop content and commission design 	CCGB Council Transport NI	Short term	RDP/HLF

	This should also include further development of QR codes for the village.				
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Appendix D

The Bushmills Steering Group engaged the Venturei Network to support it to develop the Bushmills 2020 Village Plan.

Central to the process led by the Steering Group was an interactive approach to consultation which presented opportunities for groups and individuals to become involved and influence the plan.

The following events and consultation workshops were led by the Steering Group and facilitated by the Venturei Network:

Event	Dates	Numbers Engaged
Third Age Workshop	18 th February 2015	38
Community Planning Workshop	5 th March 2015	72
Community Meeting 1	5 th March 2015	37
Community Meeting 2	21 st April 2015	28
Community Meeting 3	25 th November 2015	23
Young People (12-14)	22 nd May 2015	7
Young People (16-18)	22 nd May 2015	12
Traders 1	14 th April 2015	18
Traders 2	25 th November 2015	17
Statutory Agency Workshop	22 nd April 2015	18
Launch Event (Wider Public)	TBC	
Total		270

In addition, the draft plan has been circulated to the following statutory agencies and public bodies for input:

- Causeway Coast and Glens Borough Council: Development
- Causeway Coast and Glens Borough Council: Planning
- Tourism NI
- National Trust
- Invest NI
- Department for Agriculture and Rural Development
- Education Authority for NI: Youth Services
- Transport NI
- Northern Health and Social Care Trust
- Causeway Enterprise Agency