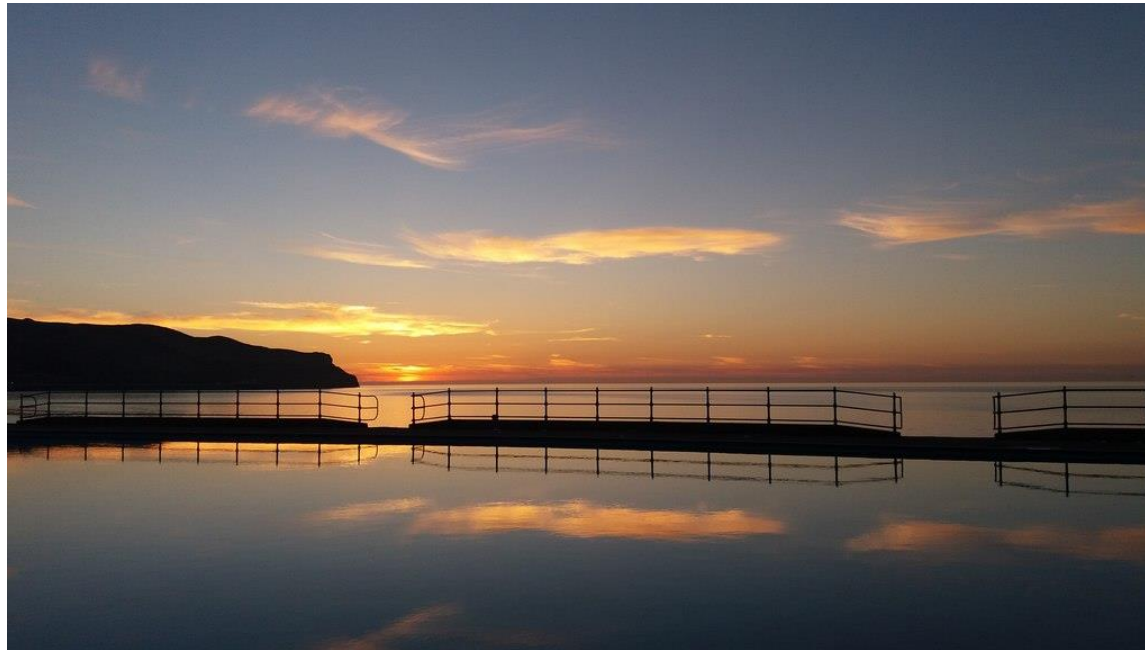



Awel y Môr Offshore Wind Farm Project
Conwy County Borough Council's response to the Examiners' second set of written questions



February 2023

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No.	Question	Response
2.2	Please advise if you have any issues with the potential mitigation measures in the Schedule of Mitigation [REP2-024] and Marine Licence Principles (REP2-022), and if issues exist, please reference with explanation and evidence to justify.	Conwy County Borough Council does not consider it likely that the proposed scheme would affect biodiversity interests within its area, and the Council does not therefore wish to comment on these documents.
4.1	At Deadline 3 the Applicant submitted 'Staging of Onshore Works' [REP3-017] document. Please provide comments in respect of the suitability of the suggested staging approach.	The onshore works are due to be carried out outside the Conwy County Borough, and the Council does not wish to comment on this document.
7.8	The ExA are aware that there is a programme of coastal defence works in the area proposed for landfall to protect the surrounding areas from storms and the impact of climate change. In view of this are DCC and CCBC content with the level of detail provided in respect of proposed works at the landfall or is further detail, potentially in the form of a landfall construction method statement, considered necessary?	Conwy County Borough Council has submitted a planning application for coastal defence works in the Kinmel Bay area, which is currently undergoing consultation and assessment. The area of the proposed works is well to the west of the landfall location and the Council does not consider that the works proposed at the landfall would affect the delivery of the coastal defence works.
18.1	In response to ExQ1.18.26 [REP1-007] the Applicant stated they "would have significant concern about a proportion of local content being secured through the DCO". Noting this response and the requirement of the Applicant to submit a Supply Chain Plan in order to be eligible to apply for a Contract for Difference, do you still consider it necessary to secure a percentage of local content for jobs from within the North Wales region during the construction and/or operational phase? If so, please provide a realistic target figure and how this could be secured.	Initial discussions have taken place with RWE and information has been shared regarding further internal departments within the Local Authority, external partners and other organisations who will be crucial to bringing forward this work. Discussions are ongoing at this stage.

18.3	Requirement 20 – Skills and Employment Strategy Is it necessary to include Requirement 20 in the Schedule of Mitigation [REP2-024]?	Initial discussions have taken place with RWE and information has been shared regarding further internal departments within the Local Authority, external partners and other organisations who will be crucial to bringing forward this work. Discussions are ongoing at this stage.
18.7	10-year Regeneration Plan for Llandudno In response to ExQ1.18.4 [REP1-054] reference was made to a 10-year regeneration plan for Llandudno. Please provide either a copy or link to this plan.	As attached.
18.11	Equalities Impact Report Please confirm whether you are satisfied with the assessment approach adopted and conclusions as detailed within the Equalities Impact Report [REP3-010]. If not, please explain your reasons	Initial discussions have taken place with RWE and information has been shared regarding further internal departments within the Local Authority, external partners and other organisations who will be crucial to bringing forward this work. Discussions are ongoing at this stage.

End of responses

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

**August 2022
Final Version**



LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

1. Executive Summary	3	6.1 Context, Issues and Priorities.....	30
1.1 Background and Key Requirements.....	3	6.2 Packages of Interventions.....	32
1.2 Approach.....	3	6.3 Interventions Matrix.....	32
1.3 Recommendations	4	6.4 Performance.....	34
1.4 Delivery	5	7. Culture Led	35
1.5 Outcomes.....	5	7.1 Context, Issues and Priorities.....	35
2. Introduction	6	7.2 Packages of Interventions.....	37
2.1 Regeneration Plan.....	6	7.3 Interventions Matrix.....	37
2.2 Evidence Base	6	7.4 Performance.....	41
2.3 Intervention Area.....	7	8. Change Agents	42
3. Development Framework	8	8.1 Context, Issues and Priorities.....	42
3.1 Model of Change	8	8.2 Packages of Interventions.....	43
3.2 Regeneration Principles	11	8.3 Interventions Matrix.....	44
3.3 Development Framework	12	8.4 Performance.....	45
4. Maximise Existing	13	9. Financial and Economic Analysis	47
4.1 Context, Issues and Priorities.....	13	9.1 Financial Analysis	47
4.2 Packages of Interventions.....	15	9.2 Economic Analysis.....	52
4.3 Interventions Matrix.....	15	10. Delivery Plan	56
4.4 Performance.....	18	10.1 Delivery Programme	56
5. Extra Llandudno	20	10.2 Delivery Model	56
5.1 Context, Issues and Priorities.....	20	10.3 Risk Register.....	57
5.2 Packages of Interventions.....	23	11. Conclusions and Next Steps	58
5.3 Interventions Matrix	23	11.1 Conclusions.....	58
5.4 Performance.....	28	11.2 Next Steps.....	58
6. Elevate Quality	30		

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

1. Executive Summary

1.1 Background and Key Requirements

Mace was commissioned by Conwy County Borough Council (CCBC) to deliver a 10 Year Regeneration Plan (herein referenced as the Regeneration Plan) to support the future growth and investment in Llandudno and lead the continuing and sustainable regeneration of the town to 2032, and beyond.

The Regeneration Plan will shape and influence regeneration and investment activity in Llandudno for the next 10 years and support further community consultation and funding applications, including:

- Challenging existing views and persuade people to **raise aspirations** for the town.
- Embedding **imaginative design** and thorough **economic analysis**.
- Including broad **costings**, outputs and a deliverable **action plan**.
- Embedding responses from **collaboration** with key stakeholders.

Recognising that Llandudno is already a successful place to live and visit, this Regeneration Plan seeks to provide recommended further enhancements over the next 10 years. The plan will highlight how the town can become more resilient and adaptable to future socio-economic change.

1.2 Approach

We used a bespoke “Place Economics” **assessment toolkit** to assess the performance of the intervention area (see Section 2.3) through four stages. The work to deliver the Regeneration Plan was structured by three phases to align with the four stages of the assessment toolkit:

Table 1: Project Phases.

Phase	Description	Toolkit Stage
Phase 1	Develop and provide a long-term evidence-based vision for the future of Llandudno.	Analysis Understanding
Phase 2	Development Plan Framework	Evaluation
Phase 3	Delivery Plan	Assemble

For the **Analysis** stage we collated data, developed an evidence base and identified policy alignment with a suite of relevant policy and research documentation. We used four themes to structure the analysis and present our findings, including:

- People and Communities
- Business and Investment
- Access and Movement
- Living in Llandudno

For the **Understand** stage we engaged with key stakeholders to gauge their views and feedback to enable us to outline the challenge and position the vision through a set of five regeneration principles.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

For the **Evaluation** stage we used the five regeneration principles to develop packages of proposed interventions and modelled their potential economic benefits.

For the **Assemble** stage we took the interventions and developed a costed programme for delivery and identified potential funding mechanisms for the interventions.

1.3 Recommendations

We recommend Llandudno develops along five key regeneration principles that are designed to enable the town to progress from “**good to great**”:

- **Maximise Existing:** Making the most of the wealth of assets and features Llandudno already has.
- **Extra Llandudno:** Expanding the day, year and offer even more to maximise the town’s value and potential to its businesses, visitors, and residents.
- **Elevate Quality:** Creating a baseline of enhanced quality all round to generate more visitors, more demand, and more value for residents.
- **Culture Led:** Capitalising on the richness of local culture, creativity, and heritage, and activating even more local activity and engagement for residents and visitors.
- **Change Agents:** Growing a network of relationships, platforms and support for local people and partners to collaborate as agents of change.

Recognising the town’s existing success, we also recommend a **model of change** that advocates investing and prioritising improving the town for **residents first**. This means ensuring it is a successful place to live, with quality

sustainable jobs, increased prospects for young people, improved services and amenities, and a focus on improving quality of life; this forms the basis for transitioning the tourism offer towards a **more diverse and flexible offer** to suit a changing market and visitor demographic. Therefore, an approach that focusses on improving the town for residents first has the benefit of **also improving the visitor offer** as a result.

We have developed packages of interventions under each regeneration principle representing an investment of **£65.8m**, with the spend allocated as follows:

Table 2: Interventions Investment.

Regeneration Principle	Investment
Maximise Existing	£14,245,000
Extra Llandudno	£22,050,000
Elevate Quality	£23,130,000
Culture Led	£5,900,000
Change Agents	£515,000
Total	£65,840,000

Our economic modelling found that **increasing the average length of stay for overnight visitors** from 3.3 days to 4.3 days is the single biggest factor influencing Gross Value Add (GVA) growth, with increased number of day visitors and/or their average spend also being vital.

By improving the offer of the town through **providing more for people to do**, there is potential to move Llandudno from a low growth scenario (£360m GVA) to a high growth scenario (£702m GVA) by 2045.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

1.4 Delivery

The proposed interventions have been programmed for delivery over a period from 2022-2032 and can be funded through a range of different funding mechanisms including:

- **Towns fund/Levelling Up funding:** The Welsh Government's (WG's) "Transforming Towns" fund and the UK Government's Levelling Up fund have central investment funds for councils to bid for projects. These funds exist to fund projects that are not financially viable but could generate economic benefits to the local community.
- **Public development project:** CCBC could invest in or borrow money for projects that are financially viable.
- **Public funding:** Some projects do not qualify for UK Government funds. Organisations will need to find funding for these projects from other sources.
- **Major projects:** There are several initiatives relating to improving either Venue Cymru or local assets. These are key strategic initiatives that CCBC will need to review and consider.
- **Revenue projects:** The set of revenue projects will require a new income stream to fund them.
- **Private finance:** Many projects have an income stream and risk profile that may be attractive to private investors.

1.5 Outcomes

By investing in and delivering the proposed packages of interventions, we expect positive outcomes for the town's visitors, businesses and residents, including:

- High quality public realm to signal quality, well maintained assets, and the uniqueness of Llandudno.
- Creating opportunities to bring new residents to the town centre.
- Thriving and more balanced night time economy with commercial opportunities for local businesses.
- Visitors stay for longer and spend more locally because there is more to do.
- Capitalising on visitors using Llandudno as a gateway to North Wales.
- New high quality, well paid and sustainable jobs with a focus on green skills.
- Widening the visitor demographic and increasing visitor spend to the benefit of all.
- Enlivened spaces around the town with appropriate street performance, activity, and entertainment.
- Supporting and encouraging local creativity and arts.
- Fostering better engagement and sharing between businesses across Llandudno.
- Crucible for incubating and growing new businesses.
- Building local capacity and energy to deliver local regeneration.
- Young people leading and inspiring change.
- Locally inspired and delivered projects.

2. Introduction

2.1 Regeneration Plan

Mace has worked with Conwy County Borough Council (CCBC) to deliver a 10 Year Regeneration Plan (Regeneration Plan) for Llandudno.

Llandudno is a popular place to live and a successful visitor destination already. The key objective of the **Regeneration Plan** is to ensure Llandudno remains successful whilst also future proofing the town to ensure it remains resilient and adaptable to future change and opportunity.

The Regeneration Plan comprises **three core documents** which should be read in parallel. The three documents are described below:

1. The **Visioning Document** identifies a set of five regeneration principles and associated vision statements co-created with local stakeholders to articulate their shared future vision for Llandudno.
2. This **Development Framework and Delivery Plan** (herein referenced as the Delivery Plan) includes a set of interventions (with indicative costs only) for steering regeneration and investment, with a plan for delivery over 10 years.
3. The **Supplementary Technical Report** includes detailed findings and analysis from our activities to build the evidence base (see right) which underpins both the Visioning Document and Delivery Plan.

2.2 Evidence Base

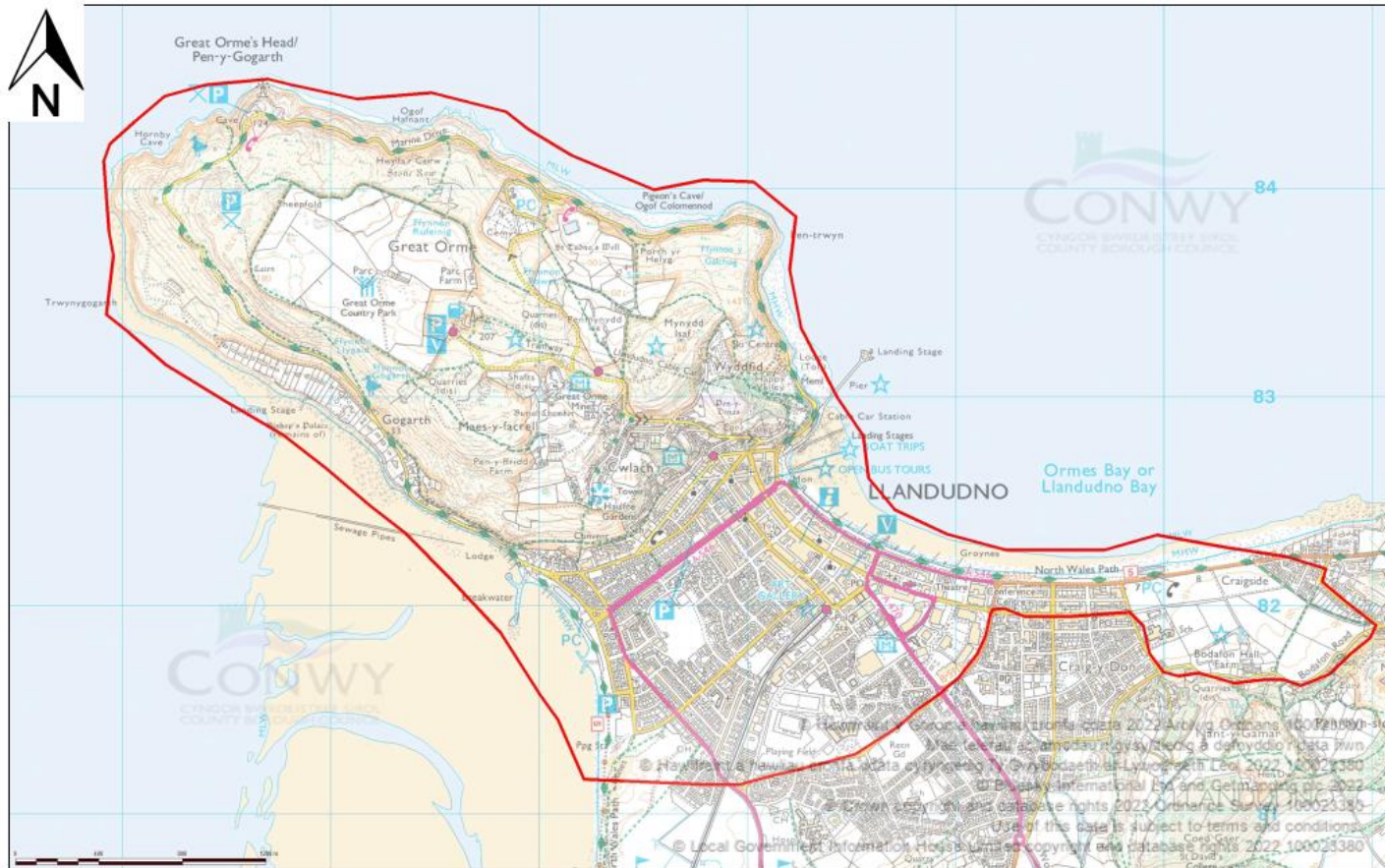
The evidence base for the Regeneration Plan includes:

- **Baseline analysis** of socio-economic data, relating to key themes of people and communities, business and investment, access and movement, and living in Llandudno.
- Detailed **policy review** of key local and regional policies and strategies, covering tourism, housing, employment and skills and transition to net zero.
- Detailed **economic impact modelling** of future tourism and revisiting the Tourism Analytical Review (2019) developed by consultants (AECOM) as the basis for creating a tourism impact economic model.
- Comprehensive **stakeholder engagement** through interviews held with 67 stakeholders as a broad representation of local businesses, local representative organisations, CCBC colleagues, Town Council colleagues, tourism and sector bodies and local landowners. This included a community engagement event.
- Summary of **emerging project ideas** garnered from stakeholder interviews and Mace's own research.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

2.3 Intervention Area

The map below provides a definition of the intervention area for the Llandudno Regeneration Plan. The core focus of the intervention area is the town centre. Any activity that takes place within the red line boundary is expected to benefit the town centre.



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3. Development Framework

3.1 Model of Change

The key objective of this regeneration plan is to enable Llandudno to progress from “**good to great**” by balancing an optimum blend of approaches and interventions that is right for Llandudno and positions the town to enable it to:

- Increase visitor and resident spend.
- Increase visitor length of stay.
- Increase demographic range and type of visitor.
- Increase resilience of communities and a broader local economy.

We used Mace’s Place Shaping Model with its seven factors for creating a thriving place and community (see Figure 1 right) to create a **Model of Change** bespoke to Llandudno’s context. The Model of Change helped identify a pathway of going from **good to great** by modelling the town as it is now to what the town could be.

We recognise that whilst Llandudno is a successful town, a focus on preserving what has made Llandudno a success in the past could risk undermining the success of Llandudno’s future in the face of social, economic, and technological change. What will be a successful town from a visitor’s perspective must be balanced with what a successful town will be from a resident’s perspective.

Therefore, a current tourism model that is focused on day trippers and older visitors needs to broaden to release the town from a reliance on low paid, low skilled seasonal jobs, limited opportunities for young people and limited services for local people (see Figures 2 and 3 overleaf).

We propose that the model is flipped to focus on improving the town for residents, by investing in local amenities, local skills opportunities, local services, and local connectivity. This could enable an increase in the attractiveness of the town to future residents and future visitors because the town offers year-round value, higher quality, and more activity. The tourism model and resident offer become more positively intertwined and cycle mutual value and benefit.

This development framework sets out the interventions we propose are taken forward to secure the future development and success of Llandudno, with a twin focus on:

- **reinforcing existing value** contributing to current success.
- **layering additional value** for ongoing and future success.



Figure 2: Model of Change - Llandudno As Is

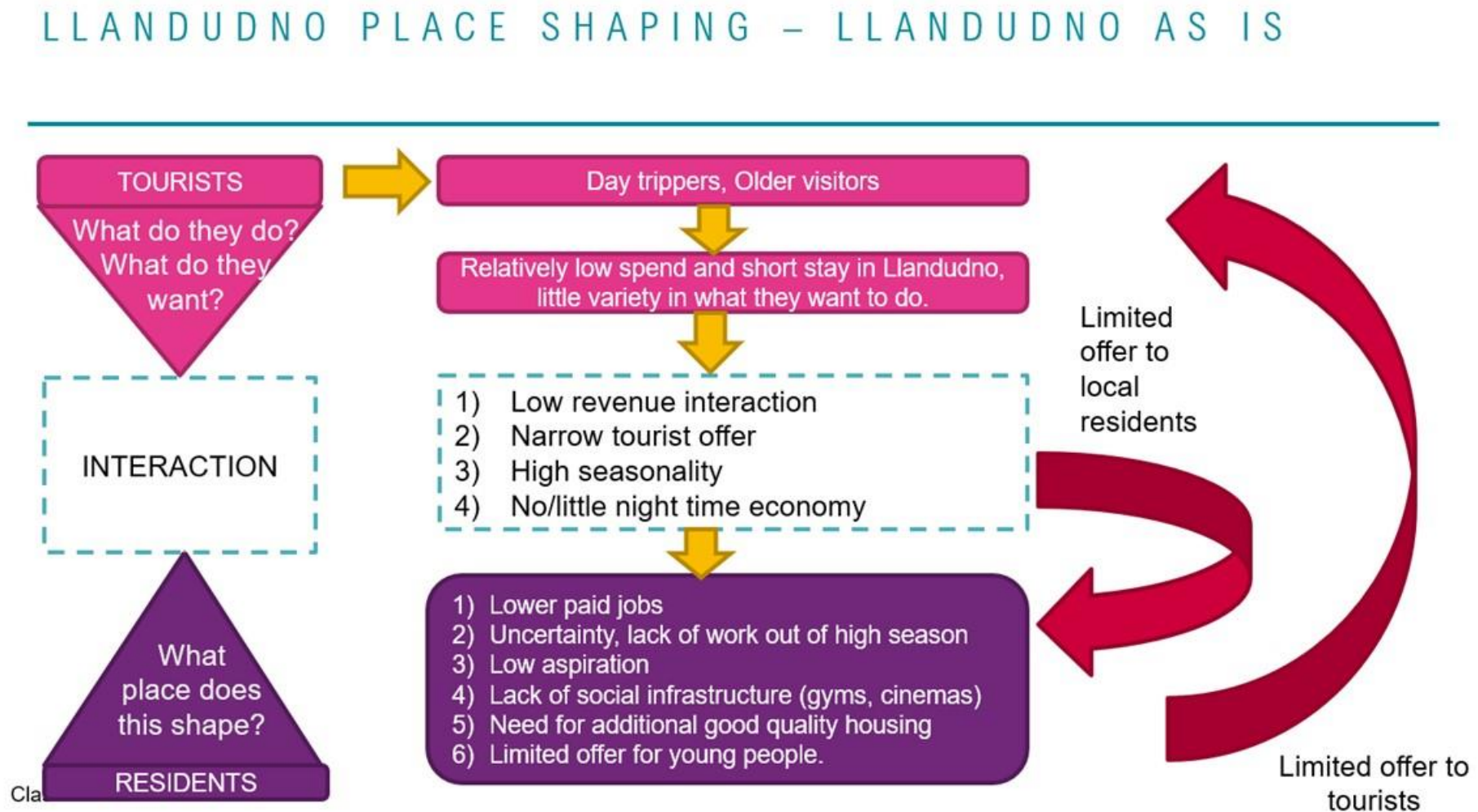
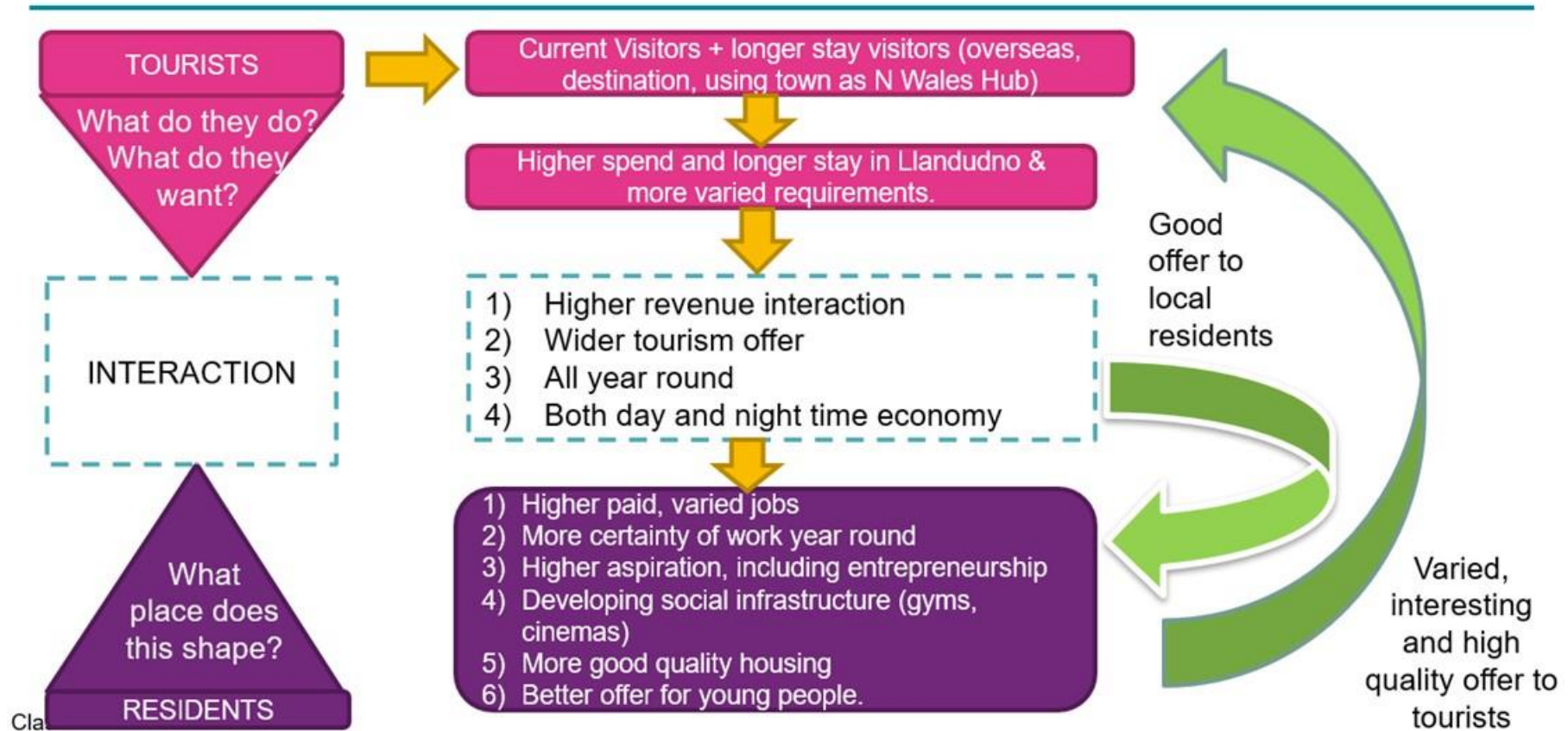


Figure 3: Model of Change – Llandudno To Be

LLANDUDNO PLACE SHAPING – LLANDUDNO TO BE



LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

3.2 Regeneration Principles

The Visioning Document identified five **regeneration principles**, with associated **vision statements** and **potential outcomes** for optimising Llandudno, summarised in the table below.

Table 3: Regeneration Principles and Vision Statements.

Regeneration Principle	Vision Statement	Potential Outcomes
1. Maximise Existing	Making the most of the wealth of assets and features Llandudno already has.	<ul style="list-style-type: none"> High quality public realm to signal quality, well maintained assets, and uniqueness. Celebrate the unique heritage and vernacular of Llandudno. Creating opportunities to bring new residents to the town centre. New focal points for growing place identity, civic activity, and social cohesion.
2. Extra Llandudno	Expanding the day, year and offer even more to maximise the town's value and potential to its businesses, visitors, and residents.	<ul style="list-style-type: none"> Llandudno offers better quality of life to locals and better visitor experience for visitors. Thriving and night time economy with commercial opportunities for local businesses. High season attractions and activities have a corresponding low-season offer too. Visitors stay for longer and spend more locally because there is more to do. Capitalise on visitors using Llandudno as a gateway to North Wales. Growing the business base with new high quality, well paid and sustainable jobs with a focus on green skills.
3. Elevate Quality	Creating a baseline of enhanced quality all round to generate more visitors, more demand, and more value for residents.	<ul style="list-style-type: none"> Widening the visitor demographic to the benefit of all. Hotel offer extends to external pop-ups or an outside food and drink offer to allow hotels to innovate and change whilst offering what people already love. Reputation for being a restoration and wellness destination. Hospitality as a respected and rewarding career.
4. Culture Led	Capitalising on the richness of local culture, creativity, and heritage, and activating even more local activity and engagement for residents and visitors.	<ul style="list-style-type: none"> Llandudno is recognised as a cultural hotspot in North Wales. Welsh language embedded across Llandudno's cultural programming could bring new visitors and a unique aspect to the Llandudno cultural offer. Enlivened spaces around the town with street performance, activity, and entertainment. Supporting and encouraging local creativity and arts.
5. Change Agents	Growing a network of relationships, platforms and support for local people and partners to collaborate as agents of change.	<ul style="list-style-type: none"> Fostering better engagement and sharing between businesses across Llandudno Broadening the businesses base beyond tourism and retail, e.g., green skills. Building local capacity and energy to deliver local regeneration Local people leading and delivering change, including young people.

3.3 Development Framework

Overview

We have used our understanding of Llandudno, gained from stakeholder interviews and our research analysis, to create a proposed **development framework** (see Sections 4-8).

The purpose of the development framework is to provide clarity on the recommended approach for delivering a proposed set of strategic **interventions**.

The interventions are rooted in the **Visioning Document**. They have been co-designed with the community and wider stakeholders to address the key issues and opportunities and enable the key potential outcomes for each of the five regeneration principles.

The interventions align with the **key regeneration themes** (people and communities, business and investment, access and movement, and living in Llandudno). They also align with the six principles of the **Placemaking Charter** (People & Community, Movement, Public Realm, Location, Mix of Uses, Identity) as required by the Transforming Towns placemaking grant and framework.

Therefore, the development framework is structured using the five **regeneration principles** identified in the Visioning Document.

1. Maximise Existing
2. Extra Llandudno
3. Elevate Quality
4. Culture Led
5. Change Agents

Development Framework Aspects

For each regeneration principle, we explore the following key development framework aspects:

- **Context, issues, and priorities:** outlines **why** proposed interventions are relevant and needed, based on the evidence base (see Supplementary Technical Report).
- **Packages of interventions:** outlines **how** interventions are organised under different packages, to meet the context, issues and priorities.
- **Interventions matrix:** outlines **what** the interventions are, **who** should own the intervention, **how** much they could indicatively cost and **when** they could be delivered.

Potential Economic Impacts

Taken together, the set of interventions proposed through the Development Framework have the potential to deliver the **model of change** (see Section 3.1) by:

- Increasing visitor and resident spend.
- Increasing the visitor length of stay.
- Increasing the demographic range and type of visitor.
- Increasing the resilience of the local economy and communities.

We present the potential financial and economic impacts of the proposed interventions in Section 9.

4. Maximise Existing

4.1 Context, Issues and Priorities

Llandudno is a popular place to live and a successful visitor destination already. Therefore, the **focus** for interventions proposed under the “**Maximise Existing**” regeneration principle is to make the most of the wealth of assets and features Llandudno already has.

We explored the context behind this principle through our stakeholder engagement and evidence base. This pointed to the following key context, issues and opportunities to be addressed through proposed “**Maximise Existing**” interventions:

Table 4: Maximise Existing Key Context, Issues and Opportunities.

Evidence	Context, Issues and Priorities
Policy	
Conwy Economic Growth Strategy	<ul style="list-style-type: none"> • Conwy could deliver a tidal lagoon which, in addition to generating energy, would also provide flood defence and add to the county’s tourism infrastructure. • The Growth Vision identifies three priority sectors (energy, manufacturing and construction) and four growth sectors (creative and digital; health and social care; tourism and hospitality, and food and drink). • Address key challenges in the county around the low salaried, part-time, seasonal employment and the loss of our young talent through outward migration. • Work with the private sector to bring forward allocated employment land across the county and also ensure the renovation/modernisation of existing employment premises so that they are suitable for modern day requirements. This will include identifying innovative solutions to find sustainable uses for vacant town centre premises. • Address key challenges in the county around the low salaried, part-time, seasonal employment and the loss of our young talent through outward migration. Across the county 41% of jobs are part-time due to the dominance of the tourism and retail sectors. • Develop the night time economy and a winter tourism offer across the county making Conwy a year-round visitor destination.
Conwy Culture Strategy	<ul style="list-style-type: none"> • Showcasing local produce, sustainability and the diverse food offering to encourage visitors to explore the rest of the county and stay longer.
Local Development Plan	<ul style="list-style-type: none"> • Improve the economic, social, environmental, and cultural well-being in Conwy by 2033 and create greater opportunities to live, work and visit. • Placemaking which takes a holistic approach to the planning and design of development creating public spaces that promote well-being. • A prosperous economy is designed using locations that are accessible and sustainable promoting healthy lifestyles through green infrastructure. • New growth needed by 2033 with 1,800 new jobs and 4,300 homes and 1,800 affordable homes.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Evidence	Context, Issues and Priorities
	<ul style="list-style-type: none"> Promote high quality architecture and design to strengthen local distinctiveness.
Welsh Government	<ul style="list-style-type: none"> Change of use consultation undertaken early 2022 to explore adding new use to the change of use classes to include short term holiday let and second homes and use article 4 directives and other policy controls.
Research	
Lichfields Town Centre First Study	<ul style="list-style-type: none"> Lack of appetite to convert upper units to residential because of compliance costs, concerns of access and security. Lack of sites available for new builds. Rapid increase in house prices in Conwy, at a greater rate than UK average. This is causing housing to be less affordable for local people.
Mace Access and Movement Research	<ul style="list-style-type: none"> Commission a study to explore potential access and movement interventions including: Removal of parking along one side of Mostyn Street to extend the pavements to allow outside seating and active frontages. Mostyn Street one way with changes to either Madoc Street or the Promenade to facilitate traffic in the opposite direction. Full pedestrianisation of Mostyn Street for the central three blocks with traffic diverted to Madoc Street and the Promenade. Flexible interventions to allow temporary or full pedestrianisation of Upper Mostyn Street.
Llandudno Tourism Study (2019)	<ul style="list-style-type: none"> Grow night-time economy, especially food and drink offer. Rise of flexible working has been hastened by new and mobile technologies which mean that people are able to work whilst on the move or from other locations, particularly amongst younger and more entrepreneurial workers. Balance the need to invest in the tourism offer with supporting growth of wider economy and communities. Local people will generate demand for some visitor amenities and services.
Stakeholder feedback	
Public Realm	<ul style="list-style-type: none"> High quality public realm and lighting improvements could improve and integrate four areas of the town, including: West Shore to North Shore; East to West; the Great Orme and Happy Valley to the Town; and the High Street to the two retail parks, which are within walking distance.
Car parking	<ul style="list-style-type: none"> Car parking in the main summer months is in high demand. Llandudno needs a new parking facility to alleviate traffic congestion in the summer months.
Housing	<ul style="list-style-type: none"> There is a shortage of affordable housing for local people. Many local people work in the town and the current cost of living increases will be difficult for them to absorb on relatively low wages.
New residents and businesses	<ul style="list-style-type: none"> There is an opportunity to attract new residents and businesses to the town. It has a strong lifestyle offer, with good access to local amenities, services, and attractive surroundings.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Evidence	Context, Issues and Priorities
Food and drink	<ul style="list-style-type: none"> Most stakeholders recognise that Llandudno should be a great place to enjoy local food and drink, and there is an opportunity to improve this area.

4.2 Packages of Interventions

We have identified the following **packages of interventions** to address the context, issues, and priorities above, and deliver the “**Maximise Existing**” regeneration principle:

- **Place Promotion:** supporting visitors and residents to get the best out of what Llandudno has to offer.
- **Public Realm:** improving the appearance of the town’s physical and natural features to complement its Victorian heritage and create ambience and sense of place.
- **Activating Spaces:** bringing much loved spaces back to life and creating new uses for old buildings.
- **Town Centre Vitality:** bringing new people, uses and activity to the town centre to create jobs, and enhance amenity and quality of life.

4.3 Interventions Matrix

The table below provides a schedule of proposed interventions to deliver the “**Maximise Existing**” regeneration principle. This includes a description of the intervention, relevant key stakeholders and owners for delivery, indicative costs and timescales and the key regeneration theme the intervention supports.

The total indicative cost for these interventions is: **£14,245,000**. (All indicative costs assume a 2022 price base.) See Section 10 for the delivery programme for these interventions.

Table 5: Maximise Existing Initiatives.

Package	Intervention	Key stakeholders/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
Place Promotion	Recruit local ambassadors to support and guide residents and visitors, linked to the Conwy Ambassadors Programme.	CCBC	£10k: Revenue funded Local business sponsorship	2022-2023	Living in Llandudno	Identity People & Communities

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Package	Intervention	Key stakeholders/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	Recruit and engage a cohort of social media influencers to promote Llandudno.	CCBC	£10k: Revenue funded Local business sponsorship	2022-2023	Living in Llandudno	Identity People & Communities
Public Realm	Comprehensive programme of public realm enhancements and repairs to refresh the Victorian heritage and town centre setting.	CCBC	£3m: Grant funded works Local business sponsorship	2023-2025	Living in Llandudno	Public Realm
	Commission new wayfinding and signage scheme , including digital signage.	CCBC	£300k: Grant funded works Local business sponsorship	2023	Living in Llandudno	Public Realm, Movement
	Identify a focal point(s) for the town including a new town square or public space , e.g., North Western Gardens, supported by lighting, seating and space for outdoor entertainment.	CCBC	£750k: Grant funded works	2023	Living in Llandudno	Identity
	Develop a local equivalent to English Heritage's " Blue Plaque " scheme, building on the existing orange plaques.	CCBC/Cadw	£75k: Grant funded via e.g., Cadw and Visit Wales Revenue funded	2024-2025	Living in Llandudno	Identity
Activating Spaces	Supporting facilities to revitalise the paddling pool .	CCBC	£2m: Grant funded works	2024-2025	Living in Llandudno People and Communities	People & Communities
	Supporting infrastructure for Bodafon fields as an outdoor event space (draining, toilets and electrical supply).	CCBC/ Possible private sector investment	£1m: Grant funded works	2024-2025	Living in Llandudno People and Communities	Location

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Package	Intervention	Key stakeholders/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	Park and ride location at Bodafon fields linked to the land train and other local transport (see below).	CCBC	£1m: Grant funded works ROI via operating license Operator ROI via ticket revenue		Access and Movement	Movement
	Work with operators to develop cruise liner routes and offer day/overnight stay packages.	CCBC	N/A	2022	Business and Investment	Movement
	Work with operators to introduce electric powered sea gliders linking with Liverpool and other destinations to bring visitors to and from Llandudno via the pier.	CCBC/WG/BF/PLG	N/A	2022	Access and Movement	Movement
	Explore activities including walkways, play, artworks cultural events and market stalls to activate the colonnades .	CCBC	£500k: Grant funded works Council funding. Income via pitch rental.	2024	Business and Investment	Location
	Pop-up and temporary use programme to activate vacant town centre and pier units.	CCBC/Possible private sector investment	£100k: Rates contribution. Rent free period. Investment from tenant.	2023	Business and Investment	Location
Town Centre Vitality	Explore policy mechanisms for conversion of existing town centre units to residential use to meet local housing demand and affordability needs.	CCBC/Possible private sector investment	£1m: Rates contribution. Rent free period. Investment from tenant.	2024-2025	Living in Llandudno	Location People and Communities

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Package	Intervention	Key stakeholders/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	Support creation of collaborative workspaces to attract live-work residents.	CCBC/Possible private sector investment	£1m: Rates contribution. Rent free period. Investment from tenant.	2024-2025	Living in Llandudno Business and Investment	Mix of Uses Location
	Permanent outside seating and more gazebos outside hotels at appropriate locations, provided at a consistently high quality.	CCBC/Possible sector investment	£500k: ME funding Council rates contribution Investment from tenant.	2023	Business and Investment	Mix of Uses Location
	Study to explore potential benefits and options for pedestrianisation and traffic management on Mostyn Street.	CCBC/Possible private sector investment	£3m: Grant funded works	2024-2025	Access and Movement	Movement
Total			£14,245,000			

4.4 Performance

The following suggested KPIs could be used to measure progress and performance in delivering packages of interventions for the “**Maximise Existing**” regeneration principle:

Table 6: Maximise Existing Key Performance Indicators.

Package	Suggested KPIs	Further Deliverables
	Defined roles and opportunities for local ambassadors to support residents and visitors.	<ul style="list-style-type: none"> Application process, defined roles and responsibilities Numbers completing a Conwy Ambassador Programme Course
	An increase in online advertisement and promoted posts highlighting Llandudno as a viable destination for varied demographics.	<ul style="list-style-type: none"> A strategy for measuring impressions, reach and conversion rate of visitors, aligned with the Visit Conwy brand.
Public Realm	An increase in delivered projects and works where the key benefit is protection and enhancement of key Victorian features.	<ul style="list-style-type: none"> Cost-Benefit Analysis Procurement framework for specialist restoration contractors High-level delivery plans for key projects

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Package	Suggested KPIs	Further Deliverables
	Defined plans, designs and mapping for physical and digital signage.	<ul style="list-style-type: none"> • Town Planning exercise and consultation • Form of web-based signage agreed
	Identify the most appropriate possible new town square location for Llandudno.	<ul style="list-style-type: none"> • Further socio-economic analysis of key contenders. • Proposed routes and simulated journeys outlined.
	A definitive list of the sites of interest within the town with plaques and information signage.	<ul style="list-style-type: none"> • Supplier list outlined for signage.
Activating Spaces	All key areas and event spaces to have a base level of nearby or local, basic facilities and infrastructure.	<ul style="list-style-type: none"> • Provision of toilet facilities, bins and transport links.
	Additional incentives to visit the town, underpinned by links to external locations.	<ul style="list-style-type: none"> • Established routes direct to locations in Conwy and North Wales. • Achieve agreement with local accommodation for package deals for a variety of guest types.
	A broadened selection of food locations and options to cater to wider resident and visitor demand and activities.	<ul style="list-style-type: none"> • Categorisation of outlet types, ensuring a range of take-away, street food, hubs and sit-in restaurants. • Wide variety of menu types that enhance or support elevating quality and the town.
Town Centre Vitality	Produce a map outlining key areas where a conversion commercial to <i>primarily</i> residential use would be appropriate.	<ul style="list-style-type: none"> • Identify potential units and opportunities. •
	An increase in facilities and spaces for remote-working.	<ul style="list-style-type: none"> • Identify potential repurposing of units for open-plan working spaces with provision of power, internet, and facilities.
	A broadener selection of spaces and amenities to support high-street activity during low season.	<ul style="list-style-type: none"> • Initiatives for community, youth and social activities.
	A reduction in traffic with an increase in walking connectivity and routes to support and encourage active travel.	<ul style="list-style-type: none"> • Outline areas for no-vehicle access that would not impact auxiliary transport routes.

5. Extra Llandudno

5.1 Context, Issues and Priorities

Llandudno is a popular place to live and a successful visitor destination already. Therefore, the **focus** for interventions proposed under the “**Extra Llandudno**” regeneration principle is to expand the day, year and town offer even more to maximise its value and potential to local businesses, residents, and visitors.

We explored the context behind this principle through our stakeholder engagement and evidence base. This pointed to the following key issues and opportunities to be addressed through proposed “**Extra Llandudno**” interventions:

Table 7: Extra Llandudno Key Context, Issues and Opportunities.

Evidence	Context, Issues and Priorities
Policy	
Conwy Economic Growth Strategy	<ul style="list-style-type: none"> • Significant number of SMEs and micro businesses within the region, that have helped the county through the recent difficult years of economic downturn. • Build on local strengths by supporting business growth and innovation and capitalise on wider strategic developments. • Address key challenges in the county around the low salaried, part-time, seasonal employment and the loss of our young talent through outward migration. Across the county 41% of jobs are part-time due to the dominance of the tourism and retail sectors. • Establish a higher education presence in the county. • The night-time economy and a compelling winter visitor offer are fundamental to establishing Conwy County as a year-round destination. To grow this market and ensure as many bookings as possible are overnight stays, Llandudno needs to offer more things for visitors to do in the evening, including offering more places that are open to eat. • Facilitate the tidal lagoon and other renewable energy projects across the county. • Need to grow the size and capability of the workforce. Ensure that we can respond to specific local business skills, needs and opportunities and that our regeneration programmes are integrated with employability initiatives, providing experience and sustainable opportunities. • The county is becoming world renowned as a centre of excellence for adrenaline adventure. Major events have attracted new audiences to the county and made significant economic contributions. • Conwy could also undertake strategic developments which would generate additional spend within the county. One of the most significant things we could do to grow the economy in Conwy would be to attract a higher education campus.
Conwy Culture Strategy	<ul style="list-style-type: none"> • Spaces to become backdrops for cultural activity with a national and international appeal that gets local people excited and involved. • Enable people to be confident and excited about taking cultural adventures, including people who think culture is ‘not for us.’ • New cultural programming would be developed with local artists, creative people and organisations and where possible could make use of our many iconic cultural assets as a backdrop.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Evidence	Context, Issues and Priorities
	<ul style="list-style-type: none"> There is a clear link between a strengthened cultural offer and successful tourism. The combination of a strong creative industry base and a year-round, cultural tourism model can deliver against the key priority of creating more sustainable jobs.
North Wales Skills & Employment Plan	<ul style="list-style-type: none"> Llandudno is a key hub in North Wales as a centre of excellence for higher-value tourism. Raising awareness of the diversity of career opportunities within tourism and aspirations as a career choice. Exploring apprenticeship opportunities as a route into the hospitality and tourism sector. Maximising the opportunities of promoting the region as one of the leading locations for low carbon energy generation and energy related supply chain investment.
Conwy Local Development Plan	<ul style="list-style-type: none"> Retaining 18–40-year-olds is an issue. Ensure that communities are near existing community facilities, public services and key amenities.
Research	
Llandudno Tourism Study (2019)	<ul style="list-style-type: none"> Llandudno's visitor profile contains a large proportion within the 65+ age category (42%) and in the 55-64 age category (18%). Visitors tend to be couples (65%) or singles (24%) with a relatively small proportion of visitor's families with children (10%). While the current performance of the tourism sector is positive, focus on attracting younger generations – particularly within the family bracket – is needed to secure future tourism from changing visitor demographics. Current transport conditions, such as a lack of frequent rail services into Llandudno town centre, sporadic bus services and congestion on the A55 affect Llandudno's tourism sector. Balance the need to invest in tourism offer with supporting growth of wider economy and communities. Local people will generate demand for same visitor amenities and services. Llandudno is not currently renowned as an activity orientated destination. How family friendly facilities can be presented in the area without detracting from its attractive character.
Lichfields Town Centre First Study	<ul style="list-style-type: none"> Potential to increase capacity for additional theatre, museum and gallery space and food and drink provision identified across Conwy, based on potential increase in expenditure.
Motorhomes and camping study	<ul style="list-style-type: none"> Potentially high demand for camping and motorhome sites given the increase in adventure tourism, family group holidays and growth in more active older people seeking more adventurous holidays over traditional cruise or coach trips. Potential to tap in to the "van life" lifestyle influencers who document their lives through social media platforms showcasing the beauty of north Wales as a destination for this type of lifestyle and travel. Lack of sites and facilities as well engagement between sites and potential visitors. Llandudno could offer excellent provision for the type of visitor with the right level of facilities in place. Bodafon fields has a camping license but this is restricted to only when events are taking place.
Stakeholder feedback	

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Evidence	Context, Issues and Priorities
M&S Building	<ul style="list-style-type: none"> The former M&S building in the town was cited as a good potential location for a new modern facility, food and drink establishment, events space. The Tabernacle former church was also identified as a possible location.
Café culture	<ul style="list-style-type: none"> Continental café-style culture to attract higher spending visitors, increase dwell time and perhaps encourage more people to want to stay overnight. Hotels have innovated in response to the Covid-19 pandemic by introducing gazebos on hotels frontages to bring greater footfall and a sense of conviviality. Need to ensure they are provided and maintained to a consistently high quality.
Colonnades	<ul style="list-style-type: none"> Improvements to the colonnades will enhance the visitor experience and create an attractive walking route to Happy Valley.
Pier	<ul style="list-style-type: none"> Prince Leisure Group is considering adding an external glazed surround to bar and café, which could enhance the customer experience as well as support the pier as an indoor and out-of-season attraction.
Gloddaeth Street	<ul style="list-style-type: none"> Gloddaeth Street does not link the West Shore and the town well in terms of public realm and lighting, yet it is a wide boulevard that has significant potential. Creating green infrastructure space for walking and cycling (and perhaps with a cultural focus) in the central reservation for cultural activities and events would help to realise the potential of this area. Alternative car parking arrangements would need to be considered as the central reservation is currently used for that purpose.
West Shore	<ul style="list-style-type: none"> The West Shore has significant outdoor activity potential that could increase visitors to the area appropriate to the environment, e.g., water sports. Installing changing and shower facilities would support greater use of the water by windsurfers and kitesurfers. West Shore could also be better connected to the town.
Great Orme	<ul style="list-style-type: none"> Improvements to the summit complex visitor centre are already being considered by the Council. A 360 degree glazed panoramic building would be a unique addition to Llandudno, with an accompanying high-quality offer (viewing area/restaurant café/ shop/ bar) Based on the type of building seen at Piz Gloria, Switzerland would complement Llandudno's toboggan run and ski slope, and build on the town's twinning links with Champéry, Switzerland.
Hotel offer	<ul style="list-style-type: none"> Uncertainty on the future of the traditional bed, breakfast and evening meal model offered by many hotels Hotels should adapt their offer, i.e., as an independent restaurant seeking to attract residents and visitors to dine at the hotel.

5.2 Packages of Interventions

We have identified the following **packages of interventions** to address the context, issues and priorities above, and delivering the “**Extra Llandudno**” regeneration principle:

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

- **Food & drink and the night time economy:** creating opportunities to increase the diversity of the food and drink offer during the day and to grow the night time economy.
- **Year-round activity:** improving the range of activities, services, and amenities to support enjoyment of Llandudno by visitors and residents throughout the year.
- **New experiences and amenities:** creating new reasons for people to love Llandudno even more.
- **Employment and enterprise:** creating new opportunities for people to grow their skills, create new enterprises and thrive in Llandudno.

5.3 Interventions Matrix

The table below provides a schedule of proposed interventions to deliver the “**Extra Llandudno**” regeneration principle. This includes a description of the intervention, relevant key stakeholders and owners for delivery, indicative costs and timescales and the key regeneration theme the intervention supports.

The total indicative cost for these interventions is: **£22,050,000**. (All indicative costs assume a 2022 price base.) See Section 10 for the delivery programme for these interventions.

Table 8: Extra Llandudno Initiatives.

Focus	Intervention	Key stakeholder/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
Food & drink and the night time economy	Grant towards conversion of former vacant units.	CCBC/Possible private sector investment	£3m: Rates contribution. Rent free period. Investment from tenant.	2024-2025	Business and Investment	Location
	Grant funding to encourage local hotels to extend their food and drink offer outside the hotel setting, either as pop-up restaurants or offering food in outside spaces.	CCBC	£250k: Rates contribution. Rent free period. Investment from tenant.	2023-2024	Business and Investment	Location
	Creation of a night bus service to improve transport between rural areas of Conwy County and Llandudno and	CCBC/Welsh Government (WG).	£100k:	2023-2024	Access and Movement	Movement

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Focus	Intervention	Key stakeholder/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	support workers travelling between work and home.		Local Revenue funded via CCBC. Revenue grant from WG.			
	Provide moorings and infrastructure on shore and on the pier to enable development of a set of floating restaurants and bars , accessible via the beach. (See example of the River Exe Café, a floating barge in the Exe estuary in Devon, with a restaurant offering locally sourced food and drink.)	CCBC	£600k: Council funded moorings and infrastructure investment. ROI via council rented berths.	2023-2024	Business and Investment	Location
	Repurpose the historic toll building at Happy Valley as a new restaurant or café.	CCBC	£2m: Grant for works. Council ROI via rent and rate free period.	2024-2025	Business and Investment	Location
	Regular farmers market in Bodafon Fields and associated annual food festival .	CCBC	£250k: Council funding. Income via pitch rental.	2023-2024	Business and Investment	Location
	Expand the pier's food and drink offer including pop-ups .	Pier Leisure Group (PLG)	£250k: PLG funded PLG income via lease.	2023	Business and Investment	Location
	Reactivate the outdoor theatre space in Happy Valley as a glaze-fronted high-end seafood restaurant and entertainment space.	CCBC	£2m: Grant funded with income from lease. Rent and rate free period on offer.	2024-2025	Business and Investment	Location People & Communities

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Focus	Intervention	Key stakeholder/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
Year-round activity	Explore new venue for comedy film, community theatre use, e.g., repurpose the Tabernacle Chapel .	CCBC/Possible private sector investment	£1m: Possible private sector funded investment with ROI via lease and rate free periods.	2024-2025	Living in Llandudno	Location People & Communities Mix of Uses
	Create a new glazed viewing platform at the top of the Great Orme to maximise the setting and great views.	CCBC	£3m: Grant funded via Heritage Lottery Fund. More attractive catering facilities retendered. Retendering exercise to enable ROI with high quality operator.	2025	Living in Llandudno	Location People & Communities Mix of Uses
	New entertainment facility on the pier.	PLG	Underway.	2024	Business and Investment	Location Mix of Uses
	External glazing to surround to bar and café at the end of the pier.	PLG	PLG funded.	2023	Business and Investment	Location
	Extend the tram's operation to operate just beyond peak season, possibly as a franchise or social enterprise to a local operator.	CCBC	£100k: Council use a franchise model to include an operator maintenance regime. Council ROI from operating license. Operator ROI via ticket revenue.	2023-2024	Living in Llandudno	Movement
	Explore providing a land train focussed on the promenade and linking North and West Shore and Bodafon fields park and ride.	CCBC	£500k: Grant funded with ROI from operating license.	2025-2026	Living in Llandudno	Movement

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Focus	Intervention	Key stakeholder/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
			Operator generates income from ticket revenues.			
	Create an urban sports park with ramps and design features for urban sports (including skate, BMX, scooters, parkour), at the end of the promenade.	CCBC	£250k: Revenue funded.	2025-2026	Living in Llandudno	Location People & Communities
	Create a summer urban sports festival aligned with the adventure sports culture in North Wales.	CCBC	£50k: Revenue funded. Ongoing revenue model fund via local businesses and brand sponsorship.	2026-2027	Living in Llandudno	Location People & Communities
	Repurpose an existing park to create a high-quality adventure playpark close to the promenade to suit ages 0-15. Well designed and inclusive to consider the needs of different age ranges, accessibility needs, and sensory needs, as an exemplar play space for Llandudno and the wider region.	CCBC	£1m: Revenue funded. Local vouchers and discounts for residents. Paid entry for visitors.	2025-2026	Living in Llandudno	Location People & Communities
New experiences and amenities	Create a comprehensive map of the town centre with themed and curated routes to be deployed across the town in multiple formats.	CCBC/Possible private sector investment	£50k: Funded by local business sponsorship and local advertising.	2023	Living in Llandudno	Location Identity Movement Mix of Uses
	Maximise the wide boulevard at Gloddaeth Street , by removing parking on the central reservation, adding public realm and greening treatment and additional deck parking on existing car parks.	CCBC	£5m: Council funded ROI via increased parking fees	2024-2025	Living in Llandudno	Movement

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Focus	Intervention	Key stakeholder/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	Provide facilities at West Shore to support water sports events and participants, with opportunities for hiring water sports equipment, and food and drink.	CCBC	£500k: Grant funded with ROI via operating license. Private sector community/social value contribution (utilities/energy sector).	2024-2025	Living in Llandudno	Location People & Communities
	Create an indoor maker space at West Shore with food and drink offer.	CCBC	£300k: Grant funded with ROI via operating license.	2025-2026	Business and Investment	Location Mix of Uses
	Build on the existing indoor gaming café (Geek Retreat) with provision of space and equipment to work and incubate new businesses in this high-tech and creative sector and provide courses in coding and game design.	CCBC	£500k: External grant funding for employment, youth engagement and educational support. Funded via private sector contribution (e.g., low carbon energy sector) and delivered in partnership with Llandrillo College.	2024-2025	Living in Llandudno	Location Mix of Uses People & Communities
	Create a high quality “glamping” site in an appropriate location in Llandudno.	CCBC	£1m: CCBC funded with income via private operating license.	2026-2027	Business and Investment	Location Mix of Uses
	Refresh the cable car shed to provide a more attractive visual amenity and viewing platform.	CCBC	£100k: Grant funded.	2023	Living in Llandudno	Location Identity
Employment and enterprise	Add to existing Community Skills and Learning Campus with a focus on green skills, as community-based	CCBC/ Llandrillo College	Allocated in existing budgets.	2027-2028	Business and Investment	People & Communities

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Focus	Intervention	Key stakeholder/ owners	Indicative Costs/Allocation	Indicative Timescales	Key Theme	Place Making Charter Principles
	teaching space in partnership with Llandrillo College .					
	Refresh the shelters along the promenade as additional space for existing businesses or for micro-enterprises .	CCBC/Possible private sector investment	£250k: Funded by private sector supported by CCBC via rate free periods and ROI via rental and lease agreements.	2024-2025	Business and Investment	Location Mix of Uses
Total			£22,050,000			

5.4 Performance

The following suggested KPIs could be used to measure progress and performance in delivering packages of interventions for the “**Extra Llandudno**” regeneration principle:

Table 9: Extra Llandudno Key Performance Indicators.

Package	Suggested KPIs	Further Deliverables
Food & drink and the night-time economy	A delivery timeline for a market hall or food quarter.	<ul style="list-style-type: none"> A confirmed source for grant funding. Business case and delivery plan for the project.
	Approach an initial selection of hotels with a brief business case and proposed offering.	<ul style="list-style-type: none"> Defined list of available spaces for hotels to utilise. A confirmed source and value for grant funding.
	Explore extension or introduction of a night bus to support rural connectivity.	<ul style="list-style-type: none"> Proposed routes and high-level timetables. Discussions held with relevant bus company.
	Locations and progressed Options Analysis for floating bars and restaurants.	<ul style="list-style-type: none"> Engage specialist contractors to discuss infrastructure requirements infrastructure and cost-benefit analysis.
	Delivery Plans on the new use of Happy Valley toll building.	<ul style="list-style-type: none"> Agreed use for the building. Engagement with potential vendors.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Package	Suggested KPIs	Further Deliverables
	Advertisement and Early Engagement of stall owners and vendors for event sites to host farmers markets and festivals.	<ul style="list-style-type: none"> • A marketing strategy and events management plan for event sites in the town. • A defined and sustainable calendar for market events.
	An increase from current options for food & drink.	<ul style="list-style-type: none"> • Wide variety of menu types that enhance or support the town.
	Recommencement of the Happy Valley theatre space into operational use .	<ul style="list-style-type: none"> • A calendar of events and ongoing roster of tenants/users.
Year-round activity	Ongoing and increasing operation of existing spaces as entertainment venues e.g., Tabernacle Chapel.	<ul style="list-style-type: none"> • A calendar of events and ongoing roster of tenants/users.
	An increased number of entertainment options on the pier with improved glazing to improve year-long success of businesses.	<ul style="list-style-type: none"> • Categorisation of outlet types, ensuring a range of options. • Wide variety of activity types that enhance or support the town theme.
	Operation of a wider catchment area for the Land Train services, measuring increase in potential passengers.	<ul style="list-style-type: none"> • Proposed routes and high-level timetables. • Discussions held with relevant operating organisations.
	An increased offering for sports and activity focused facilities in the promenade area.	<ul style="list-style-type: none"> • Wide variety of activity types catalogued that enhance or support the town brand.
New experiences & Amenities	An improvement in pedestrianisation in the area around Gloddaeth Street with increased densification of surrounding parking areas.	<ul style="list-style-type: none"> • Increased footfall measurements. • Reduction in traffic peaks and congestion in key areas.
	A growing calendar of water sports culture and events at West Shore.	<ul style="list-style-type: none"> • Calendar of events, training, competitions and suitable community and private led activities to embed a suitable culture.
	A wider range of opportunities for young people to engage with IT skills and gaming culture and green skills.	<ul style="list-style-type: none"> • Calendar of events, training, competitions and suitable community and private led activities to embed a suitable culture.
	Delivery of a refurbished cable-car shed with an improved appearance.	<ul style="list-style-type: none"> • Suitable designs to complement the setting and local heritage.
Employment & Enterprise	Number of courses and enrolment rates at the learning Campus	<ul style="list-style-type: none"> • Teaching timetables, course infrastructure and resources committed.
	An increase in use of shelters as space for small businesses to operate along the promenade.	<ul style="list-style-type: none"> • Defined and varied tenancy agreements to ensure a suitable variety and range of options available.

6. Elevate Quality

6.1 Context, Issues and Priorities

Llandudno is a popular place to live and a successful visitor destination already. Therefore, the **focus** for interventions proposed under the “**Elevate Quality**” regeneration principle is to create a baseline of enhanced quality all round to generate more visitors, more demand, and more value for residents.

We explored the context behind this principle through our stakeholder engagement and evidence base. This pointed to the following key issues and opportunities to be addressed through proposed “**Elevate Quality**” interventions:

Table 10: Elevate Quality Key Context, Issues and Opportunities.

Evidence	Context, Issues and Priorities
Policy	
Conwy Economic Growth Strategy	<ul style="list-style-type: none"> • 1 in 4 jobs in Conwy are directly linked to tourism. If we improve the quality of tourism jobs, we improve the economy of the county as a whole. • Conwy will need to operate as a truly international destination across all aspects of the visitor experience throughout the County. • There are a range of subjects a campus could offer which would link with the region’s economy and meet local need. Higher education level courses in tourism would contribute to the county’s aspiration to be a consistently world-class visitor destination. • Sustainable destination management and engagement of the community is needed alongside targeted investment to continue to improve our food and retail offer and develop our night-time economy particularly within town centres. • If we are to transform a significant proportion of the jobs within the tourism sector, increasing average salaries and spending power, we will need to create a vibrant, compelling winter visitor experience to make Conwy a year-round destination. • This will require investment in all-weather attractions, a calendar of events across the county and the ‘tuning’ of accommodation and food offer for winter months. • Conwy could also undertake strategic developments which would generate additional spend within the county. One of the most significant things we could do to grow the economy in Conwy would be to attract a higher education campus.
Conwy Culture Strategy	<ul style="list-style-type: none"> • Changing perceptions of the tourism and hospitality sector to offer exciting and diverse career prospects. • Creating a year-round cultural tourism model which can help create more sustainable jobs and ensure growth, especially with the night-time economy.
North Wales Skills & Employment Plan	<ul style="list-style-type: none"> • Exploring how to provide skills that build on self-management, social intelligence, and innovation so the workforce can be more agile and resilient to economic and social drivers behind how work is changing. • Maximising the opportunities of promoting the region as one of the leading locations for low carbon energy generation and energy related supply chain investment.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Evidence	Context, Issues and Priorities
	<ul style="list-style-type: none"> Llandudno as a key hub in North Wales as a centre of excellence for high-value tourism. Raising awareness of the diversity of career opportunities within tourism and aspirations as a career choice. Exploring apprenticeship opportunities as a route into the hospitality and tourism sector.
Llandudno Tourism Study (2019)	<ul style="list-style-type: none"> Llandudno faces different challenges to the past, with an increasingly competitive market both domestically and internationally. Llandudno must continue to adapt and innovate to remain a prime tourism location for people in the UK and beyond. Embrace emerging trends facing the tourism sector and be proactive to plan for changes such as the increasing focus on gathering “experiences” across all demographic groups to invest in its tourism product. Differences in needs and preferences for different demographics and between different generations, driving change in technology, social awareness, economic activity. Increase accommodation capacity, widen type of accommodation, invest in quality of existing. Adding more serviced apartments/aparthotels in diversifying its accommodation mix.
Research	
Lichfields Town Centre First Study	<ul style="list-style-type: none"> Potential to increase capacity for additional theatre, museum and gallery space and food and drink provision identified across Conwy, based on potential increase in expenditure. Floor space capacity exists across Conwy for growth in food & drink and leisure & cultural use. Some hospitality businesses report an increase in bookings to 2022 owing to the increase in staycations. The sense of arrival to the town at the railway station is relatively poor and could be improved.
Stakeholder feedback	
Pricing	<ul style="list-style-type: none"> Raise room rates and attract a higher spending market – “value over volume” –through raising the visitor offer to increase wages and the ability to retain people working in the sector.
Hotels	<ul style="list-style-type: none"> Better quality hotels will adapt to a changing market with the right vision, but they are currently not well suited to a younger age profile. Some larger hotels can be adapted to other activities e.g., spas, weddings etc. Many hotels and shops/ cafes are family owned and are managed by a small number of people. They tend not to open for longer in the evenings as they prioritise an early breakfast service.
Skills	<ul style="list-style-type: none"> There are many job opportunities emerging in North Wales (Hydrogen production, tidal energy, nuclear). Over the next 10 years these will require a mixture of specialised, skilled, and lower skilled positions. Planned growth of the premium hospitality sector in Llandudno will require a well-trained (and commensurately better paid) workforce.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

6.2 Packages of Interventions

We have identified the following **packages of interventions** to address the context, issues and priorities above, and delivering the “**Elevate Quality**” regeneration principle:

- **Accommodation:** maximising the potential of existing and new accommodation to cater for all types of visitors; now and in future.
- **Skills:** building local skills capacity to deliver the quality of service and experience that will underpin a successful career in the sector and which visitors expect; now and in the future.

6.3 Interventions Matrix

The table below provides a schedule of proposed interventions to deliver the “**Elevate Quality**” regeneration principle. This includes a description of the intervention, relevant key stakeholders and owners for delivery, indicative costs and timescales and the key regeneration theme the intervention supports.

The total indicative cost for these interventions is: **£23,130,000**. (All indicative costs assume a 2022 price base.) See Section 10 for the delivery programme for these interventions.

Table 11: Elevate Quality Initiatives.

Focus	Intervention	Key stakeholders/ owners	Indicative Costs/Funding	Indicative Timescales	Key Theme	Place Making Charter Principles
Accommodation	Purchase the Grand Hotel to bring it back to its former glory.	CCBC/Private Sector	£10m: Grant for acquisition and works ROI via sales receipts Operator ROI via revenue	2030	Business and Investment	Identity Location
	Encourage hotels to remodel internal configuration of hotel accommodation to offer serviced apartments as well as hotel rooms.	CCBC/Hotel Owners	£1m: Rates contribution. Rent free period. Investment from tenant.	2025-2026	Business and Investment	Location

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Focus	Intervention	Key stakeholders/ owners	Indicative Costs/Funding	Indicative Timescales	Key Theme	Place Making Charter Principles
	Encourage hotels to invest in additional alternative holiday accommodation types, e.g., alpine-style cabins, serviced apartments, cottages.	CCBC /Hotel Owners	£1m: Rates contribution. Rent free period. Investment from tenant.	2025-2026	Business and Investment	Location
	Identify sites for motorhome users , with associated supporting facilities and sites for sustainable camping and glamping opportunities.	CCBC	£1m: Council funded works ROI via pitch rents	2024-2025	Business and Investment	Location
	Explore units in the town that could be marketed for conversion to new independent boutique hotels or holiday apartments.	CCBC/Private Sector	£30k: Rates contribution. Rent free period. Investment from tenant.	2024-2025	Business and Investment	Location
Skills	Partner with hospitality establishments in Champery for skills shares and exchanges .	CCBC/Visit Wales	£100k: Revenue funded and Visit Wales. Contributions from local businesses.	2024-2025	Business and Investment	Location People & Communities
	Explore options for an element of the Tourism and Hospitality Academy to serve the wider region as a strategic investment in future skills to be located in Llandudno, e.g., partner with Grŵp Llandrillo Menai.	CCBC/WG/	£10m: Grant funding Existing education budgets. Contributions from local businesses.	2027-2028	Business and Investment	Location People & Communities
Total			£23,130,000			

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

6.4 Performance

The following suggested KPIs could be used to measure progress and performance in delivering packages of interventions for the “**Elevate Quality**” regeneration principle:

Table 12: Elevate Quality Key Performance Indicators.

Package	Suggested KPIs	Further Deliverables
Accommodation	A broader variety of accommodation types.	<ul style="list-style-type: none"> Buy-in from a range of hotels and accommodation providers. Organisations in place for renting and management of Motorhome facilities. Completed and actioned analysis of suitable units for conversion into holiday accommodation.
	Explore the future renovation and operation of the Grand Hotel.	<ul style="list-style-type: none"> Identification and implementation of a suitable operator. Long-term business plan for renovation and operation of the Grand Hotel.
Skills	Provision of multiple learning pathways with a focus on tourism and hospitality.	<ul style="list-style-type: none"> An established list of hospitality partners engaged to support. Teaching models, research qualification frameworks and curriculum, delivery plan.
	Programme of skills shares and exchanges in Champery.	<ul style="list-style-type: none"> Feedback and learning sessions. Defined learning and skills framework.
	Local ambassadors to complete employment module of the Conwy Ambassador Programme Course.	<ul style="list-style-type: none"> Numbers completing a Conwy Ambassador Programme Course.

7. Culture Led

7.1 Context, Issues and Priorities

Llandudno is a popular place to live and a successful visitor destination already. Therefore, the **focus** for interventions proposed under the “**Culture Led**” regeneration principle is to capitalise on the richness of local culture, creativity, and heritage, and activate even more local activity and engagement for residents and visitors.

We explored the context behind this principle through our stakeholder engagement and evidence base. This pointed to the following key issues and opportunities to be addressed through proposed “**Culture Led**” interventions:

Table 13: Culture Led Key Context, Issues and Opportunities.

Evidence	Context, Issues and Priorities
Policy	
Conwy Economic Growth Strategy	<ul style="list-style-type: none"> • Improve food & retail offer and develop night-time economy in town centres to underpin further growth with the core in Venue Cymru • Encourage the growth and establishment of businesses that can create jobs to support thriving communities, language and culture within Conwy. • We need to continue building and strengthening our arts offer to complement other initiatives, reinforce a ‘sense of place’ and contribute to higher visitor spend. • The night-time economy and a compelling winter visitor offer are fundamental to establishing Conwy County as a year-round destination. Venue Cymru attracts a wide variety of conferences and business bookings throughout the year. • To grow this market and ensure as many bookings as possible are overnight stays, Llandudno needs to offer more things for visitors to do in the evening, including offering more places that are open to eat. • Core to attracting more visitors through the winter months will be programmes to invest in attractor events at this time of year and developing/investing in attractions which can be enjoyed through the winter.
Conwy Culture Strategy	<ul style="list-style-type: none"> • Create a cluster of cultural Launchpads focused upon the county’s five largest towns, Abergele, Colwyn Bay, Conwy, Llandudno, and Llanrwst. These areas will bring local people and their ideas and creativity together through local projects. The focus is on building stronger networks between venues and fostering joined-up projects. • Establish local cultural partnerships or Town Teams to oversee and deliver the 5 Launchpads. These creative alliances will feed in to the larger strategic ‘Culture Conwy’ body. • New cultural programming developed with local artists, creative people and organisations and where possible could make use of iconic cultural assets as a backdrop.
Llandudno Tourism Study (2019)	<ul style="list-style-type: none"> • Opportunities to grow activities base with new attractions and events.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Evidence	Context, Issues and Priorities
Conwy Local Development Plan	<ul style="list-style-type: none"> Raising the profile of the Welsh Language.
North Wales Skills & Employment Plan	<ul style="list-style-type: none"> North Wales has highest proportion of Welsh speakers in Wales, at an estimated 42.7%. Achieve a million Welsh speakers by 2050.
Stakeholder feedback	
Venue Cymru	<ul style="list-style-type: none"> Successful venue, hosting circa 700 events per year and with strong acts with good visitor appeal. Key enabler for the town, bringing people who stay, driving overnight bed space and attracting notable organisations to host conferences. The venue has an austere and functional feel with little sense of place. It needs to reconfigure its internal spaces to maximise their use and ensure the venue is fit for purpose for staging modern shows.
Community based arts	<ul style="list-style-type: none"> Create pockets of cultural activity to drive more community level arts and creativity and support better collaboration.
Collaboration	<ul style="list-style-type: none"> Build on the success of the CALL (Culture – Action- Llandudno) project delivered over 5years, collaborative arts and cultural capacity building focus.
Great Orme	<ul style="list-style-type: none"> Need to build a stronger narrative for visitors about the Great Orme. They are not aware that it is one of the most important prehistoric sites in Europe, with one of the earliest known artefacts of portable ice age art in Wales. It is an important site of pilgrimage, ritual, a magical place for people and human social development over thousands of years. The Great Orme national trust farm which still uses ancient farming methods is totally unique and a real asset we can build a culture and food strategy around.
Llandudno museum	<ul style="list-style-type: none"> Need to make use of the Llandudno Museum archives to tell the story of Llandudno and bring our history alive.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

7.2 Packages of Interventions

We have identified the following **packages of interventions** to address the context, issues and priorities above, and delivering the “**Culture Led**” regeneration principle:

- **Events:** using events to tell the unique story of Llandudno and showcase its amazing assets.
- **Arts and entertainment:** bringing arts to all through community based and accessible formats that everyone can enjoy.
- **Natural history:** using Llandudno’s spectacular and unique natural history as a platform for showcasing the town to the world.
- **Venue Cymru and Llandudno Museum:** creating a sense of place and a powerful setting for these anchor assets to elevate their role and contribution to the town’s identity.
- **Communication and awareness:** enabling access to arts and culture for all by making it easier to know what is happening, where and when.

7.3 Interventions Matrix

The table below provides a schedule of proposed interventions to deliver the “**Culture Led**” regeneration principle. This includes a description of the intervention, relevant key stakeholders and owners for delivery, indicative costs and timescales and the key regeneration theme the intervention supports.

The total indicative cost for these interventions is: **£5,900,000**. (All indicative costs assume a 2022 price base.) See Section 10 for the delivery programme for these interventions.

Table 14: Culture Led Interventions.

Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
Events	Reinstate the Llawn Festival with an emphasis on involvement of local artists and creatives, with Oriel Mostyn.	CCBC/Possible private sector investment	£250k: Council and ME funded Support from wider local businesses and brand sponsorship. ROI via ticket revenue	2024	Living in Llandudno	Identity Location

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
	Promote Bodafon fields as an events space.	CCBC/Possible private sector investment	£25k: Revenue funded Council ROI from ticket revenue and licenses	2024	Living in Llandudno	Location People & Communities
	Great Orme festival to create a platform to tell the story of the Great Orme using art, film, archive material, storytelling.	CCBC	£100k: Council funded with support from Cadw, National Trust. Engage event operator Council ROI from license Operator revenue from ticket revenue	2025	Living in Llandudno	Identity Location
	Create additional festivals for low season e.g., Welsh food festival, children's festival, Christmas markets, winter sports festival.	CCBC	£250k: Grant and Revenue funded	2025-2026	Living in Llandudno	
Arts and entertainment	Create a community cinema and a local film society to films in different Llandudno venues, with an outdoor cinema in summer months.	CCBC/Possible private sector investment	£100k: Grant funding Local business sponsorship Rate contribution and rent free period ROI from ticket revenue	2024	Living in Llandudno	People and Communities Mix of Uses
	Create spaces for quality street performance , e.g., music and recitals, storytelling, poetry, managed through auditions and licenses.	CCBC/Private Sector/PGL	£50k: Council funded	2024	Living in Llandudno	Identity Location

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
Natural history	Create an artist's retreat , with curated walks and tours of sites, including the Great Orme, and an international landscape art festival and competition .	CCBC/Possible private sector investment	£150k: Private sector funded in collaboration with Oriel Mostyn	2025-2026	Business and Investment	Identity Location
Venue Cymru and Llandudno Museum	Revitalise Venue Cymru's external appearance to make it more inviting as a flagship attraction and embrace local and Welsh identity.	CCBC	£1m: Grant funding for works	2026-2027	Living in Llandudno	Identity Location
	Create art works to enliven the interior and exterior of Venue Cymru, enhancing it as a space for showcasing local artists.	CCBC	£250k: Grant funding for works Private sector sponsorship	2026-2027	Living in Llandudno	Identity Location
	Reconfigure and modernise Venue Cymru's internal events spaces to maximise flexibility and accommodate more modern and technical productions.	CCBC	£2m: Grant funding for works ROI from ticket and catering revenues	2027-2028	Business and Investment	People and Communities Mix of Uses
	Support community-based arts activity at Venue Cymru using a moving stage to engage community participation and activate the foyer.	CCBC	£250k: Council funded Private sector sponsorship	2025	People and Communities	People and Communities Mix of Uses
	Redesign Venue Cymru's outside spaces as a public space to activate Venue Cymru's frontage and create a sense of place .	CCBC	£500k: Grant funding for works Private sector sponsorship	2026-2027	Living in Llandudno	Identity Location
	Programme of Welsh language and arts activities and events at different venues, including Venue	CCBC/Possible private sector investment	£200k: Council funded Private sector sponsorship	2025-2026	People and Communities	Identity People and Communities

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
	Cymru, Llandudno Museum and Oriel Mostyn.					
Communication and awareness	Create a weekly bulletin of events and activities using printed, digital and social media channels .	CCBC/Business Forum/Local associations	£75k: Council funded Local business sponsorship	2023-2024	Business and Investment	Location People & Communities
	Digital signage and installation of more noticeboards to advertise cultural activities	CCBC	£500k: Grant for works Private sector sponsorship	2023-2024	Business and Investment	Location People & Communities
	Introduce live messaging using digital signage and push notifications to promote events and advise on services using Smart Towns data .	GF/Sponsor	£200k: Grant and private sector sponsorship	2023-2024	Business and Investment	Location People & Communities
Total			£5,900,000			

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

7.4 Performance

The following suggested KPIs could be used to measure progress and performance in delivering packages of interventions for the “**Culture Led**” regeneration principle:

Table 15: Culture Led Key Performance Indicators.

Package	Suggested KPIs	Further Deliverables
Events	Implementation and annual operation of several festivals.	<ul style="list-style-type: none"> • Event plans that target a wide demographic and varied potential attendees. • Establish festivals that complement the need for year round activity and to reinforce the town branding.
Arts and entertainment	Designated and maintained spaces for outdoor performances.	<ul style="list-style-type: none"> • A growing and live register of suitable and diverse street performers. • Overlapping, high-level timetables for performers, ensuring varied selection across Llandudno.
	Development of a film society and film showings.	<ul style="list-style-type: none"> • Advertisement and management of suitable spaces for potential community cinema in town. • Engagement with a suitable organisation to manage a seasonal outdoor cinema.
Natural history	Development of art and creative opportunities with increased participation figures.	<ul style="list-style-type: none"> • Established routes and guides for art production. • Suitable facilities and venue to embrace an art culture in town.
Venue Cymru and Llandudno Museum	A growing symbiosis between Venue Cymru and art and Welsh identity.	<ul style="list-style-type: none"> • An increased number of art installations, and displays and events both internally and externally. • A demonstrated support mechanism for local art.
	Defined points of enhancement to the interior and exterior appearance of the venue	<ul style="list-style-type: none"> • Establish an optimal point between style and functionality. • Improved technical functions list.
Communication and awareness	Further embrace technologically enhanced communication, advertisement and media.	<ul style="list-style-type: none"> • An increased number of digital methods of communication. • Community interaction and engagement with Smart Towns data and social media feeds.

8. Change Agents

8.1 Context, Issues and Priorities

Llandudno is a popular place to live and a successful visitor destination, already. Therefore, the **focus** for interventions proposed under the “**Change Agents**” regeneration principle is to grow a network of relationships, platforms and support for local people and partners to collaborate as agents of change.

We explored the context behind this principle through our stakeholder engagement and evidence base. This pointed to the following key issues and opportunities to be addressed through proposed “**Change Agents**” interventions:

Table 16: Change Agents Key Context, Issues and Opportunities.

Evidence	Context, Issues and Priorities
Policy	
Conwy Economic Growth Strategy	<ul style="list-style-type: none"> • Conwy’s strength is in the diversity of the small businesses that operate within the county and the expertise and quality products/services they deliver. • Conwy boasts a thriving entrepreneurial culture with levels of self-employment and business start-ups increasing year on year, and the county is performing above national averages for numbers of self-employed workers. • Dynamic leadership through close collaboration of the public, private and third sectors. • Address key challenges in the county around the low salaried, part-time, seasonal employment and the loss of our young talent through outward migration. Across the county 41% of jobs are part-time due to the dominance of the tourism and retail sectors. • Establish a higher education presence in the county. • Develop the night time economy and a winter tourism offer across the county making Conwy a year-round visitor destination. • The Council will work with the private sector to bring forward allocated employment land across the county and also ensure the renovation/ modernisation of existing employment premises so that they are suitable for modern day requirements. This will include identifying innovative solutions to find sustainable uses for vacant town centre premises and also create rural workshop space.
Conwy Culture Strategy	<ul style="list-style-type: none"> • Seeks to put meaningful cultural experiences at the heart of post-Covid-19 regeneration to drive positive change. • To enable this there is a strong focus on accessibility and inclusivity to ensure culture is accessible, fun, and relevant to everyone, including those that have not traditionally been engaged. • There are also strong evidential links drawn between culture and wellbeing and encouraging people to be more connected with cultural and civic life. • Establish local cultural partnerships or Town Teams to oversee and deliver the 5 Launchpads. These creative alliances will feed in to the larger strategic ‘Culture Conwy’ body.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Evidence	Context, Issues and Priorities
Conwy Local Development Plan	<ul style="list-style-type: none"> Retaining 18–40-year-olds is an issue.
Llandudno Tourism Study (2019)	<ul style="list-style-type: none"> Differences in needs and preferences for different demographics and between different generations, driving change in technology, social awareness, economic activity.
Stakeholder feedback	
Young people	<ul style="list-style-type: none"> Lots of projects in the pipeline for young people and want to see more youth engagement over the next 10years.
Business ecosystem	<ul style="list-style-type: none"> There is a community of small businesses but there is no in/formal structure for coming together to share ideas/issues/resources – would welcome this and support with growing it. The Llandudno Business Forum has just been created, chaired by Mostyn Estates, and this is a welcome step towards building new business networks in the town. Small businesses feel on the fringe of things but want to be more active and involved for mutual benefit. Need for support to be available for starting, supporting and growing local independent businesses, including funding business planning, strategy and advisory.

8.2 Packages of Interventions

We have identified the following **packages of interventions** to address the context, issues and priorities above, and delivering the “**Change Agents**” regeneration principle:

- **Business Ecosystem:** promoting sharing and networking between local businesses to support collaboration and joint initiatives for growth and success.
- **Peer Support:** enabling businesses to support each other and grow the next generation of successful Llandudno businesses.
- **Delivery:** bringing together a coalition of interests and expertise to oversee the future development and regeneration of Llandudno as a collaborative partnership.
- **Community led regeneration:** enabling local people to take the lead and deliver projects that are meaningful and important to them.
- **Youth led regeneration:** supporting young people to take the lead, share their voice and ideas for making Llandudno better for everyone, and support making them happen.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

8.3 Interventions Matrix

The table below provides a schedule of proposed interventions to deliver the “**Change Agents**” regeneration principle. This includes a description of the intervention, relevant key stakeholders and owners for delivery, indicative costs and timescales and the key regeneration theme the intervention supports.

The total indicative cost for these interventions is: **£515,000**. (All indicative costs assume a 2022 price base.) See Section 10 for the delivery programme for these interventions.

Table 17: Change Agents Interventions.

Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
Business Ecosystem	Create a guide to developing pop-ups with useful information on the process, requirements, support available for creating a pop-up.	CCBC/Possible private sector investment	£30k: Council and ME funded	2023	Business and Investment	People & Communities Location
	Create Llandudno Business Week where local businesses open up their doors allowing local businesses to come together and collaborate.	CCBC/Private Sector/Town Council	£75k: External funding Local business sponsorship	2023-2024	Business and Investment	People & Communities Location
Peer Support	Build on the Llandudno Business Forum with a panel of local business people to provide mentoring and support to small businesses, pop-ups, and microbusinesses.	CCBC/Private Sector/Business Wales	£30k: External funding Local business sponsorship	2023	Business and Investment	People & Communities Location
	Create a Business buddy system where larger businesses buddy with smaller businesses to provide joint events and joint promotion.	Local Businesses	£30k: Local business sponsorship	2023	Business and Investment	People & Communities Location
Delivery	Llandudno Regeneration Programme Board (LRPB) to oversee delivery of the Llandudno 10year Regeneration Plan and projects linked to this.	LRPB	Part of the normal remit of the LRPB	2024-2025	People and Communities	People & Communities Location

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Focus	Intervention	Key stakeholders/ owners	Indicative Costs	Indicative Timescales	Key Theme	Place Making Charter Principles
Community led regeneration	Create a local community development fund to provide funding for local people's ideas for developing and supporting the town.	CCBC/Possible private sector investment	£150k: Shared Prosperity Fund Local business sponsorship	2024-2025	People and Communities	People & Communities Location
Youth led regeneration	Work with CCBC youth services to link with local youth groups and facilitate ideas and access to funding.	CCBC	£50k: Grant funded Local business sponsorship	2023-2024	People and Communities	People & Communities Location
	Create a Young Change Agents fund for funding youth-led projects, with mentoring and capacity building support.	CCBC	£150k: Shared Prosperity Fund Local business sponsorship	2024-2025	People and Communities	People & Communities Location
Total			£515,000			

8.4 Performance

The following suggested KPIs could be used to measure progress and performance in delivering packages of interventions for the “**Change Agents**” regeneration principle:

Table 18: Change Agents Key Performance Indicators.

Package	Suggested KPIs	Further Deliverables
Business Ecosystem	Develop a guide to support pop-up businesses.	<ul style="list-style-type: none"> Established governance and licensing for the set up and operation. Mechanisms to support access to short term leases.
	Operation of an annual Business Week.	<ul style="list-style-type: none"> Defined list of participating businesses. Event management and communications plan outlining incentives for businesses.
Peer Support	Establishment of a panel group of local business leaders.	<ul style="list-style-type: none"> Defined application process and criteria. Roles, responsibilities and procedures established for the panel to operate within. Collaboration incentives between larger and smaller scale businesses.

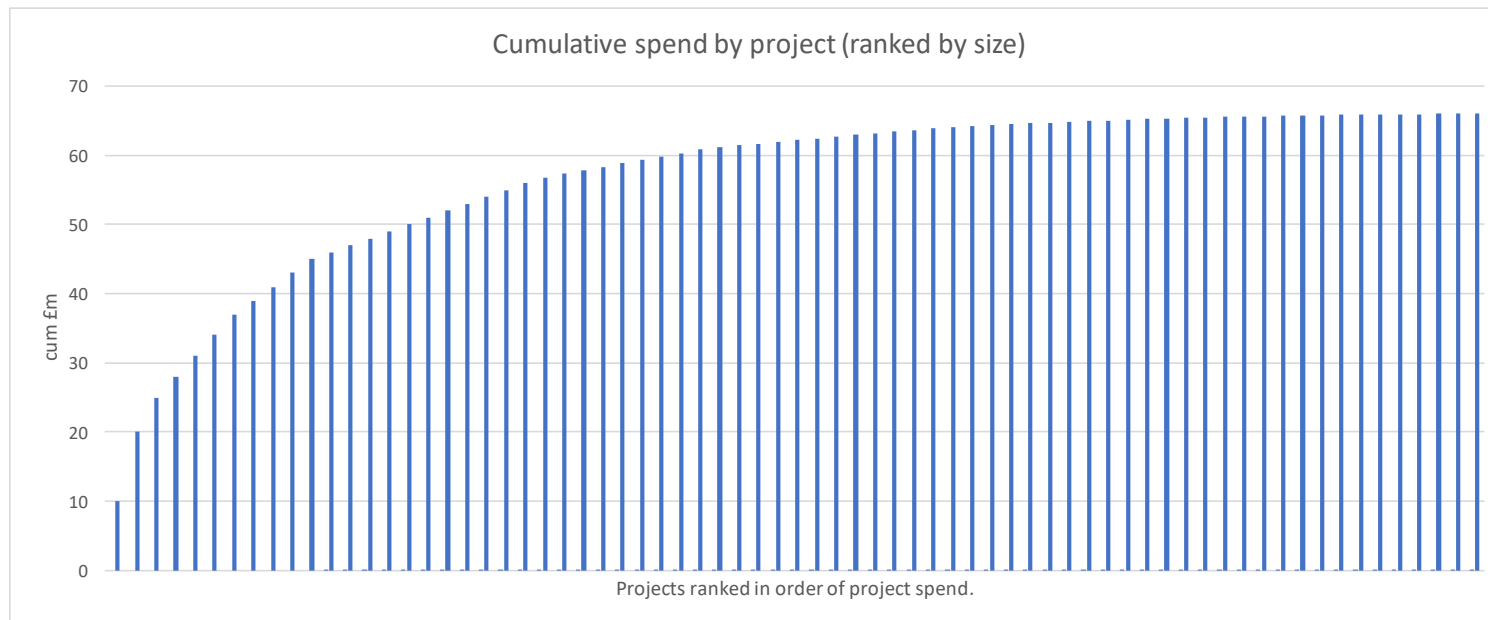
LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Package	Suggested KPIs	Further Deliverables
Delivery	Llandudno Regeneration Programme Board (LRPB) oversees delivery of projects.	<ul style="list-style-type: none"> • Project delivery outcomes and outputs • Successful funding applications
Community led regeneration	Funding secured and distributed to suitable candidates.	<ul style="list-style-type: none"> • Confirmation of funding source and criteria for distribution. • Process for application scoring that compliments gaps in the town economy and cultural offer.
Youth led regeneration	Youth groups supported and accessing funding.	<ul style="list-style-type: none"> • Defined engagement plan for ensuring wider input from diverse demographic.
	Funding secured and distributed to suitable candidates.	<ul style="list-style-type: none"> • Confirmation of funding source and criteria for distribution. • Process for application scoring that complements gaps and needs. • Further incentives and programmes for youth engagement.

9. Financial and Economic Analysis

9.1 Financial Analysis

There are 74 individual initiatives listed above under the five regeneration principles. There are five initiatives with no current project cost, 19 are revenue projects that will require continuous funding. The remaining 49 initiatives are capital projects. These projects have a total value of £65.840m. There are 21 projects with a project value above £1m. Cumulatively these projects have a total value of £55m, meaning the remaining 50 projects have a total value of £11m, see Figure 4 below.



There are several potential funding routes for these projects, including:

- **Towns fund/Levelling Up funding:** The Welsh Government’s (WG’s) “Transforming Towns” fund and the UK Government’s Levelling Up Fund have central investment funds for councils to bid for projects. These funds exist to fund projects that are not financially viable but could generate economic benefits to the local community.
- **Public development project:** CCBC could invest in or borrow money for projects that are financially viable.
- **Public funding:** Some projects do not qualify for UK Government funds. Organisations will need to find funding for these projects from other sources.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

- **Major projects:** There are several initiatives relating to improving either Venue Cymru or local assets. These are key strategic initiatives that CCBC will need to review and consider.
- **Revenue projects:** The set of revenue projects will require a new income stream to fund them.
- **Private finance:** Many projects have an income stream and risk profile that may be attractive to private investors.

Some of the initiatives could sit in more than one funding stream and the final decision will depend on factors nearer the time. For example, this analysis assumes that the redevelopment of the Grand Hotel is a public development project, but it could easily be a private finance project if a developer wishes to take on the project.

This analysis splits the initiatives by regeneration principle and funding route, see Table 19 below:

Table 19: Initiatives Split by Regeneration Principle and Funding Route.

£k	Maximise Existing Offer	Add Extra to the offer	Elevate Quality	Enhance Culture	Community Agent	Total	Number of Projects	Maximise Existing Offer	Add Extra to the offer	Elevate Quality	Enhance Culture	Community Agent	Total
Towns Fund/Levelling up	500	4,150	10,000	0	0	14,650	Towns Fund/Levelling up	1	4	1	-	-	6
Tourist Development	0	5,000	11,000	0	0	16,000	Tourist Development	-	3	2	-	-	5
Public Realm	10,625	11,850	30	950	0	23,455	Public Realm	8	9	1	4	-	22
Venue Cymru's funding	0	0	0	4,200	0	4,200	Venue Cymru's funding	-	-	-	6	-	6
Bodafan fields investment	2,000	250	0	25	0	2,275	Bodafan fields investment	2	1	-	1	-	4
Revenue Funded	120	300	100	725	515	1,760	Revenue Funded	3	4	1	5	7	20
Private investment	1,000	500	2,000	0	0	3,500	Private investment	1	2	2	-	-	5
No Value	0	0	0	0	0	0	No Value	2	4	-	-	-	6
TOTAL	14,245	22,050	23,130	5,900	515	65,840	TOTAL	17	27	7	16	7	74

At this stage, all the financial analysis is at indicative stage and would require further work to develop proposals that would pass governance oversight. All numbers are real numbers, exclude inflation and present values that are calculated using a discount rate of 3.5%.

Towns Fund/Levelling Up funding

There are two main types of projects that may be suitable for a transforming towns fund bid or a levelling up bid. These are the development of projects that seek to develop sites for additional food/drinks offer; such as the redevelopment of the former M&S building, developing moorings for floating restaurants and supporting pop-up food stalls.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

Public Development Projects

Three main public development projects are proposed:

- **Redevelopment of the Grand Hotel:** CCBC could work with a private investor to purchase the existing building, refurbish it and then sell it to a private operator for a development profit. Ideally CCBC would engage a private operator before commencing the refurbishment.
- **Improvements at Happy Valley:** Build a large window fronted seafood restaurant and a smaller café in the toll house. The council would then receive rents from the business operators and may be able to sell the freehold at a later date.
- **Improvements for Camping:** This includes developing a motorhome site and a “glamping” site to widen the accommodation offer in Llandudno. The council could either operate the sites commercially, retain the freehold but subcontract the operations to an operator, or sell the freehold.

The core assumption with all three projects is that they are commercially viable and so the council could potentially raise debt finance to fund these projects. Tables 21 below show some indicative analysis for all three projects. The Happy Valley development assumes that the council can earn £300,000 per annum in rents. The camping offer assumes annual pitch fees for motorhomes and glamping sites across Llandudno of £262,500. All three projects generate acceptable IRRs.

Table 21: Initial Analysis of Public Development Projects.

Develop the Grand Hotel £K			Develop the Happy Valley £K		
	Nom total	PV total		Nom total	PV total
Costs	-10,000	-7,594	Costs	-4,000	-3,608
Financial benefits	12,000	8,507	Financial benefits	8,700	4,880
IRR	9.5% Net Value	2,000	IRR	6.2% Net Value	1,272

Develop Camping offer £K		
	Nom total	PV total
Costs	-2,000	-1,773
Financial benefits	7,613	4,270
IRR	13.6% Net Value	5,613

Public Realm Projects

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

There are 22 public realm projects that could improve the look and feel of Llandudno and make it more attractive to potential visitors, see Table 22 below:

Table 22: Public Realm Projects.

Theme	Focus	Initiative	Cost £k
Extra Llandudno	New experiences and amenities	Maximise the wide boulevard at Gloddaeth Street, by removing parking on the central reservation, adding public realm and greening treatment and additional deck parking on existing car parks.	5,000,000
Maximise Existing	Public Realm	Comprehensive programme of public realm enhancements and repairs to refresh the Victorian heritage and town centre setting.	3,000,000
Maximise Existing	Town Centre Vitality	Explore options for pedestrianisation and traffic management on Mostyn Street.	3,000,000
Extra Llandudno	Year round activity	Create a new glazed viewing platform at the top of the Great Orme to maximise the setting and great views.	3,000,000
Maximise Existing	Activating Spaces	Supporting facilities to revitalise the paddling pool.	2,000,000
ExtraLI	Year round activity	Repurpose the Tabernacle Church as a new venue for comedy, arts, film, community theatre use.	1,000,000
Maximise Existing	Town Centre Vitality	Support creation of collaborative workspaces to attract live-work residents.	1,000,000
ExtraLI	Year round activity	Create a high quality adventure playpark close to the promenade to suit ages 0-15	1,000,000
MaxExist	Public Realm	Identify a focal point(s) for the town including a new town square or public space, e.g., West Gardens, supported by lighting, seating and space for outdoor entertainment.	750,000
Other		13 smaller projects	3,705,000
TOTAL			23,455,000

These projects are key to improving the sense of place in the town but will not earn significant revenues; other than a small amount of car parking revenues and possibly some rents. Equally it will be difficult to tie any improvements in visitor numbers or spend directly to any one initiative. As such, the council will probably have to fund these projects from either its own capital budgets or else from other capital grants available from the Welsh Government.

Major projects – Venue Cymru and Bodafon fields

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A key set of initiatives focus on redeveloping Venue Cymru so that it is a more flexible and welcoming space that can be used by a diverse range of users from local amateur dramatic groups to major touring West End productions. Six initiatives, at a total cost of £4.2m are focussed on achieving this. Under present analysis, it is not clear if this investment will generate sufficient returns to be financially viable, as local groups will struggle to pay significant levels of usage fees. As such the net spend on Venue Cymru will require investment either by the council or a partner.

Bodafon fields currently stands as an underutilised asset in Llandudno. There are four initiatives, costing £2.275m that seek to develop this site. The bulk of this investment (£2m) will go towards providing basic utilities to the site, such as water and electricity, and on developing a park and ride facility with a land train stop. The aim is that the site will provide a flexible mass car parking site for up to 1,000 cars on busy summer weekends and then converting to a festival venue and farmer's market when needed. This will likely earn sufficient income from parking charges, pitch fees for festivals (such as fees to catering operators) and site entry for festivals to make it viable. The high-level financial analysis for the major projects is set out in Table 23 below.

Table 23: Initial Analysis of Major Projects.

Venue Cymru (£k)	Nom total	Present Value	Bodafon fields development (£k)	Nom total	Present Value
Cost of the initiatives	-4,200	-3,493	Cost of the initiatives	-2,275	-2,052
Possible income (usage fees)	2,068	1,097	Possible income (car park and pitch fees)	11,281	6,328
Net Value	-2,132	-2,396	IRR	16.9% Net value	9,006

On these numbers, there may be merit in combining the two projects as the net value from the Bodafon fields development will cover the losses on the Venue Cymru development.

Revenue Funded Projects

In total there are 19 revenue projects with an annual cost of £1.8m. Some of these projects will generate their own income, whilst others, such as improved signage, will attract business sponsorship. These projects will require an ongoing annual commitment to fund them

Table 24 below summarises these projects.

Table 24: Revenue Projects Funding

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Revenue Projects	Nom total	Present Value
Other income (charges & sponsorships)	7,235	4,208
TOTAL INCOME	7,235	4,208

Revenue projects (19))	-52,010	-29,541
TOTAL COSTS	-52,010	-29,541

Net position	-44,775	-25,333
---------------------	----------------	----------------

Private development

There are six projects that could attract private sector investment to fund them, see Table 25 below:

Table 25: Potential Private Sector Projects.

Theme	Focus	Initiative	Amount
MaxExist	Town Centre Vitality	Support conversion of existing town centre units to residential use to meet local housing needs.	£ 1,000,000
ElevQual	Accommodation	Encourage hotels to remodel internal configuration of hotel accommodation to offer serviced apartments as well as hotel rooms.	£ 1,000,000
ElevQual	Accommodation	Encourage hotels to invest in additional alternative holiday accommodation types, e.g., alpine-style cabins, serviced apartments, cottages.	£ 1,000,000
ExtraLl	Food & drink and the night time economy	Grant funding to encourage local hotels to extend their food and drink offer outside the hotel setting, either as pop-up restaurants or offering food in outside spaces.	£ 250,000
ExtraLl	Employment and enterprise	Create outdoor chalets or cabins (x5) for businesses along the promenade as additional space for existing businesses or for micro-enterprises.	£ 250,000

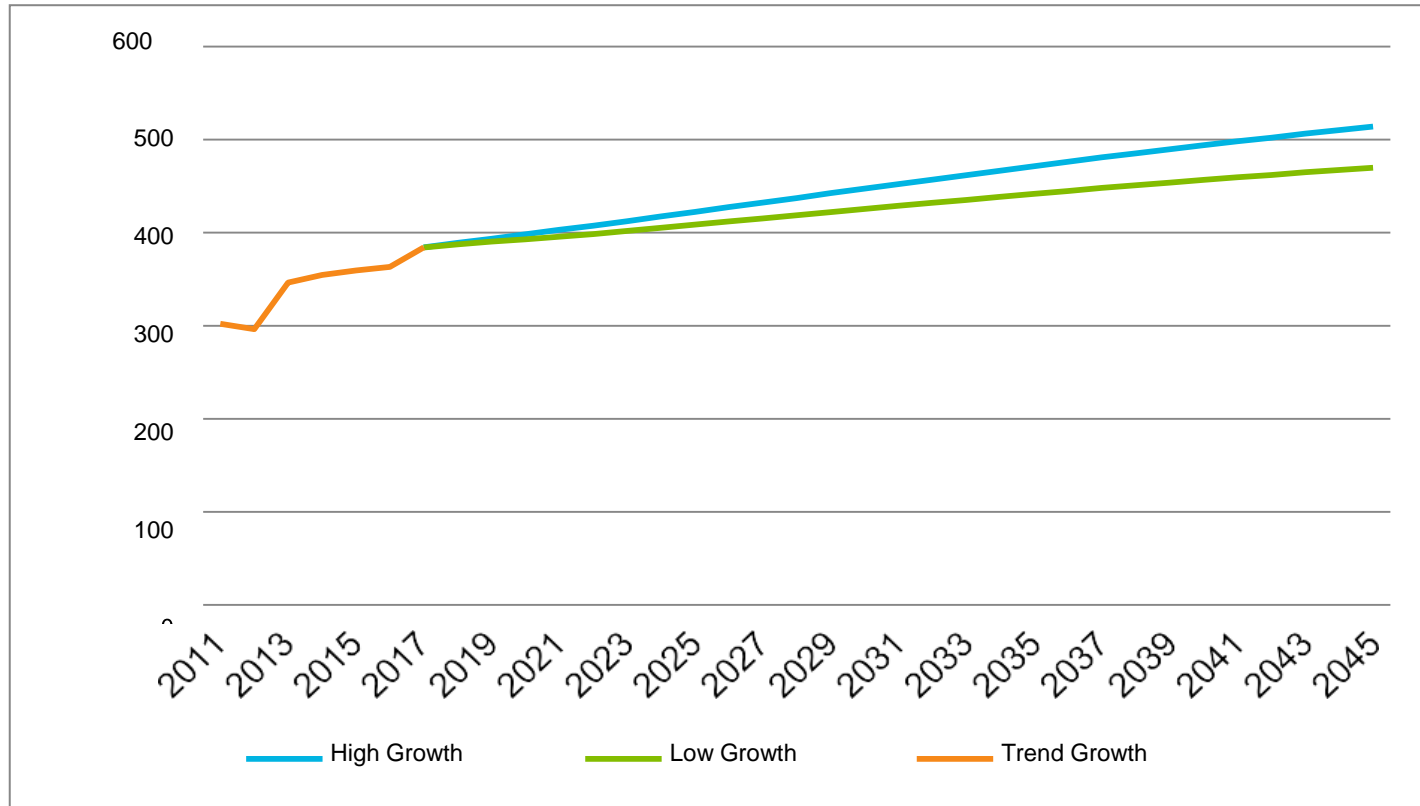
9.2 Economic Analysis

Conwy County Borough Council (CCBC) commissioned a tourism analytical review from consultants AECOM in 2019. This produced a range of values for the future Gross

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Value Added (GVA) between 2019 and 2045, based on how key variables move over time. Figure 5 is a reproduction of AECOM's GVA forecast for Llandudno between 2011 and 2045.

Figure 5: AECOM Forecast Economic Impact of Tourism in Llandudno



Mace has built a simple economic model based on the AECOM data to analyse what are the key levers that affect tourism GVA. The aim of this model is to highlight what metrics have the main impact on GVA and so aid the formation and selection of interventions to support and grow tourism in the town of Llandudno.

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The model has six main input variables:

- **Age mix of visitors:** AECOM forecast that the age mix would mature over time in line with how the UK population would age. Generally, people between 25 and 65 spend more than young adults or older people.
- **Growth in day visits:** AECOM forecast this would be 3.07m in 2023 rising to between 3.66m and 4.08m by 2045.
- **Average expenditure per day visitor:** In 2023 AECOM assumed the average day visitor would spend £34.99 per person per day. In 2019 the average day visitor to a UK seaside town spent £32.77 (source: UK tourism alliance), so £34.99 4 years later is slightly low. Interestingly the same report noted that the average day visitor in the UK across all tourist destinations spent £37.45 per visit. This higher number stems from 2 factors. More affluent AB social groups are less likely to visit the seaside than other destination types and the greater range of things to spend money on in other destinations such as large cities.
- **Growth in overnight stays:** AECOM forecast this would be 0.464m in 2023 rising to between 0.513m and 0.564m by 2045.
- **Average expenditure per overnight visitor:** In 2023 AECOM assumed the average night visitor would spend £64.95 per person per night. This is similar to the UK tourism alliance's analysis for 2019 (£65).
- **Average length of stay per day visitor:** AECOM assumed this was 3.3 nights per stay. This is in line with the UK Tourist Alliance's figure for 2019 (3.1 days) but is lower than a specific survey in 2016 for the UK seaside (4.5 days). Generally, people may stay longer on a seaside holiday than a city break.

The matrix in Figure 6 below shows the impact of putting each variable on 1 of 3 scenarios. These are the AECOM high forecast (called target), the AECOM low forecast (called low) and a stretch target that is generally 10% above the AECOM high target (called high).

For the average length of stay for overnight visitors the target scenario assumes this remains at 3.3 days per visit, whilst the high scenario assumes an increase over time from 3.3 days to 4.3 days, whilst the low scenario assumes a reduction over time to 2.3 days.

The high scenario assumes that all or most of the initiatives detailed above take place. This has the economic benefit of making the town more appealing to visitors.

The table on the left shows that this modelling produces a GVA in 2045 of £505m under the target scenario. It then shows how that GVA changes as each variable is individually moved to the other scenarios. The graph on the right shows the impact on GVA over time of putting all variables on a target, high or low scenario.

Figure 6: Impact of the Variables on 2045 GVA & GVA Trends Over Time Using the Three Scenarios

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	Variable	Scenario - all figs in £m		
		Target	High	Low
1	Age profile	506	510	505
2	Day visitors	506	533	477
3	Spend per day visit	506	533	483
4	Overnight Visitors	506	529	486
5	Spend per O/N visit	506	529	486
6	Nights per O/N stay	506	576	435



The table in Figure 6 highlights that increasing the average length of stay for overnight visitors is the single biggest factor in influencing GVA, whilst increasing both the number of day visitors and/or their average spend per visit also helps. If the full high scenario plays out, then GVA by 2045 will be nearly double the value of the low scenario (£702m compared to £360m).

This suggests that the key tourist lever to affect will be to give people (both day and overnight) things to do and places to explore whilst they are in Llandudno, especially for the affluent AB demographic group. This is the size of the price available to Llandudno should the initiatives work.

10. Delivery Plan

10.1 Delivery Programme

We have produced a delivery programme which can be found in a separate annex (see Annex 1).

We have also included the detailed economic and financial appraisal modelling to support section 9 (see Annex 2).

10.2 Delivery Model

The Llandudno 10-year regeneration plan contains a range of projects, and it is important that robust and effective project leadership and coordination arrangements are in place to deliver them efficiently and within grant funding timeframes.

The delivery of the 10-year regeneration plan will be managed by the Llandudno Regeneration Programme Board (LRPB) and progress will be monitored on a suitably regular basis. The LRPB comprises the following stakeholders:

- Peter Brown, Head of Regulatory & Housing Service (Programme Sponsor)
- Cllr Geoff Stewart, Cabinet Representative
- Cllr Louise Emery, Economy & Place Overview & Scrutiny Committee
- Cllr Mandy Hawkins, local Area Forum North Representative
- Elen Edwards, Section Head: Economic Development
- Helen Goddard, CCBC Culture & Information
- Edward Hiller, Mostyn Estates
- Carole Weller, Welsh Government
- Berin Jones, Llandudno Hospitality Association
- Jon Merrick, Llandudno Business Forum
- Cllr Angie O'Grady, Llandudno Town Council

The LRPB is supported by a Programme Officer Group and Programme Co-ordinator and interfaces with wider governance and delivery structures including the CCBC Strategic Leadership Team, Cabinet, Conwy Opportunities Board and Economy & Place Overview & Scrutiny Committee and the Transforming Towns: Future Proofing Llandudno team.

LLANDUDNO 10 YEAR REGENERATION PLAN: DEVELOPMENT FRAMEWORK AND DELIVERY PLAN

10.3 Risk Register

We have identified the following initial overarching regeneration programme risks, see table below:

Table 26: Initial Programme Risks

Description	Consequences	Category	Risk Owner	Status
Strategic	Executive and full council approval to regeneration plan.	Political	CCBC	Green
	Regeneration Programme Board approval to all regeneration projects.	Political	Board	Yellow
	Funding allocations – alignment with strategic policy	Funding	Board	Yellow
	Grant assistance – viability of the projects brought into question	Commercial/ Viability	Board	Yellow
	Stakeholder Engagement – Lack of structured stakeholder management could cause delays, objections, and reputational risk.	Stakeholders	CCBC	Green
	No support from directorates could see little buy in from the wider audience causing delays to the programme and deliverability of the proposal to be affected	Operational	CCBC	Green
Planning Permissions	The projects do not achieve planning permission as per the programme dates and objectives.	Political	CCBC	Yellow
Land	Development of land not owned by authority.	Land	CCBC	Red
Site Surveys	The absence of robust site survey information can lead to delays and add cost.	Surveys	CCBC	Yellow
Legal	Legal challenges could delay the programme, cost implications and possible reputational risk	Legal	CCBC	Yellow
Market	Market area profile – analysis	Market	CCBC	Green
	Placemaking – Llandudno as a place where people want to spend extended leisure time.	Market	CCBC	Yellow
Resources	Lack of resourcing capacity will impact on the council's ability to deliver.	Resources	CCBC	Yellow
	Labour skills shortage – delays to the programme cost implications and deliverability	Resources	CCBC	Green
	Information sharing across organisations – lack of a single platform could affect output and delays to the programme	Resources	CCBC	Yellow
Targets	Achieve sustainability targets – cost implications and reputational damage	Design	CCBC	Yellow
	Achieve socio-economic requirements – market failure	Political	CCBC	Yellow
Governance	Lack of clear governance and signoffs could cause delays to programme	Governance	CCBC	Green
	Lack of project collaboration means projects cannot be successfully delivered, information is poorly managed and important data is not collated	Operational	CCBC	Red
	Lack of a strong PMO and control of change management will cause increased costs and deliverability of projects.	Governance	CCBC	Red
	Development proposals will be at risk if robust procurement procedures are not in place. The council will be at risk of reputational damage.	Procurement	CCBC	Green

11. Conclusions and Next Steps

11.1 Conclusions

Llandudno is a popular place to live and a successful visitor destination already. The key objective of the Regeneration Plan has been to ensure Llandudno remains successful whilst also enabling the town to be resilient and adaptable to future change and opportunity.

We have engaged with a diverse range of stakeholders and listened carefully to their views, ideas and aspirations for Llandudno.

Their input has informed the interventions that are contained in this plan.

The interventions are also rooted in evidence, feedback from other parallel studies commissioned for Llandudno and sound economic analysis.

We have looked to ensure this is not just an aspirational Regeneration Plan but is also a deliverable Regeneration Plan.

11.2 Next Steps

We would recommend the following next steps for the Regeneration Plan:

- Work with Council and wider stakeholders to **prioritise** the interventions in the Regeneration Plan.
- **Integrate** final findings of parallel commissions including Smart Towns and One Day projects.
- Investigate interventions further to develop into **detailed proposals** and corresponding **business case**.
- Explore **options** for enabling **revenue funded** projects.
- Prepare **funding applications** to secure funding needed for delivery.

We would welcome the opportunity to discuss working with you further to deliver this Regeneration Plan.

Mace

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LLANDUDNO
REGENERATION
PLAN:
SUPPLEMENTARY
TECHNICAL
REPORT



August 2022
Final version

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

1. Introduction	2
1.1 Regeneration Plan.....	2
1.2 Evidence Base	2
2. Baseline Analysis	3
2.1 Overview	3
2.2 People and Communities	3
2.3 Business and Investment	7
2.4 Access and Movement	10
2.5 Living in Llandudno	13
3. Policy Review	14
3.1 Overview	14
3.2 Conwy Culture Strategy	14
3.3 Llandudno Tourism Study	15
3.4 Conwy Local Development Plan	16
3.5 North Wales Skills & Employment Plan.....	16
3.6 Conwy Economic Growth Strategy.....	17
3.7 Policy Alignment.....	19
3.8. Net Zero Review.....	24
4. Economic Impact Modelling	27
5. Stakeholder Engagement	29
5.1 Overview	29
5.2 Feedback Summary	29
6. Emerging Project Ideas	35
6.1 Overview	35
6.2 Education Provision.....	35
6.3 New Town Centre Venue: High Quality Market Hall	35
6.4 Happy Valley: Restaurant.....	35
6.5 Happy Valley: Pedestrian Prioritised Colonnade.....	35
6.6 Great Orme Visitor Centre: Glazed Panoramic Building.....	36
6.7 Bodafon Fields	36
6.8 Park and Ride	36
6.9 West Shore Water Activities Infrastructure.....	36
6.10 Gloddaeth Street Car Parking	36
6.11 Live Messaging	37
7. Appendix A: Stakeholder Engagement	38

1. Introduction

1.1 Regeneration Plan

Mace has worked with Conwy County Borough Council (CCBC) to deliver a 10 Year Regeneration Plan (Regeneration Plan) for Llandudno.

Llandudno is a popular place to live and a successful visitor destination already. The key objective of the **Regeneration Plan** is to ensure Llandudno remains successful whilst also future proofing the town to ensure it remains resilient and adaptable to future change and opportunity.

The Regeneration Plan comprises **three core documents** which should be read in parallel. The three documents are described below:

1. The **Visioning Document** identifies a set of five regeneration principles and associated vision statements co-created with local stakeholders to articulate their shared future vision for Llandudno.
2. This **Development Framework and Delivery Plan** (Delivery Plan) includes a set of proposed interventions to steer regeneration and investment activity and an action plan for delivery over 10 years.
3. The **Supplementary Technical Report** includes detailed findings and analysis from our activities to build the evidence base which underpins both the Visioning Document and Delivery Plan.

This document is the Supplementary Technical Report.

1.2 Evidence Base

The **evidence base** presented in this Supplementary Technical Report includes:

- **Baseline analysis** of socio-economic data, relating to key themes of people and communities, business and investment, access and movement, and living in Llandudno (see Section 2).
- Detailed **policy review** of key local and regional policies and strategies, covering tourism, housing, employment and skills and transition to net zero (see Section 3).
- Detailed **economic impact modelling** of future tourism and revisiting the Tourism Analytical Review (2019) developed by consultants (AECOM) as the basis for creating a tourism impact economic model (see Section 4).
- Comprehensive **stakeholder engagement** through interviews held with 67 stakeholders as a broad representation of local businesses, local representative organisations, CCBC colleagues, Town Council colleagues, Tourism and sector bodies and local landowners. This included a community engagement event (see Section 5).
- Summary of **emerging project ideas** garnered from stakeholder interviews and Mace's own research (see Section 6).

2. Baseline Analysis

2.1 Overview

This section presents the findings from our analysis of key data sets to create a baseline understanding of the socioeconomics of Llandudno, in the context of the wider Borough and Wales.

2.2 People and Communities

2.2.1 Population

The table below indicates that the population of Conwy County has been gradually increasing between 2016 and 2020. It is forecast to rise to 123,749 in 2043.

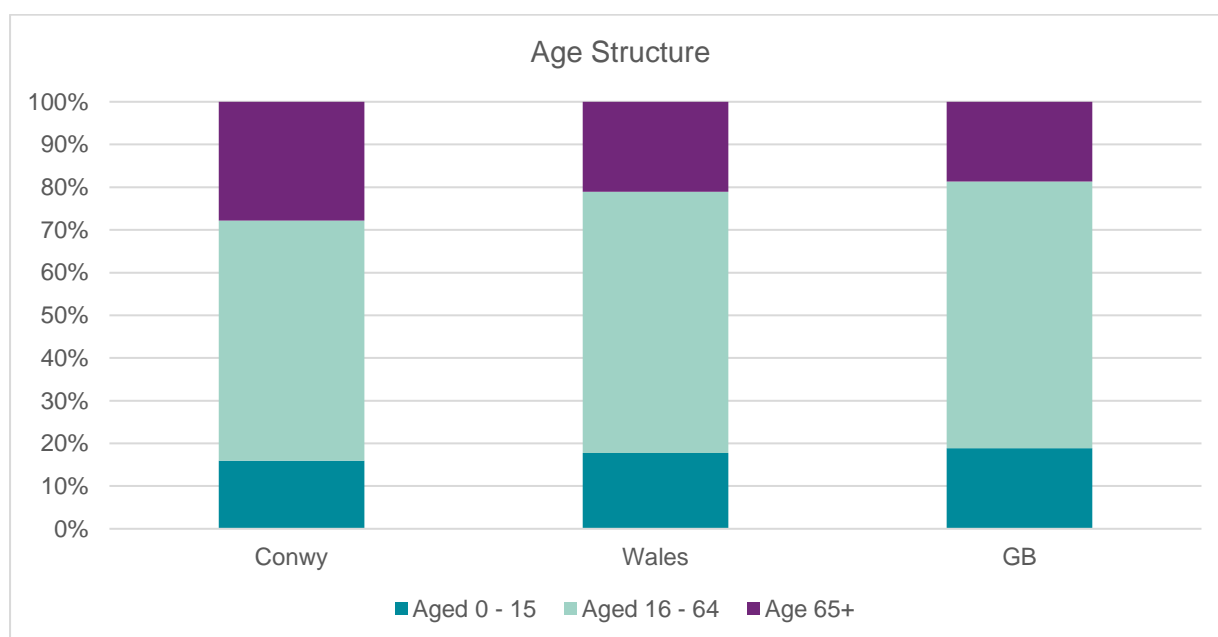
Table 1: Conwy Population

2015	116,500
2016	116,800
2017	116,900
2018	117,200
2019	117,200
2020	118,200

2.2.2 Age

The table below shows the age structure of the populations of Conwy, Wales, and Great Britain. In Conwy, the proportion of people aged 65+ is greater than both the Wales and Great Britain average.

Table 2: Conwy Age Profile.



The Conwy Economic Growth Strategy (2017 – 2027) provides the following relevant data relating to the population of Conwy:

The county has the highest proportion of elderly population in Wales, especially for people aged 85 and over, 4% in Conwy compared to 2.6% in Wales.

The percentage of older people living in Conwy will increase, meaning access issues will have a greater emphasis. It is predicted by 2039 the number of people aged 65 and over will increase in Conwy CB by 35% to 41,600, this will make up 35.2% of the population in Conwy.

67% of the workforce is below 50 years old.

Population estimates for Conwy County Borough show a large gap in the age structure between the ages of 18 to 40.

If past trends continue, it is predicted that by 2039 those aged under 25 will make up only 25% of the population (when it is currently 27%).

2.2.3 Ethnicity

The Conwy Economic Growth Strategy (2017 – 2027) provides the following relevant data relating to the population of Conwy:

- 95.4% of the population in the county are White British, 2.3% are White not British and 2.3% are Mixed or Other ethnic groups.
- 54.4% of the population in the county were born in Wales, and 4.3% of the population in Conwy were born outside of the UK.
- 47.6% of residents in Conwy consider themselves to be Welsh, compared to 65.8% in Wales.
- 5.8% of all children educated in Conwy schools are other than White British.
- In 2013/14 there were 1,809 hate crimes reported in Wales to the police, of which 1,368 (76%) were race hate crime.

2.2.4 Gender

The Conwy Economic Growth Strategy (2017 – 2027) provides the following relevant data relating to the population of Conwy:

- 51.4% of the population in the county are female.
- Men are less likely than women to access a range of health services.
- Physical activity rates are lower for women and girls (23%) than men and boys (38%).
- Men are more likely to be more overweight or obese than women (61 % of men compared to 54% of women).
- Alcohol consumption (above the recommended daily guidelines) rates are higher for men than women (46% of men compared to 35% of women).
- In 2015/16 53% of boys achieved Level 2 in core subjects (A* - C GCSE) compared to 59.2% of girls.

2.2.5 Disability

The Conwy Economic Growth Strategy (2017 – 2027) provides the following relevant data:

- 21.2% of the population (according to the annual population survey 2015/16) had a work-limiting disability.
- 23% of disabled people had to turn down a job due to lack of accessible transport.
- In 2013/14 there were 1,809 hate crimes reported in Wales to the police, of which 122 (8%) were disability hate crimes.

2.2.6 Welsh Language

According to the Annual Population Survey (2015), around 36% of the population aged 3 years old or over are Welsh speakers, which is considerably higher than the all-Wales figure of 27%.

2.2.7 Wellbeing

The Conwy & Denbighshire Wellbeing Assessment 2022 found that local people would like to see:

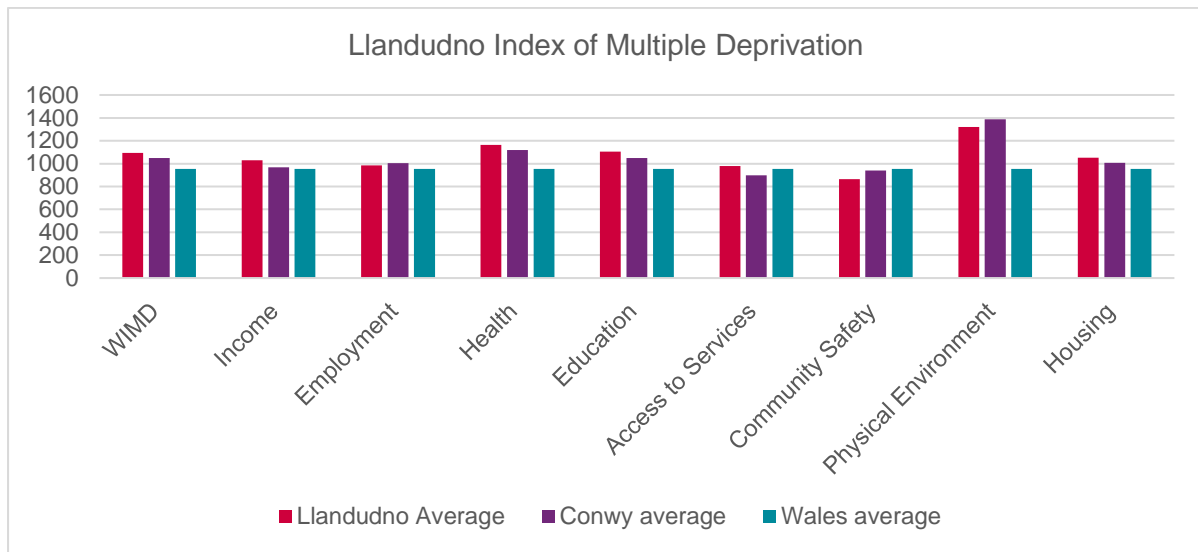
- Employment and business opportunities capable of providing prosperity.
- Providing access to goods and services locally.
- Retaining or attracting young people to live in the area.
- Better quality and higher paid jobs.
- Companies "giving back" to communities.
- Equality in employment, especially pay research.
- Support for local businesses with reduced rates, rents, and better lease terms.
- More job opportunities for those with disabilities.
- More diverse range of job opportunities, outside of the tourism and hospitality sectors, and tackling the seasonality of many jobs.

2.2.8 Deprivation

The table below shows Welsh Index of Multiple Deprivation (WIMD) average scores for Llandudno and compares them with the average scores for both Conwy and Wales. The graph shows that Llandudno's physical environment scores particularly well, compared to the Welsh average, and is similar to the Conwy average. Housing is performing slightly better than Conwy and Welsh averages. Community safety is performing slightly worse than the Welsh and Conwy average.

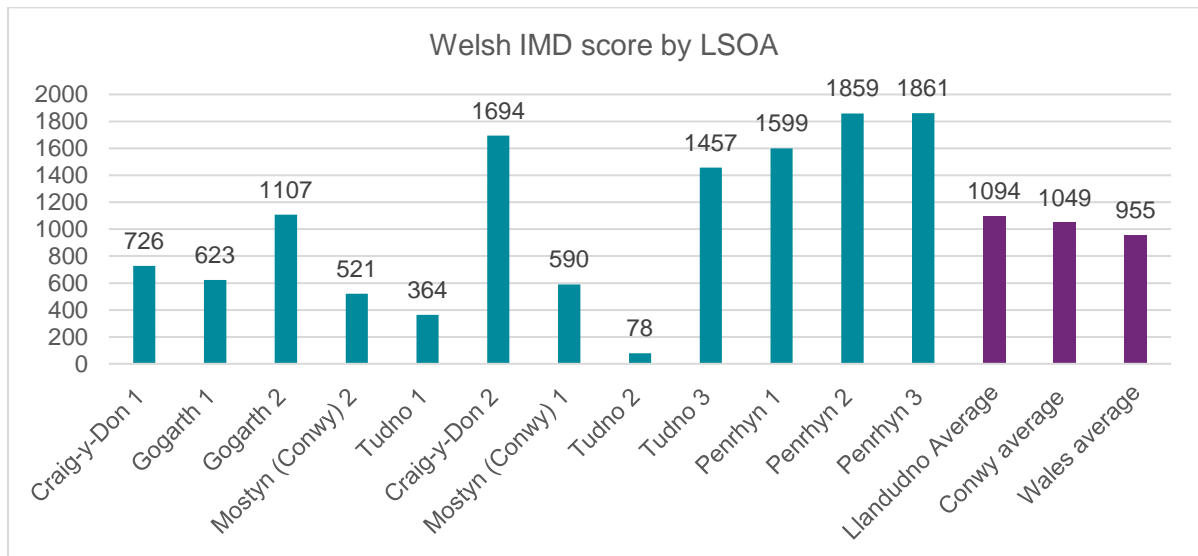
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Figure 1: Llandudno Index of Multiple Deprivation



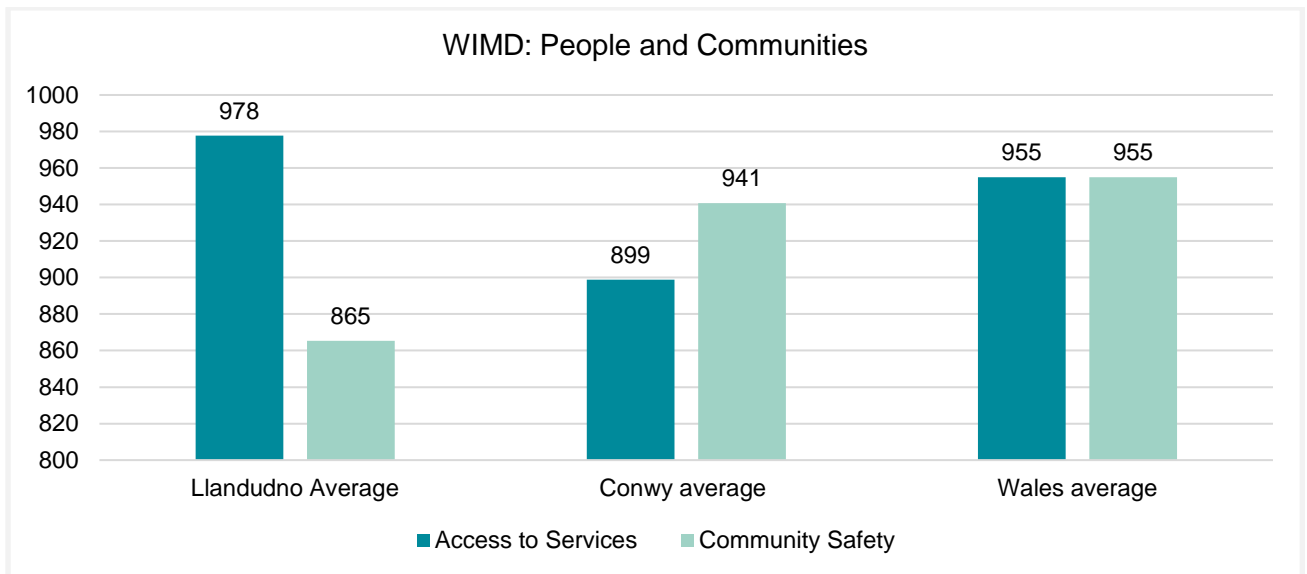
The graph below highlights the deprivation in the ward Tudno 2, and further deprivation in the Tudno area. Penrhyn is a much more affluent area compared to Llandudno on average, but also regionally and nationally.

Figure 2: Welsh IMD Score



The graph below shows that the access to services score is much higher for Llandudno residents than community safety. Whilst it is a positive that access to services is so reliable, community safety is an imperative factor to keep residents living in Llandudno, and for attracting new residents and visitors. Therefore, improving this should be an area of focus for the Council.

Figure 3: Welsh IMD Scores

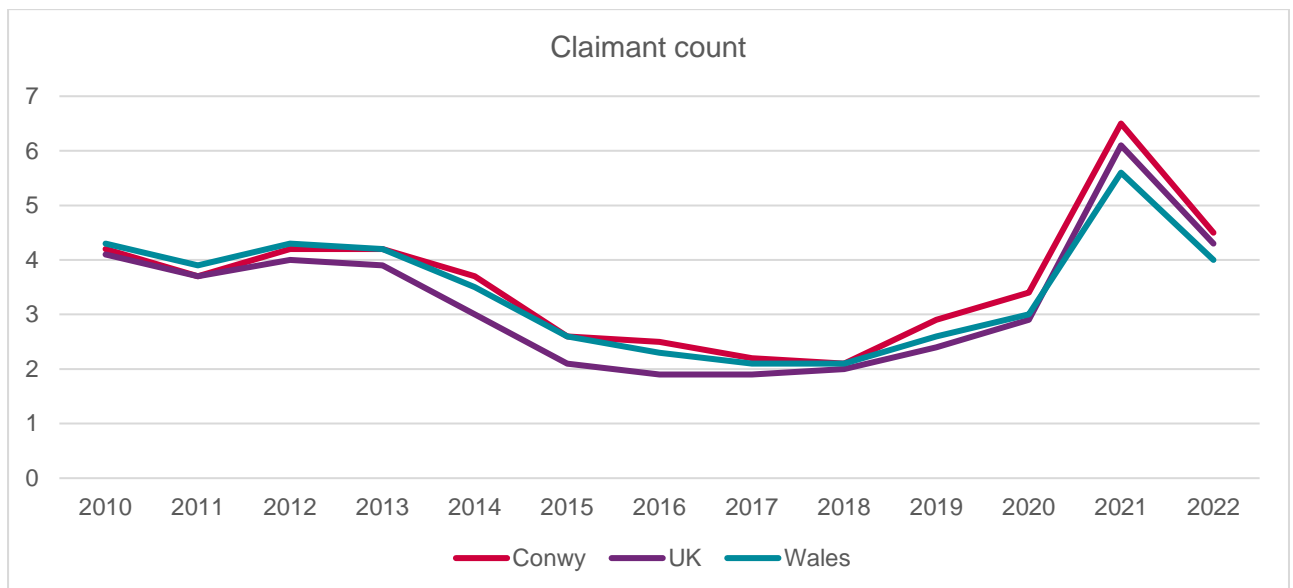


2.3 Business and Investment

2.3.1 Unemployment and Wage Levels

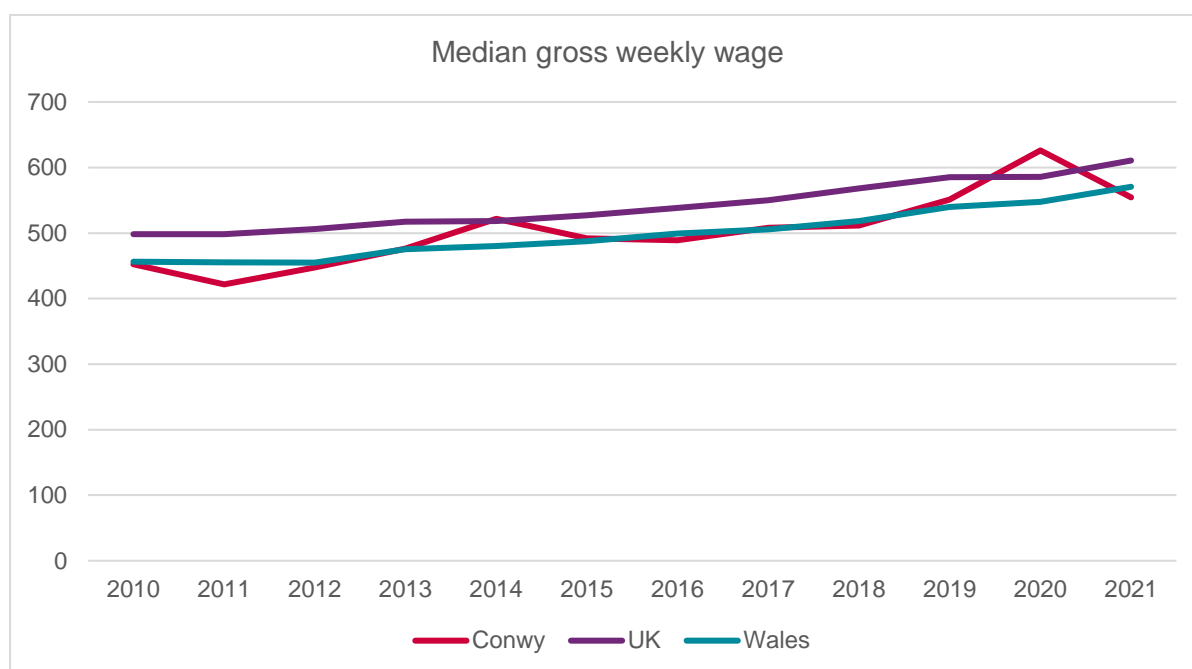
The claimant count for Conwy is static (allowing for the spike attributed to the Covid-19 pandemic), indicating a relatively prosperous area with good employment opportunities.

Figure 4: Conwy Claimant Count



Wage levels are similar (if slightly lower) to the rest of Wales, but lower than the UK. This could reflect the relatively low pay received by a workforce that is largely in the hospitality sector.

Figure 5: Conwy Wage Levels



2.3.2 Employment by Sector

The structure of employment by sector in Llandudno is shown in the table below.

Table 3: Employment by Sector

Accommodation/Food	16.7%
Health	16.7%
Retail	10.7%
Education	10.7%
Construction	6.9%
Professional, scientific and technical	5.4%
Manufacturing	3.6%

The main sectors of employment are accommodation/food, health and retail. Employment opportunities in accommodation/food sector are increasing, whilst they are declining in retail and remaining static in the health sector.

2.3.3 Hospitality and Tourism Sector

2.3.3.1 Visitors

The Llandudno Tourism Study (2019) indicates that Llandudno's visitor profile contains a large proportion within the 65+ age category (42%) and in the 55-64 age category (18%). Visitors tend to be couples (65%) or singles (24%) with a relatively small proportion of visitor's families with children (10%). While the lack of families may have an adverse knock-on effect in terms of future visitors, the dominance of couples and singles has a positive short-term impact due to these visitors having a higher associated spend.

Table 4: Visitor Demographics

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

	Age group	Score on the graph	%
Couples	Over 65	350	35%
	55-64	275	28%
	45-54	150	15%
Families	45-54. With older children	120	12%
	35-44 With younger children	100	10%

While the current performance of the tourism sector is positive, a lack of focus on attracting younger generations – particularly within the family bracket – could be damaging in the future. Anecdotally the number of hotels dealing solely with coach operators aimed at older people seems to be declining. The average age of the people visiting seems to have become lower in recent years. Hotels do seem to be beginning to cater more for younger people who want to stay.

Llandudno also attracts business visitors through conferences and shows at Venue Cymru and many of them stay at the larger hotels. This is a key market and provides the opportunity to promote the town for social visits by these visitors.

Length of Visit

There is a high volume of day visitors suggesting more needs to be done to offer a reason to stay longer.

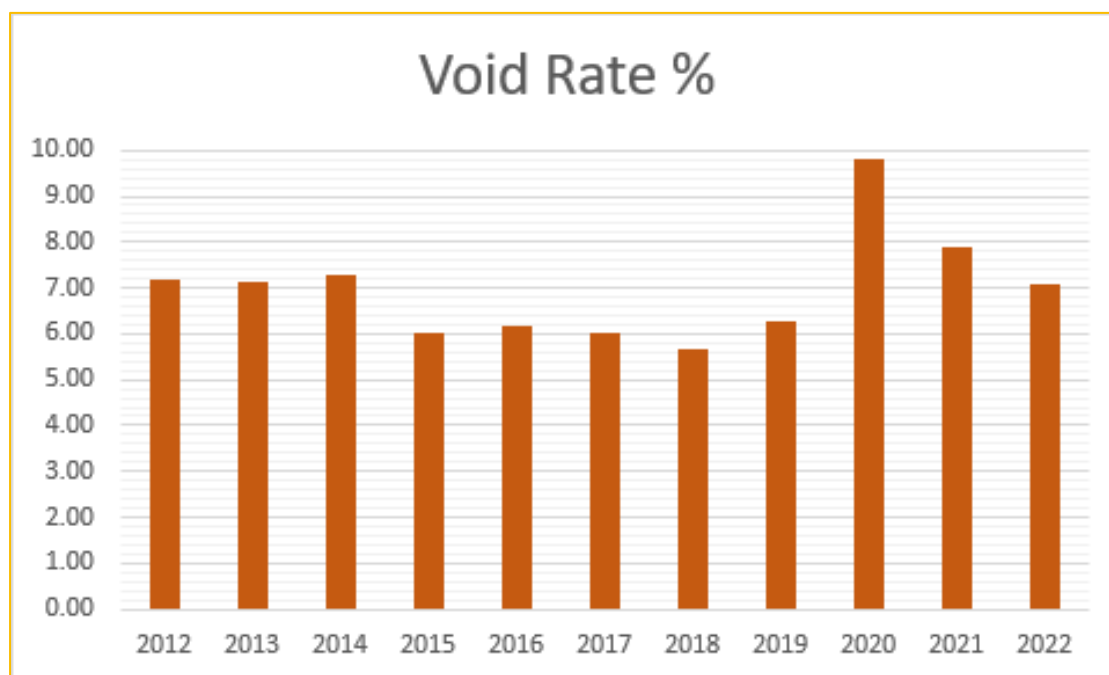
Table 5: Length of Visit

Length of next visit	%
Few days	32%
Week	32%
Day	12%
Weekend	11%

Retail and Hospitality Space

Of the 367 retail units, there is a 7% void level, which is lower than Wales and UK averages. This represents circa 18 vacant units of which 3 are shortly to be occupied. The void rate is expected to be around 5% by June 2022 and illustrates the town's positive recovery from the pandemic (see graph below).

Figure 6: Llandudno Void Rate



There are 10,200 visitor bed spaces, which are close to full capacity (97-99%) in the summer months.

2.3.4 Emerging Sectors

The following proposed projects point to the energy sector being a potentially important emerging sector for the region. These projects will require a range of lower skilled, skilled and specialist roles and this could create local employment opportunities in Llandudno:

2.3.5 Tidal Energy: An Economic Impact Assessment (EIA) delivered by Wrexham's Glyndwr University on a proposal for a £7 billion tidal lagoon stretching between Prestatyn and Llandudno, has found it could create 22,000 in North Wales.

2.3.6 Nuclear Power: A new nuclear power plant is being explored on the site of the former Wylfa nuclear plant on Anglesey. Wylfa is now the subject of dialogue between the UK government and US power and engineering companies and has the potential to increase UK energy capacity.

2.3.7 HyNet North West: An industrial decarbonisation project to produce, store and distribute low carbon hydrogen, and capture and lock-up CO₂ emissions.

2.4 Access and Movement

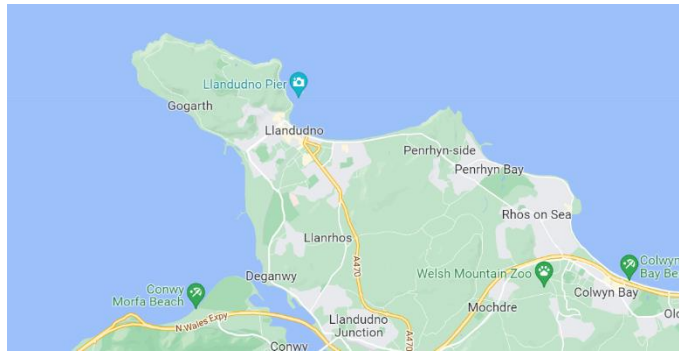
2.4.1 Access

The town and community of Llandudno is highly influenced by tourism and visitors throughout the year but overwhelmingly in the summer months. Car parking in the main summer months is problematic for residents and visitors, who may struggle to find a suitable space, and this could potentially give a poor first impression of the town.

Visitors travel from across the UK but primarily from North West England and the English West Midlands. The main access routes to the town are the railway via Llandudno Junction and the A55 North Wales Expressway which links Cheshire and North Wales.

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

With Llandudno itself located on the Northern tip of a promontory, access is severely restricted with one primary road in and out (the A470). This road is not capable of handling summer traffic levels and often has significant delays in accessing and leaving the town.



Access into Llandudno and the issues presented are well known to Conwy Council and the Traffic Department. The Authority contributed significantly to a recent access and traffic planning exercise undertaken by Transport for Wales (TfW). The clear steer from officers contacted through this exercise was to follow the recommendations of that report to avoid duplication and conflicting workstreams. The primary focus of the report is the move towards area wide Active Travel including significantly improved walking, cycling and bus/park-and-ride routes into, and around, the town.

It should also be noted that Llandudno is ideally placed to take advantage of the forthcoming improvements delivered by the TfW North Wales Metro scheme. The programme has been designed to transform rail, bus and active travel services across North Wales. It will make it easier and faster to travel by rail across North Wales and build better connections with the Northwest of England. This will help create more opportunities for local communities and support inward investment for the area.

2.4.2 Traffic Access

As highlighted above, access to the town is severely constrained by the restrictive geography and the one primary access and egress route (the A470). There are further routes into the town from Deganwy to the West and Penrhyn Bay to the East, but these are through suburban areas with significant traffic calming measures making them unsuitable for significant traffic flows.

The A470 itself (Conwy Road) is currently operating at capacity with significant measures having been installed to improve traffic flows where possible. Entering the town from Deganwy along the A546 will lead to entering at West Shore and travelling along Gloddaeth Street across to the North Shore and the primary attractions and amenities. Gloddaeth Street could benefit from some further traffic measures, primarily around parking restrictions, traffic flows and sequencing and perhaps additional deck parking to ground level car parks.

At the North Shore end of Gloddaeth Street, the traffic merges with the main East to West route along the shoreline. Again, this route is operating at peak capacity for most of the main tourist season but could potentially benefit from small scale interventions concerning parking restrictions, traffic flow management and regulation of traffic flows joining the road. Traffic access to the Great Orme from both the North Shore and the West Shore is constrained by the narrow streets, predominantly lined with private residences. There is parking provision at the Great Orme itself, but this is limited and often full. Improvements to access to the site are very limited in their scope and consist primarily of amending parking restrictions and minor improvements to traffic flows.

2.4.3 Parking

Parking in and around the town is provided through a combination of on-street, metered parking, privately owned car parks, such as the 360 space multi storey and a

handful of dedicated, local authority car parks of which The Parade is the largest with some 340 spaces. Parking is therefore a significant issue in the summer months, particularly for residents and for visitors who may drive around for some considerable time and arrive at the resort in bad frame of mind that is not conducive to spending money in the town.

Further, larger car parking provision is available in the retail parks to the south of Llandudno on the A470, but these may perhaps be located too far from the town's amenities to be a viable option for parking.

There is an opportunity to improve car parking with the following potential measures:

- A Park and Ride system, perhaps from Bodafon fields
- An additional deck car parking on Gloddaeth Street.

2.4.4 Pedestrian Footfall

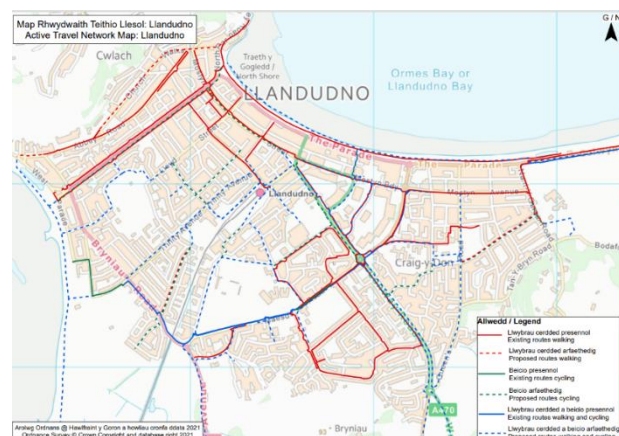
Some parts of the town are much quieter than others and seem under-utilised.

Greater footfall could be created between the following key areas:

- Between West and East on the Promenade on North shore
- Between High Street and the two retail parks. The town centre is already seeing a decline in footfall due to the relocation of Marks & Spencer.
- Between West Shore and North Shore

2.4.5 Active Travel

The Welsh Government has set significant targets for improving options for sustainable active travel across Wales, including for Llandudno and the surrounding areas. Better cycle and walking routes along with enhanced cycle storage and servicing provision are a key enabler to improving access to, and travel around, Llandudno. The proposed improvements of the walking and cycling routes are shown in the adjacent maps and will inevitably have an impact on traffic flows around the town. Currently policy dictates that these routes should take priority wherever possible.



2.4.6 Rail Connections

As noted above, Llandudno is ideally located to take advantage of the North Wales Metro scheme and the improvements which it will bring. The investment from TfW, Welsh Government and other local stakeholders is aimed at encouraging better and more sustainable travel choices and will include:

- A new hourly service between Liverpool and Llandudno.
- The extension of the current Llandudno to Manchester Airport service to include Bangor.

- A new service every two hours between Liverpool to Cardiff, with an hourly service between Shrewsbury and Liverpool. While not directly serving Llandudno, these services will provide significantly improved connections to the network.
- Improved connectivity between North Wales and key destinations within the UK with links to HS2 and Northern Powerhouse Rail.

2.5 Living in Llandudno

2.5.1 Housing and Homelessness

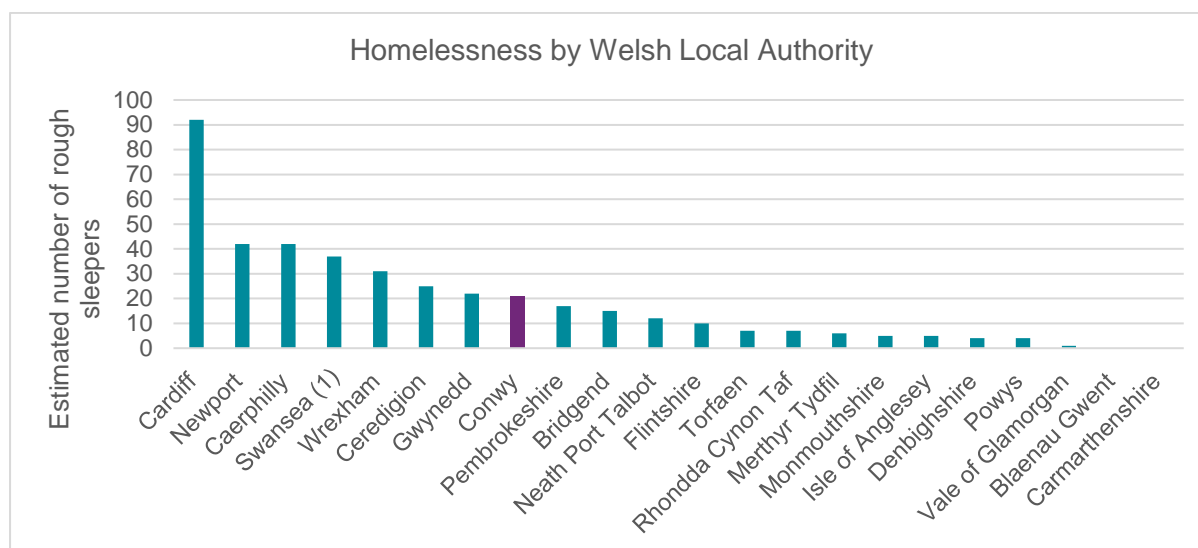
The principal findings of the Local Housing Market Assessment (LHMA 2018-22) are that Conwy County needs more affordable housing, and the current supply is failing to meet a growing demand.

The market analysis indicates that 46% of first-time buyers and newly forming households are priced out of the market, both to rent and to buy. Industry-accepted definitions of affordable housing costs suggest that spending more than 30% of household income on housing costs is unsustainable. The assessment indicates that 34% of new households could only afford social housing rents and only 12% are able to afford low-cost home ownership (intermediate) schemes. Conwy County has the second lowest percentage of social housing stock in Wales, so many lower income households must nevertheless rely on the private sector. As 90% of marketed properties are more expensive than the Local Housing Allowance for their size, the assessment recommends that more affordable housing is required now than previously.

The LHMA concludes that 1,240 additional affordable homes are required between 2017 and 2022; 248 units per year. If we include 'committed supply' units which already have planning permission or have been awarded capital grant funding but are not yet built, the total number of affordable units required is 1,945. To meet demand, the towns need 389 new affordable homes to be built each year, for the next five years.

Conwy County's average household size is decreasing as the number of single person households increase, and average family sizes decrease. Therefore, it is proposed that new residential developments consider an appropriate mix of housing types on new sites in order to cater for this change.

Figure 7: Homelessness in Wales



2.5.2 New Housing Developments

A development of 77 houses and flats, which are expected to be 100% affordable or social housing, has been recently approved next to the railway station on Builder Street, Llandudno (see map).

A further confirmed site is the site at Nant Y Gamar Road.

Land at Nant y Gamar Road:

- Allocated for housing in the Local Development Plan.
- Recent application for 49 dwellings (including 17 affordable housing units)
- Planning Committee is expected to refuse, partly due to the impact on local school.



3. Policy Review

3.1 Overview

This section reviews key policy documentation to understand the direction of plans and strategic objectives for Llandudno. This provides the basis for strategic policy alignment between the 10 year Regeneration Plan and other policies across the key themes.

3.2 Conwy Culture Strategy

The Conwy Culture Strategy (2021-26) seeks to put meaningful cultural experiences at the heart of post-Covid-19 regeneration to drive positive change. To enable this there is a strong focus on accessibility and inclusivity to ensure culture is accessible, fun and relevant to everyone, including those that have not traditionally been engaged.

There are also strong evidential links drawn between culture and wellbeing and encouraging people to be more connected with cultural and civic life.

The aims of Conwy's cultural programming are:

- Culture is accessible to everyone and is a big part of everyday life in Conwy.
- Visitors to Conwy will be wowed by Conwy's culture.
- Conwy's cultural offer is unique and cutting edge.

Key activities and initiatives in the strategy include:

Funding: building on the bursary scheme initiated by Imagine Colwyn Bay, to strengthen the resilience capacity of the arts sector, increase access to funding and space through the finance and asset strategy, and develop people through a creative education strategy.

Sustainable jobs: changing perceptions of the tourism and hospitality sector to offer exciting and diverse career prospects. Creating a year-round cultural tourism model which can help create more sustainable jobs and ensure growth, especially with the night-time economy.

Launchpad areas: these areas will bring local people and their ideas and creativity together through local projects. The focus is on building stronger networks between venues and fostering joined-up projects.

Food: showcasing local produce, sustainability and the diverse food offering that encourage visitors to explore the rest of the county and stay longer.

3.3 Llandudno Tourism Study

The Llandudno Tourism Study was delivered in 2019 and the key findings are:

Llandudno is established as a premier Welsh and UK-wide seaside destination. Its easy accessibility affords visitors the ability to take in the traditional seaside offer while having a major retail centre, accommodation providers and food and drink establishments all within a 5-minute walk of one another.

The tourism sector in Llandudno has demonstrated strong performance over recent years:

- Based on indications from the Great British Tourism Survey and STEAM data, Llandudno is expected to have received 2.84 million day visitors in 2017.
- The total number of overnight trips taken to Llandudno has shown an increase of 19.2% between 2008 and 2015. The annual figure for 2008 was 355,000 overnight trips, rising to 423,000 in 2015. Llandudno received 26,000 visitors from overseas during 2016.
- Most international visitors were from Ireland.
- The total economic impact of tourism in Llandudno was £384 million in 2017, up from £296m in 2012. Tourism employment has also been on a generally positive trajectory, rising from 4,606 in 2012 to 5,328 in 2017, including indirect employment generated by tourism

However, the area today faces very different challenges to that of the past, with tourism becoming an increasingly competitive market both domestically and internationally. It

is therefore vital that Llandudno continues to adapt and innovate to remain a prime tourism location for people in the UK and beyond.

This will mean identifying the emerging trends facing the tourism sector and being proactive to plan for changes such as the increasing focus on gathering “experiences” across all demographic groups. Other challenges include embracing the fundamental role of technology both in destination choice and in the tourism product, lower levels of visitor loyalty, demographic, societal and economic changes and lifestyle factors such as increasing levels of flexible working.

Considering the increasing levels of competition between destinations, Llandudno must continue to invest in its tourism product. The report provides an analysis of the wider tourism market and other destinations has highlighted several areas in which action may be required and provides a summary of potential ideas.

3.4 Conwy Local Development Plan

The Local Development Plan aims to improve the economic, social, environmental and cultural well-being on Conwy by 2033 and ‘Creating Greater Opportunities to Live, Work and Visit’.

By looking at the concept of placemaking and sustainable development it will embed the Well-being of Future Generations Act (2015) and create sustainable places, social inclusion, and improved well-being.

Within the Preferred Strategy for consultation in preparing the Replacement Local Development Plan the approach to achieve this vision is through four supporting sections that will contribute to placemaking and sustainable development:

- Placemaking in Conwy.
- Sustainable Placemaking.
- Prosperous Places in Conwy.
- Healthy & Social Places in Conwy.
- Natural and Cultural Places in Conwy.

Placemaking takes a holistic approach to the planning and design of development creating public spaces that promote well-being. Strategic placemaking issues are considered focussing on integrating strategic policies that form the development process and a prosperous economy is designed using locations that are accessible and sustainable promoting healthy lifestyles through green infrastructure.

New growth needed by 2033 within the strategy is understood to propose 1,800 new jobs and 4,300 homes with 1,800 affordable homes. Two strategic areas for growth focus are the Coastal Development Strategy Area and the Rural Development Strategy Area.

3.5 North Wales Skills & Employment Plan

The North Wales Skills & Employment Plan (2019-22) aims to ensure that local people and businesses can maximise opportunities that arise from the £1billion North Wales Growth Deal and breaking the cycle of low skills, low wages, and low productivity, to reduce the number of people who are unemployed or economically inactive.

Key issues underpinning the activities and initiatives in the plan include:

Work readiness: Addressing the need for more work ready skills and employability skills that employers feel is missing, and more focus on development of transferable employability skills. Exploring how to provide skills that build on self-management, social intelligence, and innovation so the workforce can be more agile and resilient to economic and social drivers behind how work is changing,

Green innovation: Maximising the opportunities of promoting the region as one of the leading locations for low carbon energy generation and energy related supply chain investment.

Building the tourism offer: Llandudno as a key hub in North Wales as a centre of excellence for high-value tourism. Raising awareness of the diversity of career opportunities within tourism and aspirations as a career choice. Exploring apprenticeship opportunities as a route into the hospitality and tourism sector.

The strategy also points to specific skills gaps that have relevance to the future development of Llandudno and its key employment sectors:

- **Skilled production:** including project managers, quality control specialists, process engineers, lean management, logistics management, engineering drawings, vehicle and trailer manufacturing and machinery manufacturing, process/plant/machine operatives.
- **Leisure and hospitality:** areas including caring, leisure and service roles, sales and customer service, chefs, front of house, reception, SPA, beauty, media, sales, food and beverage assistants, business management, general labourers, bar staff, tourist guides, and skilled horticulturists.
- **Management:** areas including quality assurance and technical managers, automation engineers, engineering, technical, health and safety, HR.

3.6 Conwy Economic Growth Strategy

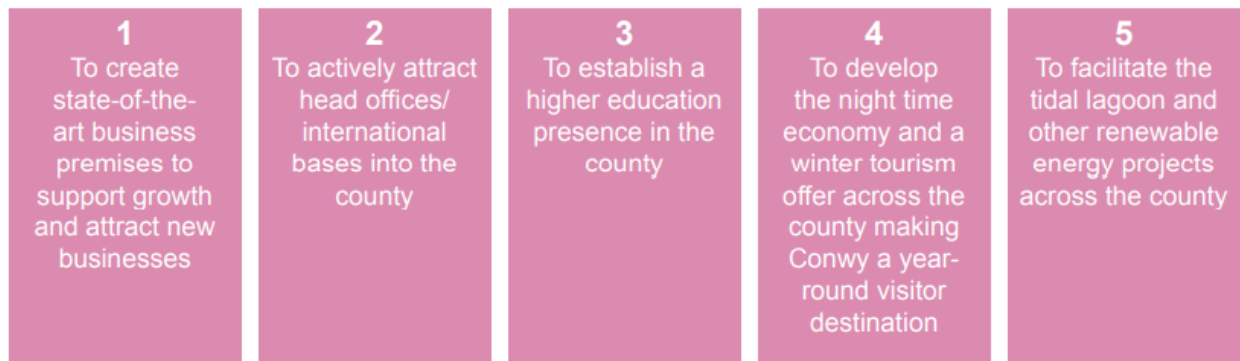
The strategy highlights the aspirations of Conwy which are to increase productivity, competitiveness and growth and strategic developments in the region to increase the GVA of North Wales to £20billion by 2035 and creating 120,000 jobs. The aim is to also strengthen the SME economy and address key challenges around low wages and part-time seasonal jobs and the loss of young people to outward migration.

Cross-cutting themes are:

- Employment, skills, and apprenticeships
- Infrastructure that enables growth
- Transformational tourism
- Making the Conwy pound work harder
- Dynamic leadership
- A confident, outward looking approach

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

The five ambitions to grow Conwy County's economy are:



This vision will look to deliver goals which support the overarching ambition, including:

- £1bn economic value of tourism to the county
- 3,500 additional PAYE jobs within the county
- Increase in the proportion of full-time jobs from 59% to 70%
- Increase average salary to 95% of the UK average

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

3.7 Policy Alignment

Table 6: Policy Alignment

Document	People & Communities	Business & Investment	Access & Movement	Living In Llandudno	Notes
<p>Conwy Economic Growth Strategy 2017 – 2027</p>	<p>1 in 4 jobs directly linked to tourism (Conwy-possibly higher in Llandudno)</p> <p>3rd sector delivering economic outputs – Established Economic Growth Board Conwy County Council (6 themes, 5 ambitions inc 1,3,4)</p> <p>Lack of trained medical staff to meet the region’s needs.</p> <p>Tourism skills offer (Tourism & Hospitality Centre of Excellence – Rhos on Sea)</p>	<p>Significant number of SMEs and micro businesses</p> <p>Seasonal to year-round employment</p> <p>Partnerships with Mersey Dee Alliance and Cheshire & Warrington LEP.</p> <p>Increasing trend of business start-ups</p> <p>Establishment of head offices to retain talent and raise GVA figures.</p>	<p>Sustainable destination management is required.</p> <p>Good road and rails links.</p>	<p>TripAdvisor 4th best destination and best seaside town in the UK</p>	<p>USP – Adventure & Heritage</p> <p>Improve food & retail offer and develop night-time economy in town centres to underpin further growth with the core in Venue Cymru.</p> <p>To attract visitors between November and February.</p> <p>Strengthening the arts offer ‘sense of place’.</p> <p>To attract - University offer and HE campus to attract a night- time economy and support the all-year round offer. Also, to offer links between HE and business.</p>
<p>Conwy Culture Strategy</p>	<p>Explore the feasibility of a range of culture-for-wellbeing partnership projects including social prescribing and arts-in-health initiatives, which will</p>	<p>140 Freelancers have been supported in Conwy through the Cultural Recovery Fund. Build upon this support and link with the work of Creative Wales who are developing a</p>		<p>New cultural programming developed with local artists, creative people and organisations and where possible could</p>	<p>Imagine Trail, an ambitious Augmented Reality App is being developed as part of the National Lottery</p>

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

Document	People & Communities	Business & Investment	Access & Movement	Living In Llandudno	Notes
	<p>be identified through further research and development during the action planning process.</p> <p>Cultural Passport available to both local people and visitors, could include financial or other incentives, such as offers and exclusive entry at certain times. It could also be used to generate bespoke itineraries based on an individual's specific interests. It could tie in with existing apps such as the Imagine Trail App in Colwyn Bay.</p>	<p>Freelancer Pledge to foster effective working between the public sector and creative freelancers.</p> <p>Tourism Ambassador Programme, aimed at community and tourism businesses, which includes modules on local attractions, heritage and arts. This will play a crucial role in upskilling staff working in the sector and support the wider community to engage more with tourism.</p>		<p>make use of iconic cultural assets as a backdrop.</p> <p>Spaces to become backdrops for cultural activity with a national and international appeal that gets local people excited and involved.</p> <p>Create a cluster of cultural Launchpads focused upon the county's five largest towns, Abergele, Colwyn Bay, Conwy, Llandudno, and Llanrwst.</p>	<p>Heritage Fund Great Place Scheme, Imagine Colwyn Bay.</p> <p>Establish local cultural partnerships or Town Teams to oversee and deliver the 5 Launchpads. These creative alliances will feed in to the larger strategic 'Culture Conwy' body.</p>
Llandudno Tourism Study	<p>Balance the need to invest in tourism offer with supporting growth of wider economy and communities. Local people will generate demand for same visitor amenities and services.</p> <p>Rise in those staying in "other" accommodation such as Airbnb, with approximately 80 establishments listed in and around Llandudno. People are staying in local</p>	<p>Grow night-time economy, especially food and drink offer.</p> <p>Increase accommodation capacity, widen type of accommodation, invest in quality of existing. Adding more serviced apartments/aparthotels in diversifying its accommodation mix.</p>	<p>Current transport conditions, such as a lack of frequent rail services into Llandudno town centre, sporadic bus services and congestion on the A55 affect Llandudno's tourism sector.</p> <p>Impact on communities and retailers when events shut key routes in and out of the town.</p>	<p>Rise of flexible working has been hastened by new and mobile technologies which mean that people are able to work whilst on the move or from other locations, particularly amongst younger and more entrepreneurial workers.</p> <p>Llandudno is not currently renowned as</p>	<p>Currently unclear what the growth and development aspirations are for the town that could support investment and activity in the tourism sector and wider economy.</p>

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

Document	People & Communities	Business & Investment	Access & Movement	Living In Llandudno	Notes
	<p>communities as well as tourist areas.</p> <p>Differences in needs and preferences for different demographics and between different generations, driving change in technology, social awareness, economic activity.</p>	<p>Opportunities to grow activities base with new attractions and events.</p> <p>Healthy retail offer, low vacancy rates.</p> <p>The total economic impact of tourism in Llandudno was £384 million in 2017, up from £296m in 2012.</p>	<p>Focus on attaining complete accessibility of buildings and services within the context of the built environment.</p> <p>Government pledge to ban conventional petrol and diesel cars by 2040 - just 4 EV charging points in Llandudno currently.</p>	<p>an activity orientated destination.</p> <p>How family friendly facilities can be presented in the area without detracting from its attractive character.</p> <p>Integration of the beach into the events calendar.</p> <p>Refurbishment of the promenade shelters.</p>	
<p>Conwy Local Development Plan</p> <p>LDP 2018-2033 Preferred Strategy</p>	<p>Ensure that communities are near existing community facilities, public services and key amenities.</p> <p>Increased accessibility and quality of open space provision.</p> <p>Raising the profile of the Welsh Language.</p> <p>Healthy & Social Places.</p> <p>Population expected to grow 5.6%.</p>	<p>12-13 hectares of business land will be required up to 2033.</p> <p>Local employment sites require safeguarding to support communities.</p> <p>4,784 outflow of residents.</p> <p>Part of North Wales Growth Deal.</p> <p>New employment land to run alongside the A55.</p> <p>Tourism development to be sympathetic in nature and scale to the local environment.</p>	<p>Encourage active travel, green infrastructure.</p> <p>Active travel routes are described as being poor and lacking investment.</p> <p>Coastal highways capacity issues.</p> <p>Extending the choice of sustainable transport</p>	<p>Conwy has an aging population which puts pressure on public and social services.</p> <p>Retaining 18–40-year-olds is an issue.</p>	<p>Good design and placemaking – how space is used, how public realm supports this use.</p> <p>Promote high quality architecture and design to strengthen local distinctiveness.</p>
<p>North Wales Skills & Employment Plan</p>	<p>Improve standards of literacy and numeracy, digital and bilingual competency.</p>	<p>Support businesses to take advantage of new approaches such as decarbonisation,</p>		<p>North Wales has highest proportion of Welsh speakers in Wales, at an estimated</p>	<p>The Growth deal aims to support 6% GVA uplift in our economy by</p>

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

Document	People & Communities	Business & Investment	Access & Movement	Living In Llandudno	Notes
	<p>Promote adult learning to support skills development, health and wellbeing, social engagement and integration.</p> <p>Ensure women can achieve and prosper by ensuring the potential female workforce is maximised in the region, especially in under-represented sectors.</p> <p>Improve employment opportunities for disabled people and those with long term health conditions, in inclusive and supportive workplaces.</p> <p>Innovation and business development skills are required in the tourism and hospitality sector.</p> <p>Recruitment and retention are a critical issue and most difficult in Tourism and Hospitality and Health and Social Care sectors.</p>	<p>automation, Artificial Intelligence, digitalisation.</p> <p>46.4% of jobs in Wales have a high potential for change through automation.</p> <p>98.5% enterprises in North Wales employing under 50 employees, barriers to growth beyond 50.</p> <p>Predicted 2% growth in management and professional occupations, and 1% growth in sales and customer service jobs.</p> <p>Tourism/Hospitality: Recruitment is a crucial issue and could be exacerbated by Brexit. Update perception of sector and career opportunities and raise aspirations. Promote the value of apprenticeship opportunities. Demand is growing. Nature of demand is changing from service deliverer to experience stager.</p> <p>Food/Farming: Upskill for digitalisation potential and digital skills to enable potential new growth and diversification. Predicted</p>		<p>42.7%. Achieve a million Welsh speakers by 2050.</p> <p>North Wales predicted increase in over 65-year-olds and decrease in working age population.</p>	<p>creating 4,298 high value jobs and £1billion total investment.</p>

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

Document	People & Communities	Business & Investment	Access & Movement	Living In Llandudno	Notes
		<p>growth 1% from 2019 – 2023.</p> <p>Energy/Env: Upskill workforce with new technology. Improve apprenticeship opportunities. Predicted growth 1.5% from 2019-2022.</p> <p>Creative/Digital: Ensure skills provision reflects diverse demand and rapid changes in technology. Careers information and guidance around understanding transferable skills and holistic navigation of career choices. Predicted growth 6% in digital sector from 2019-2023.</p>			

3.8. Net Zero Review

The Llandudno regeneration plan will contribute to net zero carbon targets and encourage business and individuals to embrace low carbon solutions and understand the benefits of net zero. The vision aligns to the Net Zero Wales and Beyond Recycling strategies.

Conwy County Borough Council have pledged to become a net zero carbon council by 2030 and help communities to become net zero carbon. The council seeks to deliver a decarbonisation plan and take responsibility for making the right choices for the future.

3.8.1 Welsh Government Net Zero Wales

The Net Zero Wales Plan sets out the decarbonisation journey in line with the Climate Change Committee (CCC). There is a requirement for a reduction in emissions and long-term systemic change where all are encouraged to embed the climate emergency in everything they do.

The targets and budgets were set following CCC recommendations:

- Carbon Budget 2 (2021-25): 37% average reduction.
- Carbon Budget 3 (2026-30): 58% average reduction.
- 2030: 63% reduction.
- 2040: 89% reduction.
- 2050: at least 100% reduction (net zero).

The strategy sets the conditions to drive down emissions and enable transition and a review of policies to support the net zero pathway. Policies to be reviewed for example will be planning policy, new infrastructure investment, digital strategy and a review of the skills required for a green recovery and transition to net zero.

3.8.2 Beyond Recycling Strategy

The strategy sets out several targets for the next 30 years to become net-zero by 2050. The aim is to create a circular economy and to keep resources in use for as long as possible to avoid waste and is aimed to accelerate action for a green economy, to help tackle inequality and support pandemic recovery. The strategy is structured with six core themes:

- Driving innovation in materials use: the consumption of materials is a higher rate than is sustainable. Aim: to apply models of hiring, lending and leasing. Looking at where the goods come from and prioritise the use of sustainable and low carbon materials
- Upscaling prevention and re-use: to reduce the amount of waste produced by households and businesses. Aim: to build on a cultural change in waste prevention and re-use, repair and remanufacture within communities and town centres.
- Building on our recycling record: develop additional infrastructure to collect and recycle and a requirement for non-domestic properties to recycle. Aim: continuing to drive improvements in recycling.

- Investing in infrastructure: work in partnership with LAs to develop 'eco-park' hubs and to put town centres at the heart of the approach and to support footfall. Aim: to improve recycling and ensure green resilient infrastructure.
- Enabling community and business action: support individuals, communities and businesses to drive change using role models and champions and resource efficiency entrepreneurs. Aim: facilitation of positive action and harnessing the enthusiasm of young people and unlocking new economic opportunities.
- Aligning Government levers: alignment of actions across the public sector. Aim: using government levers to support and drive progress.

3.8.3 Business Support

Actions to enable delivery are to support businesses to reduce their carbon footprint and becoming resource efficient and supporting local action and community environmental initiatives. Phasing out single-use plastic items and the eradication of avoidable food waste will have an impact on businesses who require support to limit waste.

The strategy drives a step change across the public sector and actions that are embedded in Conwy County Borough Council policy and part of the Corporate Plan have focused on influencing a sustainable recycling industry and with changes to procurement to use environmentally responsible providers.

3.8.4 Energy and Climate Change

The Net Zero Wales vision is for a decarbonised energy system and reducing emissions from fossil fuels by using low carbon sources. The approach is that they ask business and industry to support decarbonisation, and the use of Carbon Capture Utilisation and Storage (CCUS) and hydrogen.

The Destination Conwy Management Sub Group have identified sustainability as one of their objectives. They have discussed an electric vehicle charging network and are looking at funding available to encourage the take up of green technology. They are also looking at ways of reducing fuel bills for businesses through insulation, renewable energy and electric vehicle charging.

3.8.5 Transport

The Net Zero Wales ambition is to reduce emissions from passenger transport by 98% by 2050 through the uptake of low carbon technologies and to reduce the number of car miles travelled by 10% by 2030 by increasing trips by sustainable public transport. By 2025 10% of passenger travel will be zero emission and 48% of new car sales will be zero emission. This will require a network of electric vehicle charging points that will also service taxi and private hire vehicles as they move to zero emission. There is also a transition required for the transportation of freight and a continued electrification of the rail network, these can both be supplemented with hydrogen or hybrid technology.

Within the Beyond Recycling Strategy there is an action to introduce low-emission waste collection vehicles and investment in the infrastructure required to power them with renewable energy.

3.8.6 Outcomes

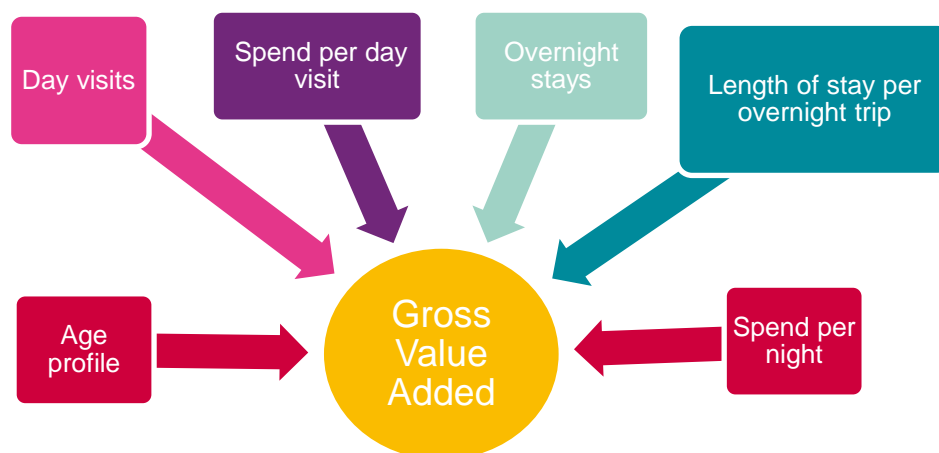
This Llandudno Regeneration Plan aims to limit negative environmental impact and will highlight:

- Reduction of traffic in the town.
- Utilise hydrogen and electric transport.
- Encourage active travel.
- Utilise solar energy to power buildings and operating uses.
- Recycle goods for community benefit.
- Use perishable goods for community benefit.
- Create job opportunities in the emerging energy and carbon reduction sectors.
- Promote greater consumption of local food and produce.
- Promote walking and cycling journeys and leisure activities.

4. Economic Impact Modelling

Based on the AECOM Tourism Analytical Review (2019), we created a simple tourism model to analyse the variables that may increase the future value of tourism to the local economy. The model uses six variables affecting the Gross Value Added (GVA) of tourism to the local economy, see figure below.

Figure 8: GVA of Tourism in Llandudno



The model uses three scenarios for its input assumptions:

- **On Target Scenario:** uses higher level AECOM numbers.
- **High Scenario:** uses a 10% stretch of AECOM’s higher level numbers.
- **Low Scenario:** uses lower level AECOM numbers.

The table below presents the modelling analysis and key factors that could enable the High Scenario to be realised.

Table 7: Modelling Analysis

2045 GVA (£m)				
Variable	On Target Scenario	High Scenario	Low Scenario	Enabling the High Scenario
Age profile	506	4	0	Provide more activities to attract families, older children, couples, adventurous older.
Day Visitors	506	27	-28	Provide more activities in indoor venues and during out-of-season
Spend per day visit	506	27	-23	Provide more activities to attract ABC1 Social Groups
Overnight visitors	506	23	-20	Provide better quality accommodation and food and drink offer
Spend per overnight visit	506	23	-20	Provide better quality accommodation and food and drink offer
Nights per overnight stay	506	70	-70	Improve the overall Llandudno experience and promote the town as a hub for wider North Wales tourism.
Total Impact	506	681	344	

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

The On Target Scenario produced a GVA of **£506m** for 2045 and this became our baseline. We modelled the impact on the baseline (£506m GVA) of moving each variable to the high or low scenario. The modelling analysis found that by 2045, the cumulative impact of the **High Scenario** levered a GVA of **£681m**, compared to **£344m** GVA levered for the **Low Scenario**.

The priority area of focus to maximise potential GVA uplift and transition to the High Scenario is to **increase the number of nights per stay**. Other key areas of focus should be increasing day visitors and increasing spend per day

5. Stakeholder Engagement

5.1 Overview

Stakeholder engagement interviews were held with 67 stakeholders (see Section 7 Appendix A for a full schedule of stakeholders).

The interviews were semi-structured and focused on the key themes and the priority areas set by the Regeneration Board (e.g., the infrastructure connecting North and West Shore, the local events programme and Venue Cymru):

- Why is Llandudno successful?
- What type of visitors should Llandudno be seeking to attract?
- What is Llandudno for the people who live and work here?
- What is the focus for future business and investment?
- How should Llandudno evolve over the next 10 years?
- How can Venue Cymru be improved?
- What is the potential vision for Llandudno over the next 10 Years?

A community engagement event was organised in partnership with CCBC and held at Venue Cymru with 37 participants. This involved a set of exercises to test the regeneration principles and key priorities for delivering them, and to explore potential themed routes through Llandudno for a future route map. See Section 8 Appendix B for the slides presented at the community event.

We also reviewed further stakeholder engagement undertaken in the form of:

- Visitor surveys (2020 and 2021).
- Stakeholder priority-setting workshop (November 2021).

5.2 Feedback Summary

The feedback received from the stakeholder engagement is summarised below.

Why is Llandudno Successful?

- Traditional feel and environment.
- The promenade is unspoilt and refreshingly uncommercial.
- It has a unique and broad offer, with lots of differentiation.
- Old fashioned / relaxed atmosphere.
- Sympathetic changes have been introduced over the years.
- Appeals to all age groups.
- Clean and tidy.
- Busy, but does not feel overcrowded.
- A thriving retail offer, and a good range of commercial and public sector organisations in the town.

What type of visitors should Llandudno be seeking to attract?

There was a broad consensus on the need to attracting the following visitors:

- Age profile of 15 to 10 years younger than now (40+).

- Greater spending power.
- Overnight stayers.
- Stay longer for the day.
- Out of season.
- Businesspeople either visiting for work or using Llandudno as a good office base.
- More small business owners/visitors.

Some caution was expressed by some stakeholders about improving quality and increasing prices in order to attract high spending visitors. They suggested that Llandudno has attracted a broad group of visitors, and this should continue to be the case.

There was some uncertainty over whether the older generation, who arrive via package coach holidays, may decline over the next 10 years. Some thought there may be an increase in smaller special interest group visitors (perhaps requiring smaller coaches or minibuses).

There was also uncertainty of whether the traditional bed, breakfast and evening meal model offered by many hotels will decline, requiring an adaptation of the hotel to adapt their offer to become more of an independent restaurant and seeking to attract both residents and non-residents.

Some indicated that understanding the categories and mix of visitors is crucial in developing long term plans for the town. Each category of visitor has their own aspirations, challenges, each bring with them their own challenges, and they have varying levels of spending power.

Some stakeholders observed that the age profile is already getting younger and therefore modernising and improving the offering, and broadening the image to attract more families, younger couples will be important whilst retaining the visitors it already attracts.

What is Llandudno for the people who live and work here?

Some stakeholders mentioned that the town also has many residents who must be considered when changes are made.

The main issue that arose was the problems with car parking in the summer months. They believed measures were required to alleviate the number of cars seeking to park in the centre of the town during this relatively short period.

The seasonality for many business owners and residents who work in Llandudno is an issue and they would like to see more all year-round trade and stability of work.

There is also an issue with a shortage of affordable housing for local people. Many local people work in the town, and the current cost of living increases will be difficult to absorb. Yet, there is a shortage of affordable homes for local people. There have been examples of local housing being used or sold to the buy-to let or AirBnB market. This is contributing to the shortage of affordable homes. CCBC and the Welsh Assembly Government are reviewing potential policy interventions.

There is an opportunity to attract new people to the town as workers or small businesses operating all year round. The impact of Covid-19, where people can work and live anywhere is an opportunity for Llandudno. It has strong lifestyle factors, with good education and health facilities, and a very good leisure offer.

What is the focus for future business and investment?

Mostyn Estates have control over 80% of commercial properties in the town. They want to work with partners in developing and growing Llandudno further.

Feedback from the stakeholders included:

- There has been an influx in visitors since Covid. Llandudno has exceeded the expectations of those visitors in some areas but failed to deliver in others e.g., hospitality, food and drink, and contemporary, quality accommodation.
- Llandudno is introverted and not maximising its real estate. It has the capacity to deliver so much more and needs to think bigger and better.
- Need to showcase local food better – and shift the range and quality of food and drink slowly.
- Need to try and raise room rates and attract a higher spending market – “value over volume” –through raising the visitor offer (also linked to jobs, wages and retaining people.
- Need to capitalise on the green economy and position Llandudno as a hub for skills and jobs in this sector.
- Need to provide more for young people to keep them in the town as the future stewards and custodians of the town.
- Tackle the high business rates which is making it difficult for small businesses to be sustainable in the long term.

A further issue was raised that some of the hotels on the promenade constructed an outdoor gazebo on their front forecourts during the pandemic. These were successful and offered an example of a continental culture with daytime and evening café bars with outdoor service and having sea views.

The better hotels will adapt to a changing market once they have the vision. They are currently not currently well suited to an age profile that is 5 to 10 years younger than now.

Many hotels and shops / cafes are family owned and are managed by a small number of people. They do not want to open for longer in the evening.

How should Llandudno evolve as a resort over the next 10 years?

Raising the quality of various aspects of the town was mentioned frequently. The key areas where quality improvements are believed to be required are listed below and explored in turn:

- Food and drink offer.
- Introducing a continental culture.
- Shop frontages/signage.
- Town connectivity through public realm and lighting.
- Indoor attractions.
- Areas of the town that have low footfall.
- Venue Cymru.

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

Food and Drink Offer

Almost all stakeholders mentioned the food and drink offer as a key issue. Most thought Llandudno should be a great place to enjoy local food and drink, and this is not currently the case.

Some thought a quality restaurant overlooking the sea would be a welcome development. It was felt that raising standards of food and drinks establishments to appeal to higher spending visitors and increase dwell time would play to Llandudno's strengths.

Most people thought that raising prices commensurate to the quality increase would be welcome. The additional income could be used to create a better skilled workforce in the hospitality sector. It would also ensure more local people will be attracted to working there and more likely to stay to develop their careers in that sector over the longer term.

The former M&S building in the town was cited as a good potential location for a new modern facility, food and drink establishment, events space. The Tabernacle Chapel was also identified as a possible location.

Continental Culture

A few people mentioned the benefits of introducing a continental culture to attract higher spending visitors, increase dwell time and perhaps encourage more people to want to stay overnight. Hotels on the front introduced gazebos during the pandemic, which brought a continental culture.

Shop frontages/signage

Some shops in the town had poorly maintained shop fronts which did not reflect higher quality.

Town connectivity through public realm and lighting

High quality public realm and/or lighting improvements could be used to link and integrate four areas of the town which are currently disconnected, specifically:

- West Shore to North Shore.
- East to West (from Dylan's restaurant to the pier).
- The Great Orme/Happy Valley to the Town.
- The High Street to the two retail parks which are within walking distance.

Indoor Attractions

Llandudno needs more indoor attractions to entertain people during wet weather, encouraging people to extend their stay and contribute to all year-round operations.

The Prince Leisure Group own Llandudno Pier and many resort attractions across the North Wales Coast. They have recently purchased the former pier pavilion site and have significant plans to invest in a new entertainment complex on the site. They felt this new indoor facility would be a potential "game changer" and have assessed that this facility would create two hours a day extra time visitors will spend in the town. It could also help with accommodating younger people.

Areas of the town with a low footfall

Area adjacent to Bodafon Fields: This is used for occasional events. However, the infrastructure (e.g., electrical supply and toilets) for such events needed to be installed each time an event took place. This was expensive and time consuming, preventing

many events from happening. It was also prone to flooding. It was mentioned that a funding bid should be submitted to install a permanent electrical supply, toilet, and drainage infrastructure on the fields. This would allow more (and lower cost) cultural, community and other events to be held in the location throughout the year. Bodafon fields would make a great location for a park and ride (with a land train to the centre) in the 6-week summer holiday peak. Increasing activity at this location, perhaps as a dual park and ride and event occasion would also bring much needed footfall to this part of town, benefitting Venue Cymru and the café.

Gloddaeth Street: There was a common view that Gloddaeth Street needs improving. It does not link the West Shore and the town well in terms of public realm and lighting, yet it is a wide boulevard that has significant potential. There was a view that creating green infrastructure space for walking and cycling (and perhaps with a cultural focus) in the central reservation for cultural activities and events would help to realise the potential of this area. Some individuals also thought that alternative car parking arrangements would need to be considered as the central reservation is currently used for that purpose.

The West Shore: The West Shore fails to take advantage of the water, which has significant outdoor activity potential. This would increase visitors to the area appropriate to the environment without bringing in mass tourists. The West Shore would be well suited to water sports. It was suggested perhaps some changing and shower facilities would support greater use of the water by surfers. Several people felt that the West Shore could also be better connected to the town.

The Summit Complex Visitor Centre: The summit complex car park is often very busy in the summer months, but quiet on wet days and in the off-season. It was felt by many consultees that the summit complex visitor centre was poor and not conducive to attracting people to visit it either on a wet day or outside the peak season. The food and drink offer were also poor.

How can Venue Cymru be improved?

There was widespread recognition that the venue is a successful venue, hosting circa 700 events per year and with strong acts with good visitor appeal. Consultees believed that the venue is a key enabler for the town, bringing people who stay, driving overnight bed space and attracting notable organisations to host conferences.

It plays an important role in supporting the rest of the Llandudno economy. However stakeholders felt that it is austere and functional, with a lack of ambience and sense of place. Venue Cymru attracts medium sized business events. It should have a much better food offer.

What is the potential vision for Llandudno over the next 10 Years?

To gradually move towards:

- A Premium Resort on the Beautiful North Wales Riviera.
- A “continental, look and feel”, with an upgraded product and a more sophisticated distinctive customer experience.
- Attract visitors with greater spending power.
- Raising the quality of various aspects of the town.

The quality enhancements may be initiated and led by CCBC and key stakeholders, by both promoting the vision and through example, with the aim of the market responding to that vision, e.g., hotels, cafes, pubs, restaurants, shops.

Llandudno has built its success on attracting a broad group of visitors and this should continue to be the case. Llandudno's success is built on the current cohort of mainly older visitors/couples etc visiting the town, and spending. Changing that mix will have an economic impact.

Modelling suggests if you attract more families and fewer older people/couples the overall spend drops, and this can affect the high street. The aim therefore must be to maintain current levels of high spending visitors as well as blending this with increasing younger visitors and families.

Confidence to increase pricing commensurate with a premium resort (hotel rates/ food and drink/ tourist tax/congestion levy/pre-booked park and ride or parking).

High quality shop frontages, signage, greening, public realm and lighting throughout the more visually unattractive areas of the town (e.g., Mostyn Street High Street to the two retail parks which are within walking distance/ Upper Mostyn Street and West Shore).

Taking these steps will enable Llandudno to develop into:

- A place where there is a defined transition offer between afternoon and evening attractions for visitors
- A place which has effective traffic management in the summer months for the benefit of residents and visitors alike.
- A place where local people can be enabled to secure specialist, skilled and lower skilled jobs on major projects in the area.
- A place where people on lower pay levels can be well supported during times of significant cost of living increases.

6. Emerging Project Ideas

6.1 Overview

The stakeholder interviews provided suggested project ideas, which have been developed, refined, and explored further through our own research. They form the basis of the set of proposed interventions in the Visioning Document and Delivery Plan. A selection of these key emerging project ideas is summarised below.

6.2 Education Provision

There are many job opportunities emerging in North Wales (Hydrogen production, tidal energy, nuclear). Over the next 10 years these will require a mixture of specialised, skilled, and lower skilled positions. In addition, the planned growth of the premium hospitality sector in Llandudno will require a well-trained (and commensurately better paid) workforce.

There may be merit in exploring a new Llandudno based college campus in partnership with Llandrillo College. This may be either a new build or re-purposed building in the town and may offer both technical and hospitality course provision. This would assist young people into securing stronger and better paid jobs, with the local base assisting those who live in the more deprived areas of Llandudno.

6.3 New Town Centre Venue: High Quality Market Hall

This is envisaged to be high quality multi use indoor facility in the town centre. It may take the form of part restaurant/café, part farmers market hall/ community use/ part town square located in the town centre (e.g., the vacant former Marks & Spencer building).

With extensive space to operate in the market hall can also provide a great indoor location for both Llandudno community and visitor events. A new refreshed market can harness community-based businesses. A reinvigorated market can also provide a great platform to enable local business to recover from the economic impact of Covid-19 and support the creation of new small businesses.

6.4 Happy Valley: Restaurant

The view from Happy Valley overlooking the sea is spectacular and could be better harnessed. We envisage this to be a glazed fronted, attractive, perhaps wooden cabin construction restaurant at Happy Valley, overlooking the sea. A potential location would be the rear of Happy Valley Theatre, with a glazed frontage. The restaurant will position Llandudno as a premium resort offering a high-end product and customer experience.

6.5 Happy Valley: Pedestrian Prioritised Colonnade.

This is already in development and an improvement to this part of the town will enhance the visitor experience and create an attractive walking facility to Happy Valley. Work will be undertaken to improve the appearance and historically pedestrian friendly nature of the colonnade and better reflect its historic origins as a visitor entrance to Happy Valley. High quality public realm and lighting will act as an attractive link between the town and Great Orme.

6.6 Great Orme Visitor Centre: Glazed Panoramic Building

Mace understands that improvements to the summit complex visitor centre is already being considered by the Council. We believe a 360 degree glazed panoramic building would be a spectacular and unique addition to Llandudno.

Together with a high-quality accompanying high-quality offer (viewing area/restaurant café/ shop/ bar) such a building has the potential to position Llandudno as a premium resort offering a unique and high-quality customer experience. The design principle is based on the types of buildings seen in a ski resort. This style of building would complement Llandudno's toboggan run and ski slope. It also has the potential to attract visitors out of season or extend the duration of people's stay.

6.7 Bodafon Fields

Bodafon fields are the location of some events throughout the year. A problem with the current infrastructure is that the event organisers must install each time electrical and plumbing connections and associated pipework. The fields are also subject to flooding.

Mace believe that a funding bid should be submitted to install a permanent electrical, toilet and drainage infrastructure on the fields. This would allow more (and lower cost) cultural, community and other events to be held in the location throughout the year. Such events may also attract visitors out of season or extend the duration of peoples stay.

6.8 Park and Ride

There is a consensus that Llandudno needs a new parking facility to alleviate traffic congestion in the summer months. The location has yet to be determined. However, we would suggest a feasibility study is conducted to use the Bodafon field in the summer months. With adequate drainage installed. This would be an excellent location for a pre bookable park and ride facility due to its size and proximity to the centre of the resort. We also believe a pleasant holiday resort feature of the park and ride (and attraction in its own right) could be a wheeled train to a location close to the pier. The land is likely to require the installation of a drainage system which may be the source of a funding bid, although the park and ride facility will be a feature paid for by users.

6.9 West Shore Water Activities Infrastructure

There is the opportunity to develop infrastructure around sea activities at West Shore, board hire, showers/changing areas etc. The aim would be to attract non-motorised water sports users to use the two beaches. This area may also be used for several non-motorised water sports events throughout the year when conditions are suitable. At low tide the water sports area will be at some distance from the shore.

6.10 Gloddaeth Street Car Parking

The proposed improvement of the central boulevard at Gloddaeth Street would have the effect of preventing cars from parking in the central reservation. The ground level car parks at Gloddaeth Street are located below road level. This creates the potential for a double deck system that will not look unsightly. Furthermore, its external appearance could be improved by the use of green planted areas of local works of art. Such a double deck solution would provide parking for additional cars, which would mitigate the impact of cars no longer being able to park in the central reservation.

6.11 Live Messaging

Mace understands that improvements to the messaging system is already being considered by the Council. We believe that better messaging will attract more visitors to specific locations or events (e.g., tram, cable car, summit complex building). Such a messaging system may be a good source for a funding bid as it will help to better promote cultural events in the town.

7. Appendix A: Stakeholder Engagement

We engaged with the following stakeholders to develop the Regeneration Plan:

Conwy County Borough Council (12)

- Amanda Ballance, Conwy County Borough Council
- Antony Bertola, Conwy County Borough Council
- Jodie Davies, Conwy County Borough Council
- Sara Ecob, Conwy County Borough Council
- Elen Edwards, Conwy County Borough Council
- Helen Goddard, Conwy County Borough Council
- James Harland, Conwy County Borough Council
- David Hawkins, Conwy County Borough Council
- Helen Jackson, Conwy County Borough Council
- Dylan Jones, Conwy County Borough Council
- Jasmin Koffler, Conwy County Borough Council
- Andrew Saunders, Conwy County Borough Council
- Caroline Tabberer, Conwy County Borough Council

Conwy County Borough Council Councillors (4)

- Cllr Frank Bradfield, Conwy County Borough Council
- Cllr Louise Emery, Conwy County Borough Council
- Cllr Pat Hebron, Conwy County Borough Council
- Cllr O'Grady, Conwy County Borough Council

Llandudno Town Council Councillors (17)

- Cllr Dr R Atenstaedt, Llandudno Town Council
- Cllrs C Beard, Llandudno Town Council
- Cllr A W Bertola, Llandudno Town Council
- Cllr F Bradfield, Llandudno Town Council
- Cllr T Brain, Vice-Chairman, Llandudno Town Council
- Cllr D J Hawkins, Llandudno Town Council
- Cllr Miss L Lloyd-Pepperell, Llandudno Town Council
- Cllr Miss C Marubbi, Llandudno Town Council
- Cllr D Milne, Llandudno Town Council
- Cllr T Montgomery, Llandudno Town Council
- Cllr Mrs A Mullineux, Llandudno Town Council
- Cllr Miss A O'Grady, Llandudno Town Council
- Cllr M A Pearce, Llandudno Town Council
- Cllr G Robbins, Llandudno Town Council
- Cllr H T M Saville, Chairman, Llandudno Town Council
- Cllr G Sweeny, Llandudno Town Council
- Cllr I Turner, Llandudno Town Council

Public Sector and Representative Organisations (8)

- Louise Carswell, Grwp Llandrillo Menai - Llandrillo College
- Berin Jones, Chairman Llandudno Hospitality Association
- Graham Jones, Coleg Llandrillo
- Jim Jones, North Wales Tourism
- Lawrence Manley, Visit Wales
- Maria McLean, Rydal Penrhos School
- Nigel Treacy, Destination Conwy
- Angharad Owen, Destination Conwy

Private Sector Organisations (26)

- Matt Bell, One Day Ltd
- Alex Davies, Lichfield's
- Liam Donnelly, H&M Belmont Ltd
- Matthew Evans, Na
- Gareth Ffowcs-Williams, We Cycle
- Clare Harding, MOSTYN
- Stuart Haynes, SPH Accounting Services
- Edward Hiller, Mostyn Estates
- Claire McElroy, Clares of Llandudno
- Jon Merrick, Mostyn Estates.
- Jason Millband, Codman's Punch & Judy
- Shaun Oldfield, Quay Hotel & Spa
- Christopher Owens, Alpine Travel
- Dafydd Pesic-Smith, Penderyn Wales
- Neil Peterson, One Day Ltd
- Matt Roche, Director, One Day
- David Roberts, Cater Veterinary Practice
- Marc Roberts, Cynlas Cyf
- Colin Robertson, Lichfield's
- Darren Russell, Director
- Richard Scamans, Hafan y Mor Guesthouse
- Emma-Jane Sutcliffe, Owner, Llandudno Climbing Centre
- Adam Williams, The Prince Leisure Group.
- Chris Williams, HTC Entertainment and events
- Rhys Williams Dunoon Hotels Ltd
- Tim Winstanley, Pendragon Drinks Ltd

LLANDUDNO SUPPLEMENTARY TECHNICAL REPORT

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LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

**August 2022
Final Version**



LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

1. Introduction	3
1.1 Developing the Vision	3
1.2 Creating the Evidence Base	3
1.3 Intervention Area	4
2. Context	5
2.1 Victorian Llandudno	5
2.2 Llandudno Today	5
2.3 Llandudno and North Wales	7
2.4 Emerging Sectors in North Wales	7
3. Future Llandudno	8
3.1 Regeneration and Culture	8
3.2 Town Centre Resilience	8
3.3 Transforming Towns Placemaking Framework	8
3.4 Twin Focus	9
3.5 Key Challenges and Opportunities	9
4. Vision	10
4.1 Optimising Llandudno	10
4.2 Regeneration Principles and Vision Statements	10
5. Maximise Existing	11
6. Extra Llandudno	13
7. Elevate Quality	19
8. Culture Led	21
9. Change Agents	23

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

1. Introduction

1.1 Developing the Vision

Mace is working with Conwy County Borough Council (CCBC) to deliver a 10 Year Regeneration Plan (herein referenced as the Regeneration Plan) for Llandudno.

Llandudno is a popular place to live and a successful visitor destination already. The key objective of the **Regeneration Plan** is to ensure Llandudno remains successful whilst also enabling the town to be resilient and adaptable to future change and opportunity.

The Regeneration Plan will include key projects and activities for further enhancing the town for residents and visitors over the next 10 years. This will be supported by a clear **Development Framework and Delivery Plan** to shape and influence regeneration and investment activity in Llandudno to 2032, and beyond.

This **Visioning Document** is the first step towards creating the Regeneration Plan. It sets out the key challenges and opportunities facing the future development of Llandudno and identifies key principles and outcomes to inform the Regeneration Plan.

The **Vision Statements** help to build a shared strategic narrative for the future development of Llandudno. They have been co-created with local stakeholders to speak to their shared future vision for Llandudno. The combined impact of the Vision Statements also seek to provide the basis to make the overall vision become shared reality amongst the various delivery partners and stakeholders.

Both this Visioning Document and the Regeneration Plan build on previous reports for Llandudno, such as the AECOM Tourism Analytical Review delivered in 2019.

1.2 Creating the Evidence Base

We have completed a series of activities to build a robust **evidence base** for developing the Visioning Document and Regeneration Plan, including:

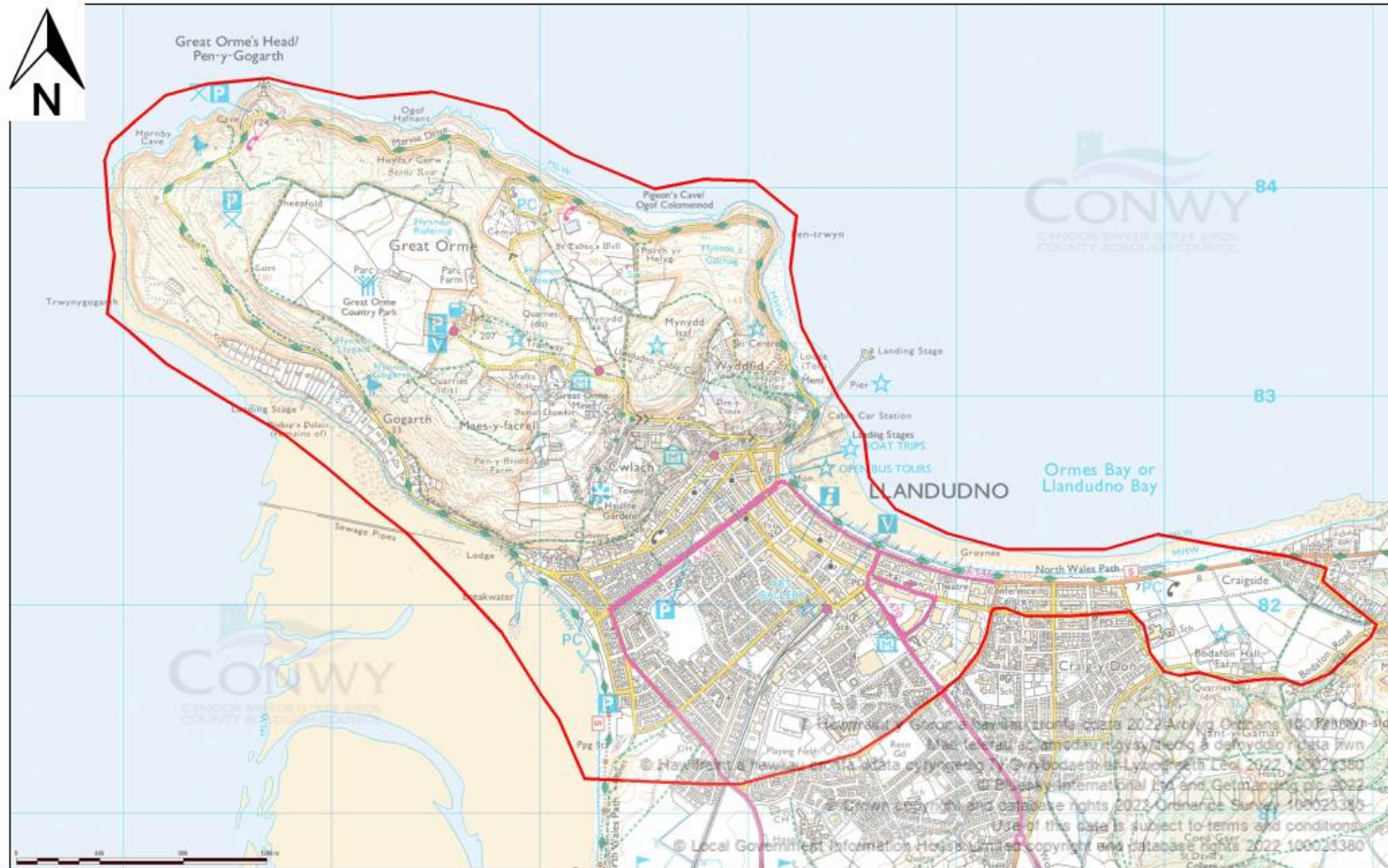
- **Baseline analysis** of socio-economic data, relating to key themes of people and communities, business and investment, access and movement, and living in Llandudno.
- Detailed **policy review** of key local and regional policies and strategies, covering tourism, housing, employment and skills and transition to net zero.
- Detailed **economic impact modelling** of future tourism and revisiting the Tourism Analytical Review (2019) developed by consultants (AECOM) as the basis for creating a tourism impact economic model.
- Comprehensive **stakeholder engagement** through interviews held with 67 stakeholders as a broad representation of local businesses, local representative organisations, CCBC colleagues, Town Council colleagues, tourism and sector bodies and local landowners. This included a community engagement event held at Venue Cymru.
- Summary of **emerging project ideas** garnered from stakeholder interviews and Mace's own research.

The detailed findings and analysis from these evidence-based activities is provided in a separate **Supplementary Technical Report**, which sits alongside this Visioning Document.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

1.3 Intervention Area

The map below provides a definition of the intervention area for the Llandudno Regeneration Plan. The core focus of the intervention area is the town centre. Any activity that takes place within the red line boundary is expected to benefit the town centre.



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2. Context

2.1 Victorian Llandudno

Llandudno was specifically built as a mid-Victorian era holiday destination, and as early as 1861 was referred to as 'the Queen of the Welsh Resorts'.

The town is served by a branch railway line which opened in 1858 from Llandudno Junction, with stations at Deganwy and Llandudno.

The pier on the North Shore was built in 1878 and is a Grade II listed building. It was extended in 1884 to 700m in a landward direction (along the side of the present Grand Hotel) to provide a new entrance to the Llandudno Pier Pavilion Theatre, making it the longest pier in Wales.

For most of the length of Llandudno's North Shore there is a wide and curving Victorian promenade, known as The Parade, which is where many of Llandudno's hotels are located, on associated parades and crescents.

Happy Valley is a former quarry and was gifted to the town by Lord Mostyn to celebrate Queen Victoria's Golden Jubilee in 1887. The area was landscaped and developed as gardens, with two miniature golf courses, a putting green, a popular open-air theatre and extensive lawns.



2.2 Llandudno Today

Today, Llandudno is the largest seaside resort in Wales. One of the key aspects underpinning Llandudno's continuing popularity is its outstanding natural beauty and unique heritage.

Llandudno has the West Shore which provides a sandy beach, and the North Shore which runs alongside the Victorian promenade. This is a much busier beach with lots of activities and attractions, including the iconic pier.



The North and West Shore are located between the headlands of the Great Orme and the Little Orme. Next to the Little Orme is Angel Bay with its seal colony. The Great Orme is a limestone headland and a haven for flora and fauna, with some rare species which can only be found on the Great Orme.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

Further attractions include the Great Orme tramway and the Llandudno cable car, taking tourists to the summit. Happy Valley includes an artificial ski slope and toboggan run. The gardens were extensively restored as part of the resort's millennium celebrations and remain a major attraction.



Venue Cymru, is located near the centre of the promenade and is a major convention centre for attracting visitors and events to the town and is also popular with local residents. Comedy and live music form a major part of the programming and there are regular productions of opera, theatre and pantomimes.



Behind the promenade are the main shopping streets of Llandudno. Mostyn Street has a thriving mix of independent and high street shops as well as local amenities including churches, amusement arcades and the town's public library.



LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

2.3 Llandudno and North Wales

Llandudno's location on the North Wales coast makes it an attractive destination in its own right.

However, this also makes the town an ideal gateway to the rest of North Wales. The spectacular Snowdonia National Park, neighbouring seaside towns such as Conwy, Colwyn Bay and Rhyl, and the Isle of Anglesey and the towns of Bangor, Caernarfon, Abersoch and Portmeirion further along the coast, are all within easy reach of Llandudno. Llandudno is also situated in close proximity to large conurbations in North West England such as Liverpool, Chester, and Manchester.



Each of these places and destinations has its own identity and contribution to North Wales residents and visitors. Portmeirion is a unique Italian-style tourist village and Rhyl is a popular destination for family holidays.

Llandudno's unique features and its wealth of options for accommodation, attractions and amenities means it can offer a convenient jumping-off point for tourists to explore the rest of North Wales and beyond. This ability to attract tourists to both stay in Llandudno and use it as a base to explore beyond Llandudno, is a valuable attribute which needs to be built on to maximise the potential of the town and continue its success.

2.4 Emerging Sectors in North Wales

Tourism and hospitality is a key sector for Llandudno and the wider region as a whole. The Llandudno Tourism Study (2019) found that the total economic impact of tourism in Llandudno increased from £296m in 2012 to £384 million in 2017. The North Wales Skills and Employment Plan (2019) highlights the importance of developing the reputation of North Wales as a centre of excellence for high-value tourism. Ensuring there is sufficient pipeline of skilled people entering the sector, with opportunities for upskilling and building sustainable careers will be essential for Llandudno's continuing success.

The North Wales Growth Vision promotes the region as a leading location for low carbon energy generation and energy related supply chain investment. There are several strategic projects proposed in North Wales pointing to key emerging industries for Llandudno and the region:

Tidal Energy: proposal for a £7billion tidal lagoon stretching between Prestatyn and Llandudno, which could create 22,000 jobs in North Wales.

Nuclear Power: a new nuclear power plant is being explored on the site of the former Wylfa nuclear plant on Anglesey.

HyNet North West: an industrial decarbonisation project to produce, store and distribute low carbon hydrogen, and capture and lock CO₂.

These projects will require a range of lower skilled, skilled and specialist roles, and this could create future local employment opportunities in Llandudno.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

3. Future Llandudno

3.1 Regeneration and Culture

CCBC has recently approved an ambitious new Culture Strategy called “Creu Conwy – Creating the Spark”, which advocates for culture-led town centre regeneration and post-Covid recovery:

“As we look to the future, we see culture as a powerful tool that can help us reconnect and work together to rebuild our economy in a sustainable way. We want culture and creativity to be the common thread running through everything that happens here in Conwy.”

Culture is a priority in the CCBC Corporate Plan 2017-2022 to ‘harness the arts, culture and creative industries to support the regeneration of our communities’ so that ‘people in Conwy live in a county where culture, heritage and the Welsh language thrive.’

This Regeneration Plan for Llandudno acts an enabler for the delivery of the Economic Growth Strategy and culture strategy in Llandudno through place-based and built environment infrastructure interventions. Through a range of sensitive and careful changes to the built environment, as well as enhancing the sense of place, these indoor and outdoor interventions will offer the physical platform for CCBC and partners to offer additional high quality, and attractive facilities for residents and visitors to enjoy. This will support the town in attracting more people to stay in Llandudno, throughout the year and for longer periods of time.

3.2 Town Centre Resilience

There is a breadth of wider strategic studies and analysis currently being undertaken on Llandudno and the wider region, covering a range of policy areas, including active travel, green infrastructure, strategic land use and community planning.

This work is being funded and supported at regional, Welsh Government and UK government level and there is a strong town centre focus. This reflects the Welsh Government’s agenda which means that town and city centre sites should be the first consideration for all decisions on the location of workplaces and services.

This also reflects the UK government’s levelling-up agenda and key priorities around supporting the recovery of town centres and building resilience of local economies, as we begin to emerge from the challenges of the Covid-19 pandemic.

We have worked with CCBC and stakeholders to ensure findings from this programme of work also inform the Regeneration Plan’s vision and proposed interventions, where possible.

3.3 Transforming Towns Placemaking Framework

The Transforming Towns Placemaking Grant forms part of the Transforming Towns programme and provides Local Authority partners in Wales with a broad and flexible package of support for placemaking projects to revitalise town centres in Wales.

To access this grant, partners need to demonstrate that there is a strategic plan in place for improving a town centre. This plan must be driven by the community as well as involving key partners such as Town Councils, local third sector organisations and other local groups. This Visioning Document sets out the vision and regeneration principles that have been developed in partnership with the local community and wider stakeholder groups to satisfy this requirement.

A further requirement for accessing this grant is that place plans are in line with the six principles of the Design Commission for Wales Placemaking Charter: People & Community, Movement, Public Realm, Location, Mix of Uses, Identity.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

This Visioning Document and the regeneration principles have been developed and interventions have been designed to align with these six principles. We indicate alignment to the six principles under each regeneration principle throughout the remainder of this document.

3.4 Twin Focus

The most important point underpinning this vision is the recognition that Llandudno is a successful place already.

'Which?' magazine placed Llandudno second in its list of the best seaside towns in the UK in April 2022. It cited Llandudno's scenery and attractions, and value for money, as key factors underpinning its success.

However, the future of Llandudno faces different challenges to the past. Tourism is becoming increasingly competitive, in parallel with demographic, societal and economic changes, and lifestyle factors such as increasing levels of flexible working, changing the way we live and work.

Llandudno must adapt and innovate to remain a prime location for people to live, work and visit. This means being proactive to plan for opportunities such as the increasing focus on "experiences" and embracing technology, to invest strategically in its tourism product.

This Visioning Document therefore has a strategic **twin focus** on:

- **reinforcing existing value** contributing to current success.
- **layering additional value** for ongoing and future success.

3.5 Key Challenges and Opportunities

We talked to a diverse range of key stakeholders across Llandudno to understand what they believed were the key challenges and opportunities facing the town's future success.

Stakeholders identified the key challenges and opportunities below, and this feedback has informed the vision:

Key challenges:

- Providing year-round activities and attractions to bring tourism out of season.
- Balancing the need for flood protection with enabling greater access and amenity of beaches.
- Balancing the need for affordable housing with demand for second homes and holiday accommodation.
- Lack of integration between attractions and amenities.
- The night time and evening economy is not meeting the needs of residents or tourists
- Skills gaps and poor perceptions of tourism sector.
- Low vacancy rates in the town centre.
- Underutilised spaces and poor quality, tired public realm.
- A need to improve quality to encourage higher spend levels.
- Dominance of cars and coaches in the town centre.
- Mobile and Wi-Fi connectivity – particularly in peak summer months

Key opportunities:

- Maximising the opportunities from emerging industries.
- Build on changing demographics of visitor, i.e., more families.
- Encouraging dwell, exploration, discovery across the town.
- Amplify the potential of existing assets.
- Wider programme of arts and cultural activities.
- Protecting the special and unique nature of Llandudno.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

4. Vision

4.1 Optimising Llandudno

Our discussions with stakeholders on the current and future success of Llandudno revealed a series of interesting factors:

Flexible + Structured
Needs + Desires
Outward looking + Inward looking
Formal + Informal
Community + Commercial
Outdoor + Indoor
Heritage + Modern
Fixed + Evolving
Stewardship + Engagement
Tradition + Innovation

Rather than framing them as **opposing scales** with a choice to be made: e.g., should the future tourism and resident offer be traditional **or** more innovative?

We view these factors as opportunities to find the **optimum blend** for optimising Llandudno: e.g., what is the best mix of traditional **and** innovative to optimise Llandudno for residents and visitors? Helping it progress from “**good to great**”.

This provides the opportunity for the **best of both worlds**:

- where “**and**” becomes the space for possibility and potential.
- Rather than “**or**” closing off opportunity and positive change.

4.2 Regeneration Principles and Vision Statements

From our analysis and engagement, we have identified five **regeneration principles** and associated **vision statements** for optimising Llandudno for the future success of its places, businesses, communities, and visitors.

Table 1: Regeneration Principles

Regeneration Principle	Vision Statement
1. Maximise Existing	Making the most of the wealth of assets and features Llandudno already has.
2. Extra Llandudno	Expanding the day, year and offer even more to maximise the town’s value and potential to its businesses, visitors, and residents.
3. Elevate Quality	Creating a baseline of enhanced quality all round to generate more visitors, more demand, and more value for residents.
4. Culture Led	Capitalising on the richness of local culture, creativity, and heritage, and activating even more local activity and engagement for residents and visitors.
5. Change Agents	Growing a network of relationships, platforms and support for local people and partners to collaborate as agents of change.

This document explores each regeneration principle to identify how they support projects or activity to enable the **twin focus** on:

- **Reinforcing existing value** contributing to current success.
- **Layering additional value** for ongoing and future success.

We identify **key outcomes** for each regeneration principle to realise the associated vision statement, and to be delivered through the Delivery Plan.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

5. Maximise Existing

Vision Statement: Making the most of the wealth of **assets** and **features** Llandudno already has.

What are the key issues and opportunities?

- **Victorian heritage:** Showcase Llandudno's famed and unique Victorian heritage, e.g., refurbishing the bandstand on North Shore and shelters along the promenade.
- **Unsung heroes:** Refresh and reactivate underutilised spaces e.g., Bodafon fields, Victorian colonnades, paddling pool, North Western Gardens and the bandstand, to revive their "hero product" status.
- **Town Centre mix:** Protect and enhance the thriving mix of retail, commercial and public sector organisations in the town.
- **Town Centre life:** Manage demand for housing by converting upper floors of town centre units to residential to bring conviviality and life.
- **Beach life:** Explore how to improve access to the North Shore for residents and visitors, where existing sea defences act as a barrier.
- **Cruise potential:** Explore the potential of visits by cruise liners, able to dock at the pier through recent investment in pier infrastructure.
- **Place identity:** Llandudno is known as the "Queen of North Wales Resorts" and the town's official motto is "a beautiful haven of peace".

What could we do to reinforce existing value?

Place promotion: (*Place Making Charter Principles: Identity, People and Communities*)

- Recruit a cohort of roaming **local ambassadors**, supported by the Conwy Tourism Ambassador Course, to support and guide residents and visitors to maximise their Llandudno experience.
- Recruit and engage a cohort of social media **influencers** to promote, share, showcase and raise awareness of Llandudno, experience, offer, lifestyle, beauty, and attractions through a variety of social media and digital marketing platforms, and help engage young people.

Public realm: (*Place Making Charter Principles: Identity, Public Realm, Movement*)

- Comprehensive programme of public realm **enhancements and repairs** to refresh the Victorian heritage and town centre setting, e.g., seating and benches, bins, noticeboards, planting and foliage, stonework and railings, bollards and streetlighting.
- Commission new **wayfinding and signage** scheme to improve legibility of the town centre, support people with visual impairments, encourage exploration of the town, showcase the range of assets and attractions, and enhance accessibility. Including working with the Welsh Government "Smart Towns" support package, which enables businesses to maximise the use of digital technology to generate economic growth and revitalise Welsh town centres and use this package to develop **digital signage**.
- Identify a **focal point(s)** for the town to act as a centre for the town's identity, this could include a new town square or public space.
- Work with Welsh Government and Cadw to develop a local equivalent to English Heritage's "**Blue Plaque**" scheme to showcase local heritage and the history and people behind it.
- Consider use of Llandudno Museum **photographic archive** to activate local heritage through images and stories of Llandudno over time.
- All public realm projects need to **align with sense of place** to ensure they support a strong and coherent place identity.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

What could we do to layer additional value?

Activating spaces: *(Place Making Charter Principles: Location, People and Communities, Movement)*

- Provide supporting facilities to revitalise the **paddling pool**, including additional seating, water features and children's play equipment.
- Provide supporting infrastructure to enable **Bodafon fields** to be promoted as an outdoor event space and potentially a seasonal park and ride location linked to the land train (see "Year round activity" on page 12 below).
- Develop new and reinstate former **cruise liner routes** to and from Llandudno pier and offer day/overnight stay packages to operators.
- Engage with Brittany Ferries to explore introducing their emerging technological solution of **electric powered sea gliders**, linking with Liverpool and other destinations, to bring visitors to and from Llandudno via the pier.
- Introduce activities e.g., cultural events and market stalls to activate the **colonnades** and bring footfall and night time economy benefits.
- Create a **pop-up and temporary use** programme to activate vacant town centre and pier units, matching landlords with potential users and facilitating an application process with support and guidance. Build on the success of recent pop-up ventures along **Builder Street**.
- Explore options for **restoring sand** to the North Shore Beach balanced with ensuring adequate sea defences.

Town centre vitality: *(Place Making Charter Principles: Location, People and Communities, Mix of Uses, Movement)*

- Work with Welsh Government to influence the development of a flexible policy to allow conversion of town centre units to **residential use** to meet local housing needs and levelling up agenda.
- Work with Welsh Government to prioritise vacant town centre units to maximise potential e.g previous M&S building.
- Seek solutions for digital provision in the town centre e.g wi-fi and mobile connectivity
- Consider introducing **collaborative workspaces** to attract live-work and market as the ultimate work retreat - away from busy city life.
- Consider appropriate locations for permanent **outside seating** on high street and the extension of **gazebos** (ensuring these are of a consistently high quality) outside hotels in appropriate locations to encourage dwell, maximise footfall, and encourage a vibrant and active night time economy for visitors and residents.
- Commission further study to explore benefits and options for partial **pedestrianisation and traffic management** on Mostyn Street, to support creation of a clear focal point for the town, encourage dwell, and support development of the night time economy, including:
 - Removal of parking along one side of Mostyn Street to extend the pavements to allow outside seating and active frontages.
 - Make Mostyn Street one way with changes to either Madoc Street or the Promenade to facilitate traffic in the opposite direction.
 - Full pedestrianisation of Mostyn Street for the central three blocks with traffic diverted to Madoc Street and the Promenade.
 - Flexible interventions to allow temporary or full pedestrianisation of Upper Mostyn Street, e.g., retractable bollard systems.

What could be the key outcomes for Llandudno's communities and businesses?

- High quality **public realm** to signal quality, well maintained assets, and uniqueness.
- Celebrate the unique **heritage and vernacular** of Llandudno.
- Creating opportunities to bring new residents to the town centre.
- New **focal points** for growing place identity, civic activity, and social cohesion.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

6. Extra Llandudno

Vision Statement: Expanding the day, year and town offer even more to maximise its value and potential to local businesses, residents, and visitors.

What are the key issues and opportunities?

Extra hours of activity:

- Llandudno's food and drink offer provides a good range of locally made produce, but more could be done to broaden the offer and enable it to reach its full potential.
- Hotel guests tend to stay to enjoy in-house entertainment and food, with the majority of guests choosing not to venture into the town in the evenings.
- Local people tend not to venture out into the town centre for nights out.

Extra months of activity:

- The local tourism offer is focussed on the Summer season, with limited indoor activities and attractions to offer visitors all year round.

Extra demand for activity:

- The visitor demographic is already changing with more visitors from younger age cohorts and more families coming to stay.
- Need to maximise the opportunity of a different visitor demographic and spend profile by offering a wider range of activities.
- Assets and activities are very separate and siloed, with little integration or showcasing to mix visitors.
- Lack of options for motorhomes and camping, to capture families and the more adventurous older tourists.

Extra local amenity:

- Town centre should offer a mix of amenities and services for supporting local quality of life for residents, as well as tourists, in line with the levelling-up agenda.

Extra opportunities:

- Ensure there are better paid quality jobs through year-round employment for local people in a range of sectors.
- Emerging industries offer opportunities for local people to build new skills in future employment sectors, e.g., low carbon energy.
- Tackle the poor perceptions of the tourism and hospitality sector for offering quality jobs and more career progression opportunities.

What could we do to reinforce existing value?

Food and drink and the night time economy: *(Place Making Charter Principles: Location, People and Communities, Movement)*

- Create a **food quarter** or **market hall** as a food and drink hub, with a wide range of locally sourced products and providers, potentially in the vacant units in the town centre.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

- Create spaces across Llandudno where **food vans** selling high-quality street food could cluster on a flexible or rotational basis, to provide variety and tap into the popularity and current trend in high quality street food. Along with creating spaces for temporary **pop-up restaurants**, these activities could provide an extension to the existing local food offer, providing a year round viable alternative to opening restaurants and bars in low season and creating employment in this sector in line with the levelling-up agenda.
- Encourage local **hotels to include local and Welsh products and produce**, e.g., Conwy mussels, and also **extend their food and drink** offer outside the hotel setting either as pop-up restaurants or offering food in outside spaces, gazebos, or terraces. This enables the hotel to benefit from spend from residents and visitors not staying at the hotel.
- Engage with **Mostyn Estates** to explore streamlining the process for outside seating and activities on promenade hotel frontages.
- Provide **night buses** or extended public transport options to improve transport and connectivity between rural areas of the wider County and Llandudno.
- Explore potential for using boats moored close to shore or attached to the pier to create a set of **floating restaurants and bars** to encourage more visitors and night time activity.
- Explore repurposing the historic **toll building** at Happy Valley as a new restaurant or café.
- Create a regular **farmers market** in Bodafon Fields and associated annual **food festival**, celebrating local food, producers, and products.
- Explore expanding the **pier's food and drink offer** to showcase and support local and Welsh producers/products, including **pop-ups**.
- Reactivate the **outdoor theatre space** in Happy Valley as a glaze-fronted high-end restaurant and entertainment space.
- Explore **Swiss** and **Japanese** food and drink offers to capture opportunities from twinning with Swiss and Japanese destinations.

Year round activity: *(Place Making Charter Principles: Location, People and Communities, Mix of Uses, Movement)*

- Explore repurposing an existing space as a **new venue** for comedy, film, community theatre use, e.g., the former Tabernacle Chapel.
- Create a new **glazed viewing platform** and restaurant at the top of the **Great Orme** to maximise the setting and great views.
- Support the proposed **new entertainment facility** at the pier pavilion as a major boost for the Llandudno economy in terms of footfall, winter/wet weather and attracting younger family members and avoiding duplication of existing facilities.
- **External glazing** to surround to bar and café at the end of the **pier**.
- Ensure wider offer of Llandudno comprising existing smaller activities, amenities and attractions are given **maximum exposure** to encourage exploration and use by residents and visitors.
- Extend the **tram's operation** beyond peak season to maximise visitors and encourage greater footfall at the café at the top of the Great Orme. Consider offering this as a **franchise** or **social enterprise** to a local operator.
- Explore providing a **land train** to transport people from the shopping park to the town centre, and also focussed on the promenade, linking North and West Shore, and Bodafon fields park and ride, to encourage visitors to explore, support people with accessibility needs, create a new visitor attraction and encourage people out of cars.
- Reinforce Llandudno's value as a **gateway** to the rest of North Wales and cross-pollinating visitors and spend throughout the region.
- Consider creation of an **urban sports park** with ramps and design features for skate, BMX, scooters at the end of the promenade, close to the paddling pool, to provide a hub for young people and family-oriented activities, with strict controls on use beyond the park.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

- The urban sports park could be supported by an **urban sports festival** with competitions, music, food, merchandise, sponsorship, aligned with the adventure sports culture in North Wales. This could complement a **winter sports festival**, based on the ski slope, to maximise twinning with Champery.
- Repurpose an existing park to create a high-quality adventure playpark close to the promenade to suit ages 0-15.

What could we do to layer additional value?

New experiences and amenities: *(Place Making Charter Principles: Identity, Location, People and Communities, Mix of Uses, Movement)*

- Make your own **Llandudno Way** (see Example 1) – curated routes with themes allowing people to design their day or stay according to preferences, presented on a comprehensive map of the town centre and beyond, helping widen awareness of all Llandudno has to offer.
- Make your own **Llandudno Stay** (see Example 2) – menu of activities and “stays” allowing people to customise their stay using a range of different activities, attractions, amenities and food and drink options – to build on the curated routes mentioned above.
- Consider creation of a **new town square or quad** to encourage dwell, café culture and lingering throughout the day and evening, supported by lighting, seating and space for outdoor entertainment, or a covered **night market** with food and craft stalls.
- Maximise the wide boulevard at **Gloddaeth Street**, by removing parking on the central reservation and adding public realm and greening to create a space for music, arts and culture. Consider **additional deck parking** to the existing car parks to compensate.
- Explore provision of outdoor facilities at **West Shore** to support **water sports events** and participants, with opportunities for hiring water sports equipment, and provision of food and drink options.
- Explore creation of an **indoor maker space** at **West Shore** with an associated food and drink offer.
- Explore appropriate locations for a high quality “**glamping**” site within Llandudno. This would need to be carefully managed with sensitively designed cabins, and spaces for a range of different sized tents to attract younger visitors and families.
- Refresh the **cable car shed** to provide a more attractive visual amenity, with glazing to maximise the views and sensitive lighting to make it more of a local feature.

Employment and enterprise: *(Place Making Charter Principles: Location, Mix of Uses, People and Communities)*

- Add to existing **Community Skills and Learning Campus** with a focus on green skills, as community-based teaching space in partnership with **Llandrillo College** to support building a pipeline of green skills and capability to maximise the opportunity and potential offered by the growth of **emerging industries**, e.g., energy, across North Wales.
- Projects to engage local people, particularly in more deprived areas of Llandudno to access **basic skills** and upskilling opportunities to access to higher quality sustainable and better paid jobs.
- Refresh the existing shelters along the promenade using high quality design and materials, to create additional amenity and encourage more dwell and spend.
- The shelters could provide additional space for existing businesses to have a presence in areas of greater footfall, and also encourage **entrepreneurialism** and creation of new **micro-enterprises**.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

What could be the key outcomes for Llandudno's communities and businesses?

- Llandudno offers **better quality of life** to locals and **better visitor experience** for visitors.
- Thriving and **night time economy** with commercial opportunities for local businesses.
- High season attractions and activities have a **corresponding low-season offer** too.
- Visitors **stay for longer** and **spend more** locally because there is more to do.
- Capitalise on visitors using Llandudno as a **gateway to North Wales**.
- Growing the business base with new high quality, well paid and **sustainable jobs** with a focus on green skills.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

Example 1: Make Your Own Llandudno Way

Create a map with a set of “routes”, points and clusters of Llandudno’s features, activities, attractions and amenities to showcase all that Llandudno has to offer, in a simple and accessible format.

Routes and clusters could be themed as follows:

Green Route: nature, botanicals, wildlife

Purple Route: food and drink, local produce

Blue Route: beaches, river, and coastline

Yellow Route: history and heritage

Pink Route: music, arts, and culture

Gold Route: shopping and retail

Silver Route: night-time entertainment

Orange Route: families and kids

Red Route: outdoor and sports



The map can also provide a mechanism for bringing together local businesses, hotels and operators and countering the current lack of integration across the town. The map will be a key element of place branding, helping to create local identity and coherent sense of place.

Having the map available in all businesses, hotels and attractions means it becomes something they can all share and have in common, helping them to feel they are part of a greater network.

Ensuring the map is live and able to evolve alongside the town is important for maintaining the town’s identity and enabling new businesses and hotels and operators to be included. Therefore, as well as physical maps and posters, the map needs to also have a digital format which can support place branding and raising awareness of the full Llandudno offer.

This concept was tested at the Llandudno 10 Year Regeneration Plan Community Event and was well received by stakeholders.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

Example 2: Make Your Own Llandudno Stay

The route map can be supported with packaged “stays” which could be promoted to different visitor demographics and cohorts to encourage longer stays and greater spend. Some examples of how packages could target different visitors are outlined below:

A family weekend visit:
<p>We took the train and stayed in an amazing serviced apartment overlooking the sea. We had a great welcome from our host and a box and fridge full of locally sourced treats.</p> <p>The little ones love to play on the sand and the older ones want to surf, so we took the Orange Route down to the beach to join in the day’s activities, booked through the watersports app. We wanted some local food for lunch so wandered up the Purple Route to the street food vans parked up overlooking the shore – we all had something different. The kids were tired so we walked back along the waterfront art trail and the promenade to see the sunset.</p> <p>After a shower and rest we took the kids out for some dinner in the amazing restaurant on The Great Orme with views across the bay. The food was delicious and the local chef sources everything locally. After dinner we used the Pink Route to the music park to see a band play live – there were deckchairs and blankets to keep us warm.</p> <p>There was a night market with local artists and producers. There was so much to do and we only really saw a glimpse – we need to come back!</p>
Co-founders on a business retreat:
<p>We own a retail start-up and work in a busy city environment. We wanted to take ourselves out of our normal environment to refresh and reset our thinking.</p> <p>We wanted somewhere beautiful, relaxing, with plenty to stimulate and inspire us. We stayed in an independent hotel which had a space for us to spread out and work, as well as relax.</p> <p>We started our retreat with a walk around the town using the Gold Route to see the local independent shops to get some inspiration for our own. The Purple Route had so many options for lunch and getting a coffee.</p> <p>After working in the afternoon, we wanted to relax and unwind. We took the Red Route along to the climbing centre for a climbing session, and they pointed us to a local dance class at Venue Cymru that was offering a free taster session. It was so much fun and included people of all ages.</p> <p>We ate dinner at a pop-up in a vacant shop that was having a Welsh language film night. The next day we felt full of energy and ideas and finished our work early to fit in a walk along the Blue Route on the beach before heading home. The perfect mix of things for us.</p>

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

7. Elevate Quality

Vision Statement: Creating a **baseline of enhanced quality** all round to generate more visitors, more demand, and more value for residents.

What are the key issues and opportunities?

- **Twining:** Maximise the opportunities from twinning with Champéry, Switzerland to learn from the Swiss culture of hospitality. North Wales has also seen a significant increase in tourism from Japan following the twinning of Himeji Castle and Conwy Castle.
- **Update:** Elevate the offer and overall quality and type of existing hotels and accommodation to attract new visitor demographics (i.e., younger, families) and the higher spending visitor.
- **Balance:** Offer a balanced range of accommodation and amenities to include affordable holiday options, e.g., glamping, camping and motorhomes.
- **Flexibility:** Explore different ways to modify the traditional “bed, breakfast evening meal” model with alternative accommodation and flexible visitor packages.
- **Recycle wealth:** Ensure Llandudno retains its unique charm and avoid leakage of wealth from the local economy by supporting the continued success of existing independent businesses and hotels, and growth of new ones.
- **Holiday homes:** Explore different policy mechanisms to balance between second homes, holiday lets, and Airbnb options, to ensure access to affordable homes for local people and mix of accommodation to attract visiting families and younger people.

What could we do to reinforce existing value?

Accommodation: *(Place Making Charter Principles: Identity, Location)*

- Explore options for purchasing and/or renovating the **Grand Hotel** to bring it back to its former glory, provide a landmark to signal quality in the town, and provide a high quality and affordable accommodation offer.
- Explore options for **remodelling internal configuration** of hotel accommodation to offer serviced apartments as well as hotel rooms.
- Encourage hotels to explore potential for developing **additional food and drink** concessions or pop-ups in the town centre as an **extension** of their on-site food and drink offer and capture night time economy benefits from visitor and resident spend.
- Encourage hotels to explore options for investing in **additional alternative holiday accommodation types**, e.g., alpine-style cabins, serviced apartments, cottages, to complement their traditional hotel offer.
- Identify sites for **motorhome** users, with associated supporting facilities and sites for sustainable **camping** and **glamping** opportunities.
- Explore units in the town that could be converted to new independent **boutique hotels or holiday apartments**.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

Skills: *(Place Making Charter Principles: Location, People and Communities)*

- Explore opportunities to partner with hospitality establishments in **Champéry** for **skills shares and exchanges** to help learn from successful Swiss operations, share skills and innovations, upskill local people and raise aspirations.
- Explore options for an element of the **Tourism and Hospitality Academy** to serve the wider region as a strategic investment in future skills to be located in Llandudno, e.g., partner with Grŵp Llandrillo Menai.
- Promote the **multi-disciplinary** nature of the sector through the academy to include all aspects of working in this sector, i.e., finance, HR, IT, regulatory, customer service, digital marketing, project management and catering.

What could we do to layer additional value?

Twinning: *(Place Making Charter Principles: Identity, Location, Mix of Uses)*

- Capitalise on the twinning of Llandudno with Champéry, Switzerland and model the Swiss tradition for resorts to **provide restorative “alpine air”** and scenery for health and convalescence. Capture wellbeing, health, and landscape as a quality theme to market and promote Llandudno for health and wellbeing tourism.
- Complement local existing indoor **spa facilities** with outdoor facilities that are accessible and affordable to local residents and visitors, e.g., improving the paddling pool commensurate with an **outdoor lido**, similar to the National Lido of Wales.
- Offer **business retreats** to meet employee wellbeing goals and attract businesses away from larger city conurbations for staff events.
- Capitalise on the wider links with the twinning of Conwy Castle with **Himeji Castle, Japan** through the associated new tourism route, **“the Road of Castles in Wonderland”**.

Pricing: *(Place Making Charter Principles: Identity, Location)*

- Explore continental **seasonal pricing structures** to charge more in peak summer season, or to coincide with major events and lower prices at low season.

What could be the key outcomes for Llandudno’s communities and businesses?

- Widening the **visitor demographic** to the benefit of all.
- Hotel **offer extends** to external pop-ups or an outside food and drink offer to allow hotels to innovate and change whilst offering what people already love.
- Reputation for being a **restoration** and **wellness** destination.
- Hospitality as a **respected** and **rewarding** career.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

8. Culture Led

Vision Statement: Capitalising on the richness of local culture, creativity, and heritage, and activating even more local activity and engagement for residents and visitors.

What are the key issues and opportunities?

- **Power of events:** Events can attract people to visit the town all year round and increase their spend across the town whilst they are here.
- **Venue Cymru:** As an anchor attraction in Llandudno, Venue Cymru needs to offer more diverse programming and offer a sense of place.
- **Welsh identity:** Build on the richness of Welsh history and arts traditions, including promoting and showcasing the Welsh language.
- **Local arts:** Local arts organisations and creatives need to be more engaged and participating in local cultural programming.
- **Family oriented:** Encourage families and young people to visit through an exciting programme of events and creative activities.
- **Great Orme:** The cultural, social and natural history associated with the Great Orme needs promotion to engage visitors and residents.

What could we do to reinforce existing value?

Events: (*Place Making Charter Principles: Identity, Location, People and Communities*)

- Reinststate the **Llawn Festival** of contemporary art and performance, with involvement of local artists and creatives, with Oriel Mostyn.
- Promote Bodafon fields as an events space, with supporting infrastructure to make it accessible and easy to stage events all year round.
- **Great Orme festival** to create a platform to tell the story of the using art, film, archive material, storytelling.
- Create a **programme of festivals** or events in low season to draw visitors, e.g., **Welsh food festival, children's festival, Christmas markets**, and explore a **winter sports festival** to maximise the use of the ski slope and capitalise on twinning with Champery.

Arts and entertainment: (*Place Making Charter Principles: Identity, Location, People and Communities, Mix of Uses*)

- Create a **community cinema** and a local film society to show **vintage cinema** and **independent films** in different Llandudno venues, with an outdoor cinema in summer months.
- Hold **film-related events**, based around different audiences and interests e.g., LGBTQI+ cinema, Sci-Fi or horror weekends, modern and traditional musicals, or children's films.
- Create spaces for quality **outdoor entertainment** and **street performance**, e.g., music and recitals, storytelling, poetry, managed through auditions and licenses.

Natural history: (*Place Making Charter Principles: Identity, Location*)

- The **Great Orme** is a unique site of cultural importance and environmental value. This prehistoric site has evidence of ice age art and symbolic rituals, largely unknown and underpromoted throughout the UK. The Great Orme also has historic copper mines, rare botanical species, striking geological features, and unrivalled views. A 5,500 year old neolithic female skeleton was discovered on the **Little Orme** and is displayed in Llandudno Museum. This presents a fascinating basis for promoting Llandudno as a site of significant cultural interest.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

- Wales has a tradition for **landscape art**, pioneered by Richard Wilson's style of painting in the 18th Century. Llandudno could be promoted as an **artist's retreat**, with curated walks and tours provided by local historians and enthusiasts with their local knowledge of sites, including the Great Orme, and an **international landscape art festival and competition**, in conjunction with Oriel Mostyn.

What could we do to layer additional value?

Venue Cymru and Llandudno Museum: *(Place Making Charter Principles: Identity, Location, Mix of Uses, People and Communities)*

- Explore options to improve and revitalise Venue Cymru's **external appearance** to make it a more inviting flagship attraction and embrace local and Welsh identity, e.g., better lighting, use of colour and digital signage, and use of planting and landscaping to soften the exterior.
- Commission local artists to create **art works** to enliven the interior and exterior of Venue Cymru, enhancing it as a space for showcasing local artists.
- Explore options to reconfigure and modernise Venue Cymru's **internal events spaces** to maximise flexibility and accommodate more modern and technical productions.
- Support community-based arts activity at Venue Cymru using a **moving stage** to engage community participation and activate the foyer.
- Redesign Venue Cymru's outside spaces as a public space with outside seating, popup food and drink booths, art works and an outside performance space to activate Venue Cymru's frontage and create a much needed **sense of place**.
- Maximise the role and potential of **Llandudno Museum** for storytelling about the people and places in the town and make better use of the photographic archive.
- Programme of **Welsh language and arts** activities and events at venues, including Venue Cymru, Llandudno Museum and Oriel Mostyn.

Communication and awareness: *(Place Making Charter Principles: Location, People and Communities)*

- Create a weekly **bulletin** of events and activities to showcase cultural events, activities and news, businesses and local offers, distributed across all businesses, attractions, and visitor accommodation across Llandudno, using **printed, digital and social media channels**.
- Work with the Smart Towns initiative to introduce **digital signage** and installation of more **noticeboards** to advertise cultural activities and opportunities for people to participate.
- Work with the Smart Towns initiative to introduce **live messaging** using digital signage and push notifications to promote events and advice on service availability, e.g., parking space availability, cable car times, train and bus departure times, using **Smart Towns data**.

What could be the key outcomes for Llandudno's communities and businesses?

- Llandudno is recognised as a **cultural hotspot** in North Wales.
- **Welsh language embedded** across Llandudno's cultural programming could bring new visitors and a unique aspect to the Llandudno cultural offer.
- **Enlivened spaces** around the town with street performance, activity, and entertainment.
- Supporting and encouraging **local creativity** and arts.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

9. Change Agents

Vision Statement: Growing a **network** of relationships, platforms and support for local people and partners to **collaborate** as agents of change.

What are the key issues and opportunities?

- **Isolation:** Lack of engagement between local businesses and organisations means they operate in isolation instead of working together to maximise the collective Llandudno offer.
- **Delivery Partnership:** Importance of partnership working between local stakeholders to deliver local regeneration projects.
- **Joint Initiatives:** Build on the advertising packages that CCBC offer for tourism businesses to advertise on the Visit Conwy website.
- **Vacant Units:** Tackle the bureaucracy and complexity of activating vacant spaces with pop-ups, to make it easier and facilitate business in the town centre.
- **Collaboration:** There has been a lack of formal and informal structures for growing business forums to come together to share ideas, issues and resources.

What could we do to reinforce existing value?

Business Ecosystem: *(Place Making Charter Principles: People and Communities, Location)*

- **Local property owners and landlords** e.g., Mostyn Estates and Prince Leisure Group, remain great stewards of the town, protecting local quality and heritage, supporting local independent businesses. They help **foster collaboration** and **cross-promotion** between businesses in the town to enhance footfall and spend and encourage longer stays.
- Build on success of **pop-ups** on **Builder Street** and create a thriving ecosystem of micro-businesses offering new services, attractions, and creating local jobs.
- Work with property owners and landlords to create **demonstrator pop-up** projects to stimulate local interest and challenge myths/risks of doing this.
- Create a **guide to developing pop-ups** with useful information on the process, requirements, support available for creating a pop-up.
- Create **Llandudno Business Week** where local businesses open up their doors to events, talks, product demonstrations, podcasts - allowing local businesses to come together and collaborate.

Peer support: *(Place Making Charter Principles: People and Communities, Location)*

- Create a **panel of local business people** and entrepreneurs to provide mentoring, business planning and marketing support to small businesses, pop-ups, and microbusinesses to help grow and scale local independent businesses. This could be aligned with the new Business Forum that has been established to replace the local Chamber in Llandudno.
- **Business buddy system** where larger businesses, attractions and venues buddy with smaller businesses, attractions, and venues to provide joint events and joint promotion – rotate to enable cross-pollination and relationship building between businesses.

LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

- Explore development of initiatives to **keep wealth circulating** in Llandudno, e.g., local vouchers, discounts, and packages provided by local businesses.

What could we do to layer additional value?

Local delivery partnership: *(Place Making Charter Principles: People and Communities, Location)*

- **Llandudno Regeneration Programme Board** (LRPB) to deliver the Llandudno 10year Regeneration Plan and projects linked to this.

Community led regeneration: *(Place Making Charter Principles: People and Communities, Location)*

- Local **community-led development fund**, building on work with Llandudno Town Council to support local projects, to provide funding for local people's ideas for developing and supporting the town.

Youth led regeneration: *(Place Making Charter Principles: People and Communities, Location)*

- Work with **CCBC youth services** to link with local youth groups and facilitate ideas and access to funding. **Young Change Agents fund** accessed through Welsh or UK government funds for funding youth-led projects, with mentoring and capacity building support to encourage young leaders and wider youth participation.

What could be the key outcomes for Llandudno's communities and businesses?

- Fostering better **engagement** and **sharing** between businesses across Llandudno
- **Broadening** the businesses base beyond tourism and retail, e.g., green skills.
- Building **local capacity** and energy to deliver local regeneration
- **Local people** leading and delivering change, including young people.

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