

# LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

**August 2022  
Final Version**



# LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

<b>1. Introduction .....</b>	<b>3</b>
1.1 Developing the Vision.....	3
1.2 Creating the Evidence Base .....	3
1.3 Intervention Area .....	4
<b>2. Context.....</b>	<b>5</b>
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
<b>3. Future Llandudno.....</b>	<b>8</b>
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
<b>4. Vision .....</b>	<b>10</b>
4.1 Optimising Llandudno.....	10
4.2 Regeneration Principles and Vision Statements .....	10
<b>5. Maximise Existing.....</b>	<b>11</b>
<b>6. Extra Llandudno.....</b>	<b>13</b>
<b>7. Elevate Quality .....</b>	<b>19</b>
<b>8. Culture Led .....</b>	<b>21</b>
<b>9. Change Agents.....</b>	<b>23</b>

# 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:

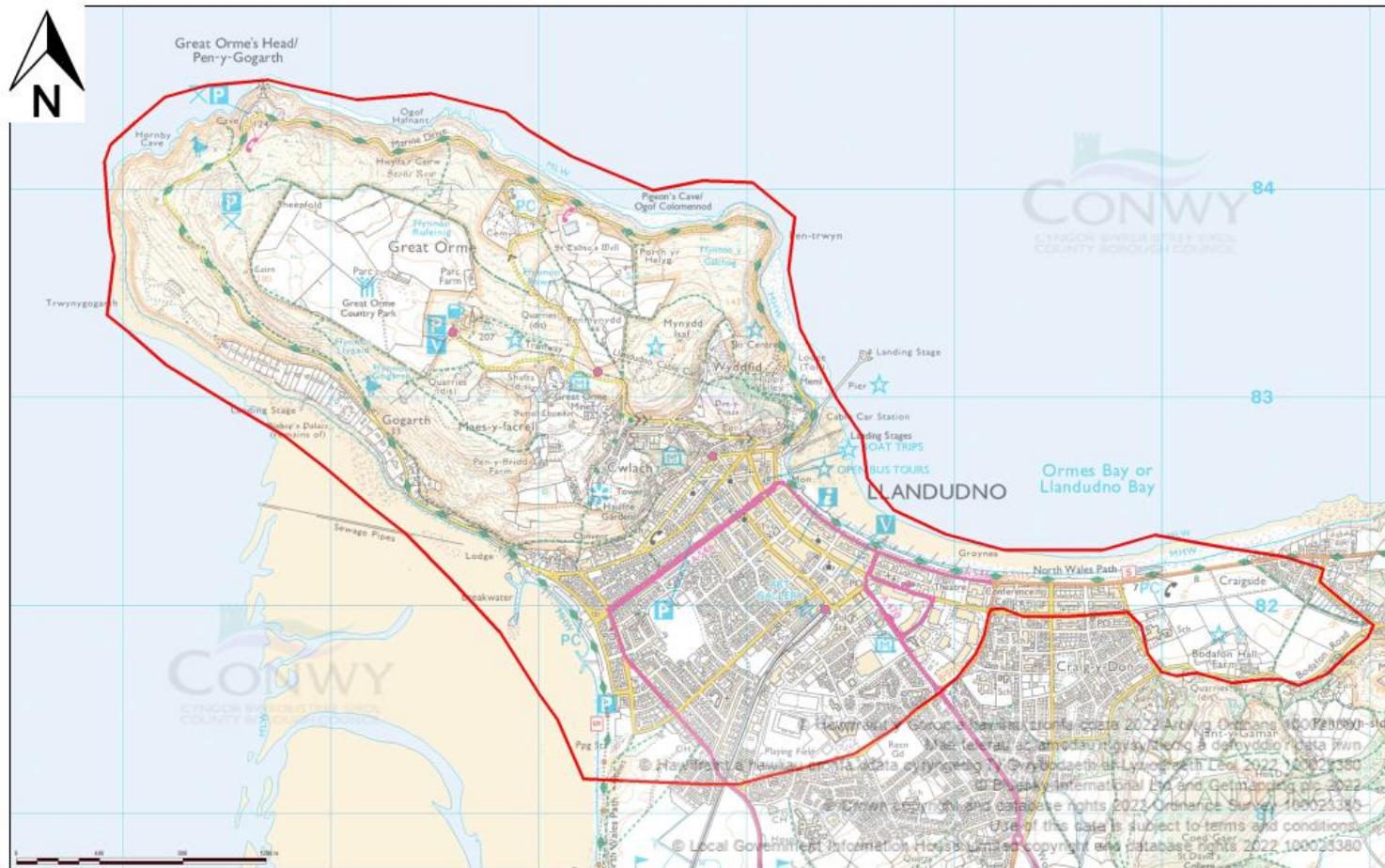
- **Baseline analysis** of socio-economic data, relating to key themes of people and communities, business and investment, access and movement, and living in Llandudno.
- Detailed **policy review** of key local and regional policies and strategies, covering tourism, housing, employment and skills and 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.



You are granted a non-exclusive, royalty free, revocable licence solely to view the Licensed Data for non-commercial purposes for the period during which Conwy County Borough Council makes it available;

You are not permitted to copy, sub-license, distribute, sell or otherwise make available the Licensed Data to third parties in any form; and

Third party rights to enforce the terms of this licence shall be reserved to Ordnance Survey.



# LLANDUDNO 10 YEAR REGENERATION PLAN: VISIONING DOCUMENT

## 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:



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

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

## 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?

- **Twinning:** 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 Champéry.

**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 18<sup>th</sup> 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.

**Mace**  
155 Moorgate  
London, EC2M 6XB  
T +44 (0) 20 3522 3000