

NEWQUAY TOWN CENTRE

DEVELOPMENT FRAMEWORK

NEWQUAY TOWN INVESTMENT PLAN

NOVEMBER 2022

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Foreword

Newquay is one of the UK's primary tourist destinations, a wonderful town on the rugged Atlantic coast. Despite this, it has continuously missed out on funding opportunities and our town centre has long suffered from neglect and stress. There is now a need for a holistic place-based approach to town centre renewal, recovery and regeneration.

People are proud to live in Newquay. We have a rich history, and we are internationally renowned for our beaches and surf. Our compelling lifestyle offer is a draw to business, and we have a growing creative sector. We are adjacent to the UK's first spaceport and plans are underway to enhance our rail links and make us more connected. We have strong foundations for future growth.

However, we are not a town without challenges. As a seaside resort our economy is highly seasonal. This means that we have stark disparities between rich and poor and aspects of our economy are fragile. Too many uses are competing for space in our town centre, and our housing market is severely constrained. Our town centre is degraded and disconnected from the sea, and this has created negative and unfair perceptions of Newquay which means that we are failing to capitalise on opportunities.

This document, the Town Investment Plan, has been developed to support and to help realise the Newquay Town Centre Development Framework. The Framework proposes an integrated, ambitious and long term vision for the transformation of the

town centre into one that is accessible, inclusive, sustainable, resilient, and a reflection of our unique identity and culture.

Emerging directly from the Framework, and following deep engagement with the local community this document sets out a series place-based projects where public funding must be prioritised. In an ever-competitive funding landscape, this document provides us with a tool to better respond, and prioritise efforts to ensure Newquay receives its fair share of investment.

In preparing this plan we have already strengthened partnerships and demonstrated how we can work collectively; this momentum must now continue to realise the Plan.

We are deeply grateful to the many people who who have supported us in the production of this work and contributed to its content.

Sincerely,

- **Jennifer Dixon**, RIBA Client Advisor & Newquay Town Team Project Lead
- **Andy Cole**, BID Director, Community-Led Local Development in Cornwall & Newquay Town Team Chair
- **Margaret North**, Mayor of Newquay
- **Louis Gardner**, Cornwall Councillor for Pentire and Central & former Mayor of Newquay
- **Andy Curtis**, Newquay Town Council Town Clerk and Chief Executive



Contents

Foreword	2
Our Town Investment Plan	5
Introducing Newquay	6
<i>Newquay's People</i>	8
<i>Newquay's Economy</i>	10
<i>Newquay's Environment</i>	12
<i>Transport and Connectivity</i>	14
Our Vision	16
Strategic Alignment with wider Policy, Programmes & Investment	18
Building Our Town Investment Plan	19
Identifying and Prioritising Projects	20
Our Priority Projects	22
<i>Navigating Newquay</i>	24
<i>Project 1: Tram Tracks Animation</i>	26
<i>Project 2: Newquay Great Western Quarter</i>	28
<i>Project 3: Marcus Hill Civic and Community Hub</i>	30
<i>Project 4: High Street to Beach</i>	32
<i>Project 5: Newquay Harbour</i>	34
<i>Project 6: Newquay Market</i>	36
Priority Project Linkages	38
Catalysing Change: Supporting Interventions	40
Delivering the Plan	42





Our Town Investment Plan

Despite being one of the UK's primary tourist destinations, Newquay has continuously missed out on public sector funding opportunities. This Town Investment Plan (TIP) seeks to change that.

Newquay is internationally renowned as a visitor destination, but its reputation is being undermined by problems and challenges in the town centre.

By adopting a holistic place-based approach for growth, we have identified a number of priority interventions that have the real power to drive change and unlock opportunity for Newquay and for Cornwall. These interventions build on the positive aspects, and all the things that already make Newquay vibrant and liveable.

The Newquay Town Investment Plan forms part of the **Newquay Town Centre Development Framework**. This work was commissioned in Spring 2022 by the Newquay Town Council and Newquay Town Team and was set out to revitalise the town centre. It is formed of three interlinked elements:

- The **Vision** driven from community and stakeholder inputs articulates a collective ambition for the town centre, one that paves the way for long-term local resilience, growth, culture, community and wellbeing.
- The **Spatial Framework** illustrates how the vision can be delivered. It provides a holistic, place-based strategy for growth and change

in the town centre. This strategy proposes a coordinated spatial plan for movement, public spaces, town centre uses, and development opportunities.

- This **Investment Plan** which identifies a series of projects that are central to realising the Vision and where to target public funding opportunities. Together these projects work to deliver the Vision and unlock greater change alongside the private sector.

The TIP has been led and shaped by evidence and a deep understanding of place, and responds to the challenges and opportunities that have been identified. This understanding has been supported and enhanced through extensive stakeholder and community engagement.

The TIP aligns with key local and national policies and strategies, including the Good Growth Investment Plan for Cornwall and Isles of Scilly – Implementation of the UK Shared Prosperity Fund, the Cornwall Local Plan and the Levelling Up White Paper.

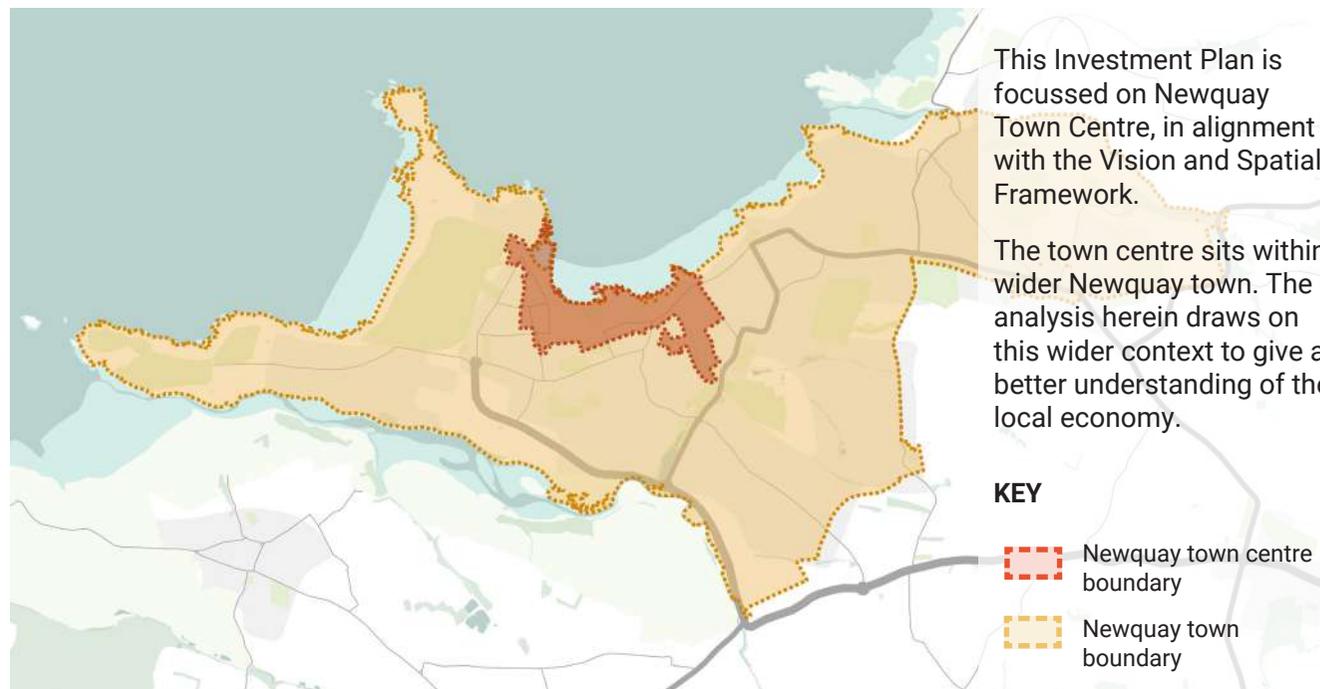


FIGURE 1. Town centre and Investment Plan boundaries

Introducing Newquay

Newquay is an internationally renowned destination on the north coast of Cornwall. Home to around 25,000 people, it swells in the summer months with hundreds of thousands of visitors taking advantage of the seaside. There are around 1,100 businesses in Newquay, and 9,200 jobs.

Newquay is defined by its coastline and is a great example of a place that has taken advantage of its geography. Set on the exposed north coast overlooking the Atlantic Ocean, the coastline is dramatic and gives Newquay its international reputation as the 'Surf capital' of the UK.

The earliest origins of a village – Towan Blystra - date to the 15th Century. The building of a stone quay in 1439, known as the 'new quay', is now where the harbour stands and gave the town its name.

The opening of Newquay and Cornwall Junction Railway in the mid 1800s led to a dramatic expansion of the town into a harbour-based economy with fishing, mineral and clay exports and imports of coal and timber for boat building.

The railway also brought tourism to the town. In the mid 19th c. several large hotels were built to cater to wealthy Victorian visitors. Tourists diversified post-war and the 1960s brought initial surfers from around the world, drawn in by the nine surfing beaches.

A second surfing boom in the 1990s saw Newquay playing a key role in the commercialisation of the sport by providing a home to surf competitions. Newquay is still home to many of these, alongside other events, including the Boardmasters festival

which attracts over 50,000 visitors a day in August.

Today, Newquay often feels like a town designed for tourists rather than those that live there. Its popularity as a tourist destination brings many opportunities, but there are inherent challenges.

The housing market and economy are constrained and many people and businesses are struggling. Newquay faces some of the most severe deprivation in the country, and as this Plan will demonstrate, there is a clear need to level up Newquay with Cornwall, the South West and the UK. We believe placemaking must be at the very heart of this.

There are opportunities to harness. Newquay is only four miles from Cornwall's primary airport, which provides connections to major UK and European cities. The airport is also home to the AeroHub business park, one of the largest designated Enterprise Zones and the location of Spaceport Cornwall, which will make history in 2022 by launching satellites into space from UK soil.

**"Newquay is full of forward thinking people. There is real potential is here to update the town."
- Community feedback**

Newquay has a strong cultural identity and unique natural assets but these are at odds with a declining town centre and seasonal offer for residents. We have highlighted some of the key strengths, weaknesses and opportunities that have helped to shape this plan over the next few pages. These can be best understood through themes of **People, Economy, Environment and Transport & Connectivity.**

KEY

-  Town centre
-  Urban areas
-  Newquay Growth Area
-  Parks & open spaces
-  Roads
-  Rail
-  Strategic trails
-  Strategic green links
-  Campsites and holiday parks
-  **Key destinations & clusters**
-  Airport
-  Employment areas
-  Logistics and servicing
-  Creative industries
-  Light industry & making
-  Aerospace
-  Housing growth
-  Education
-  Shops
-  Community
-  Sports & Recreation
-  Growing & wellness
-  Leisure & entertainment
-  Surfing
-  Events

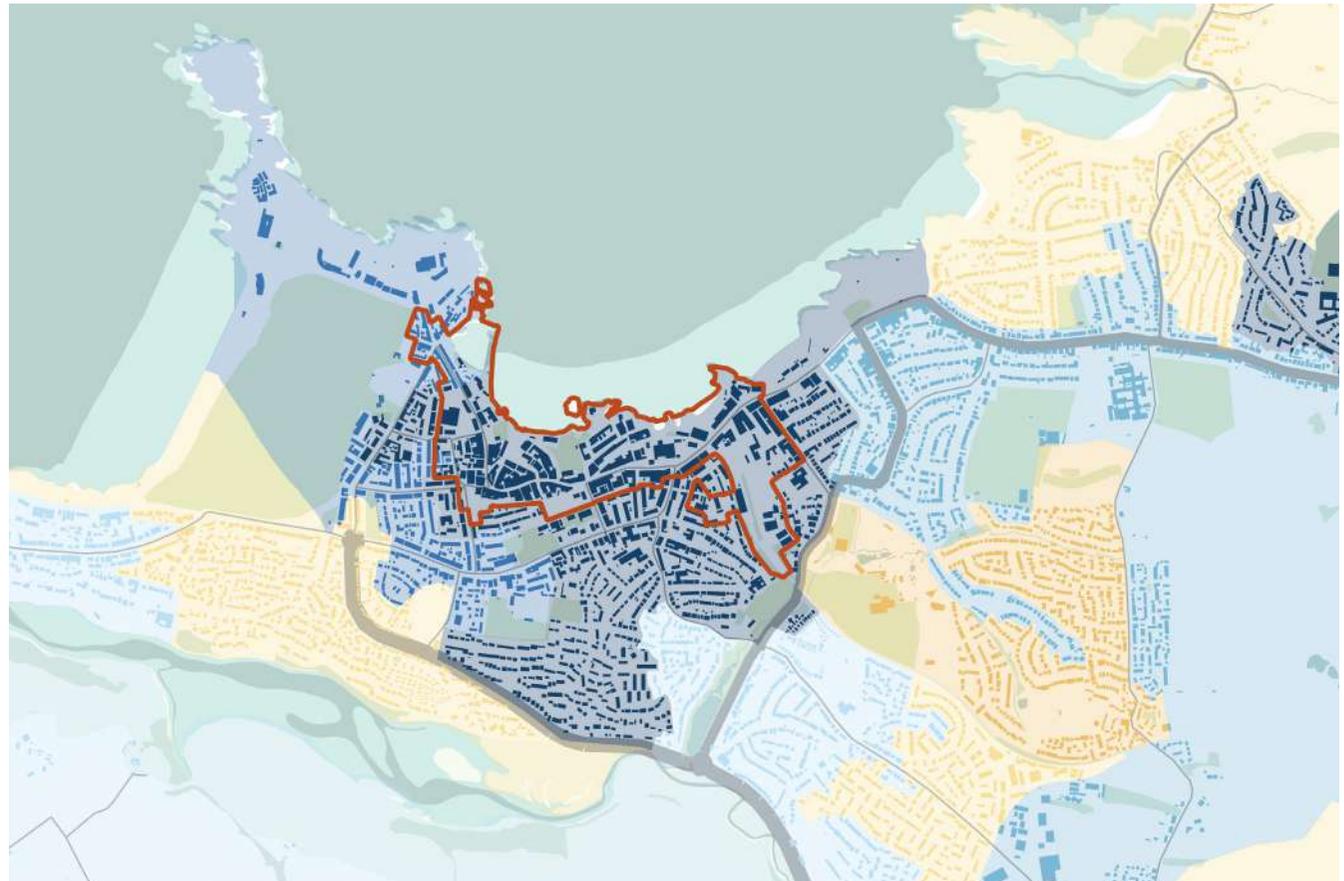


Newquay's People

People are proud to live in Newquay but there are deep inequalities. Local people are being left behind and young people are leaving for better opportunities.

Key Challenges

- **Newquay town centre is one of the most deprived places nationally.** This is in contrast to the outer areas of the town which are some of the least deprived.
- **Deprivation is having significant effects on the health and wellbeing of Newquay residents.** There are higher rates of child poverty within Newquay (24% compared to 16% in Cornwall). Life expectancy for men living in Newquay Central is 8 years lower than in the neighbouring wards of Newquay Treloggan and Newquay Treviglas.
- **Young people are leaving Newquay to find new opportunities.** Only 9% of Newquay's population is between the ages of 20 and 29 compared to 14% across the UK. There is an increasing ageing population.
- **Newquay is unaffordable to most.** The average house price in Newquay is over 11 times the average income, higher than Cornwall (10x) and national rates (9x). This has worsened since COVID-19 and continual demand for holiday lettings. There is an increasing number of families dependent on food banks.



KEY

 Town centre

Index of Multiple Deprivation

 1 - most deprived

 2

 3

 4

 5

8

 6

 7

 8

 9

 10 - least deprived

FIGURE 3. Index of Multiple Deprivation – Newquay Town Centre and Surrounds (2019)

Key Strengths and Opportunities

- **People are proud to live in Newquay and there is a strong identity and social capital** that brings our community together. This was clearly evidenced following the pandemic.
- **A strong and active community with a can-do approach.** Community togetherness was identified as a key consideration through local consultation, although there is a lack of community facilities within the town.
- **A growing population** that has increased by 11% since 2015 compared to 4% across Cornwall. Nansladen urban extension to the east of town led by the Duchy of Cornwall will support more than 4,000 homes and provide new facilities to support new and existing residents. Nansladen is helping to support new and existing residents to meet business, housing, educational and health needs.



01

01 Cornwall Pride, May 2022



02

02 Towan Beach



03

03 Newquay Town Centre Framework workshop

Newquay's Economy

Newquay relies on tourism, which compromises its year-round resilience. However, the town has a strong entrepreneurial spirit and emerging creative cluster as people and businesses wish to take advantage of the lifestyle offer.

The seasonality of Newquay means that the economy is fragile. The town centre must evolve to create the right environment to support diversified jobs, with better opportunities for local people.

Key Challenges

- **Newquay's economy is dominated by tourism and is highly seasonal.** There is a reliance on hospitality, leisure and retail, and this causes inherent challenges such as low productivity, a reliance on low pay sectors and part-time seasonal employment.
- **High value sectors of the economy are underrepresented.** This includes key value sectors such as Financial and Professional Services, IT and Media.
- **The housing market is severely constrained** and increasing demand for short term lets puts increasing stress on the market, and means that the rental market is very small. This is impacting businesses and their ability to recruit, particularly seasonal workers.
- **The commercial property market is under threat** from the constrained housing market and the town lacks grow-on space or modern facilities for makers and craftspeople.
- **Businesses are generally small** and concentrated in low-wage sectors.



01



02

- 01 Newquay Harbour
- 02 Fistral Beach commercial area
- 03 North Coast Asylum gallery
- 04 Killacourt small business units

Key Strengths and Opportunities

Newquay has a strong cultural identity with an unparalleled reputation as a surf and leisure destination in Cornwall.

- **The AeroHub represents a game changing economic driver for Newquay.** Only four miles from Newquay, it provides a major opportunity to stimulate economic growth and opportunities for local people. The site is home to Spaceport Cornwall, the first location in the UK to launch satellites to space from a passenger airport. This will strengthen Cornwall's space and satellite technology cluster and bring opportunity to Newquay
- **Newquay and its businesses have demonstrated resilience through COVID-19.** The town centre retail vacancy recovered to pre pandemic levels (7.4%) and remains lower than the Cornish average (12.2%). Stakeholder feedback and business growth data provide evidence of an entrepreneurial environment.
- **There is a small but growing cultural sector** and rate of growth has been significantly higher than Cornwall and England, at over 50% since 2016 compared to 10% in Cornwall.
- **The lively working harbour, historic commercial core and Killacourt support independent businesses and the creative industries.** 30% of employment is in micro businesses and there is a strong number of independent shops in the west of the town.

Newquay has a growing creative sector

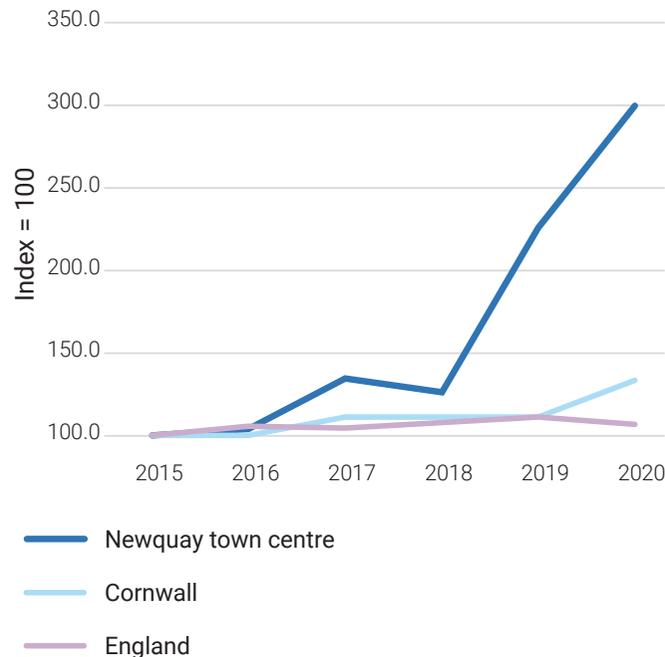


FIGURE 4. Rates of Business Growth in the Creative Industries across Newquay, Cornwall and England (2016-2021). *Source: BRES (2021)*

- **Newquay has harnessed opportunities arising from COVID-19.** Existing flexible work facilities within the town are experiencing high levels of demand.



Newquay's Environment

Newquay's natural setting and historic culture give it a unique place-based identity, but the town centre is in need of major updates and the natural environment and impact of the climate emergency must be carefully managed.

Residents of Newquay feel passionately about their town and its surroundings. But as a place it is falling behind other Cornish towns in terms of the town centre experience. A major theme in stakeholder engagement was that the town is tired and neglected and has failed to maintain a Cornish aesthetic.

Key Challenges

- **The Town Centre has degraded in recent years.** Poor quality public realm and low-quality buildings and shop fronts are creating negative perceptions of the town, which fails to capitalise on its seaside identity and detracts from the sense of place. Residents feel disconnected from the sea.
- **The long, linear nature of the high street means there are challenges in spreading activity.** The eastern part of the high street and 'secondary commercial area' feels disconnected and visually cluttered. There is no sense of arrival from the station which compounds poor perceptions of place.
- **Lack of green infrastructure.** The town has a limited amount of green infrastructure or spaces for seating and shelter, which can make it inhospitable in the winter.
- **Anti-social behaviour is prevalent in the town centre** compared to the rest of Newquay and Cornwall more widely. 77% of people surveyed as part of the Neighbourhood Plan found antisocial behaviour to be a serious problem.
- **Retail rents have remained consistently high** relative to other commercial uses, limiting opportunities for smaller independent businesses and leading to some long-term vacancies in prominent locations for example Cliff Road and Bank Street.
- Major events and festivals in summer generate pressures including **plastic waste and litter in the streets** which degrade the public realm.
- Key areas such as the historic Harbour and Towan Beach Promenade are at **risk of flooding and lie within the 100-year coastal erosion zone**. This limits development opportunities and will require careful shoreline management.

Key Strengths and Opportunities

- The high quality marine environment has created a **strong visitor reputation and quality of life offer for residents**. Over 50% of visitors to Newquay consider it a 5* destination.
- **Strong identity and culture**. Newquay's past and present are defined by its relationship to the sea and beaches, building the town's 'vibe' and reputation as a surf and leisure destination. This identity is what makes people proud and sets the town apart, but it often feels lost. Local residents have a strong appetite for more sustainable interventions.
- **Surviving historic buildings are not celebrated or cared for**. This includes the harbour area. Newquay Town Council is currently exploring the opportunity to set up a Conservation Area within Newquay.
- **A number of key public spaces and nodes within the town centre are currently underutilised** and there is an opportunity to improve and enhance these for legibility, accessibility, comfort and animation.

01 Great Western Beach

02 Bank Street, historic and commercial core

03 South West Coast Path



Transport and Connectivity

Newquay is very well-connected but different types of movements are competing for space which is adversely impacting the town centre experience

Newquay is part of a strong network of road, rail, bus and air travel, but movement is severely constrained and congested in the town centre, especially at peak times. This is impacting upon the local environment, economy, and the health and wellbeing of local people and visitors. Without change, it will limit opportunity for Newquay.

01 Bank Street in the summer

02 Train station entrance

03 Tram Tracks

04 Newquay Train Station

05 Cornwall Aiport Newquay

Key Challenges

- **Traffic congestion associated with car parking.** More than 80% of visitors travel to Newquay by car. Car parking is causing congestion and constraining the economy particularly during the holiday season. It creates an unwelcoming town centre and causes delays to deliveries and regional freight routes. Traffic increases during peak season and large events.
- **Legibility and wayfinding is poor** for pedestrians and creates a poor quality experience for users of the town centre.
- **Steep hills affect pedestrian mobility and beach access.** Currently the town centre and access to Towan Beach is challenging for residents with mobility needs.
- **Fragmented walking and cycling** and a lack of facilities including cycle parking and connections to major projects and assets such as the airport and Nansledan.
- **Railway station arrival and interchange is poor.** Buses and coaches have to compete for town centre access with other vehicles and this creates a poor perception of Newquay on arrival.



Key Strengths and Opportunities

- **Newquay is well-connected via the international Cornwall Airport Newquay and local train station.** The airport Newquay a competitive advantage compared to other Cornish towns.
- **The Mid Cornwall Metro project will see rail services greatly improved between Newquay and Falmouth.** Funding is currently being sought for a £50m project that will introduce a new platform at Newquay. This presents a major opportunity for Newquay residents and will help to strengthen Newquay as a visitor destination.
- **Historic tram tracks provide a good town centre pedestrian-cycle link** and green spine through the town, although the environment is poor so they are underutilised. Enhancements can be made to increase permeability from the high street.
- **Strong resident buy-in for a bold and holistic movement plan that delivers “radical change”** and better use of town centre car parks.



Our Vision

The vision for the Town Investment Plan and Spatial Framework has been developed through a process of community and stakeholder engagement, and seeks to frame intervention and investment in the town centre to 2050.

Vision Statement

By 2050, Newquay town centre is a place where everyone can live a good life by the Atlantic.

Our town centre needs to do more for our people. The town centre in 2050 builds on our internationally-renowned surf and leisure identity to become the epicentre of a distinct and inclusive lifestyle offer linked to wellbeing and culture.

This means building a year-round economy with an attractive everyday town centre that works for businesses, locals and attracts visitors, all year round.

This means being proactive to diversify the town centre: providing more spaces for coming together, living, working and playing.

It means creating affordable places to live, so we don't lose the talent of our younger generation.

It means establishing a reputation as climate leaders and transforming the way we move around our town.

It means strengthening connections with the innovation happening across our town.

It means valuing our unique Cornish heritage, community and culture as a way to attract businesses and create good jobs.

It means establishing close working relationships between all parties that put Newquay first, so that it places us at the forefront of decisions and investment.

Pillars

Accessibility and Inclusivity

As we grow and change, we need to ensure we focus on positive outcomes for our people of all generations. We must work to ensure our housing delivers for local needs. We must support our communities to feel safe and secure, and work hard to make sure our streets, spaces and services are accessible to all. We must address the health and deprivation people are facing and bring everyone along in our vision.

Environmental Sustainability

We are living in a world where our environment and the climate demands our urgent attention. It is time to accelerate change, locally. We must help ourselves make greener life choices and balance our demands for growth with the natural capacity of our environment. We must rethink our relationship to the private vehicle, protect our wildlife, and give it more space to breathe.

Economic Resilience

Expanding and enriching the job opportunities for our residents is vital in creating a future for the next generation. We must look for opportunities to extend the tourist season by developing a more diverse and flexible visitor experience. There are opportunities to harness post COVID hybrid working patterns and from the Spaceport, but an attractive town centre is needed to seize them.

Culture and Identity

Its time to build on the incredible natural assets in Newquay, to create a lively place that not only celebrates our distinct Cornish history, but the innovation and creativity of our people. We know in celebrating our distinctiveness—weaving it into the events, the spaces, the storytelling, and the businesses of the town centre—we will be making an exciting place for both locals and visitors alike.

Priorities

Community

Our priority is creating a town centre that serves its residents, maximising social value through enhanced provision of community assets. This is a town centre that is functional, accessible and fulfilling, a place to live and grow old, and vibrant all year round.



Experience

Our priority is improving the experience of the town centre, capitalising on Newquay's seaside identity in creating a town centre that is attractive, memorable, fun, and animated.



Enterprise

Our priority is to ensure that Newquay builds on its reputation as a year-round destination and has a town centre that grows and attracts businesses to create a more diverse employment offer.



Movement

Our priority is to lead the way in sustainable and active travel. This requires Newquay to re-imagine how existing streets and spaces function, what types of movements are welcome at different times of day and year and how the railway station and bus services operate.



Strategic Alignment with wider Policy, Programmes & Investment

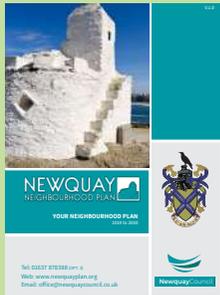
Our Investment Plan will help to deliver the ambitions of the following local, regional and national policies, programmes, strategies and funding opportunities.

Newquay

The Investment Plan is aligned to past and ongoing policy developments, plans and research relating to Newquay.



^ Cornwall Airport Newquay Masterplan (2015-2030)



^ Newquay Neighbourhood Plan (2019-2030)



^ Newquay BID Third Term Business Plan (2020)



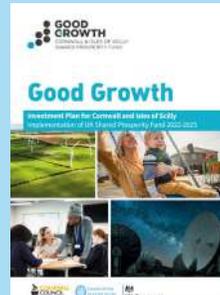
^ High Streets Task Force Report (September 2021)

High Streets Task Force Report

The Investment Plan builds on prior diagnostic work carried out in 2021 to identify the challenges facing Newquay and barriers to transformation.

The report emphasised the need to move away from Newquay's 'holiday town' image towards a re-invented re-positioned offer that is aligned to the year-round needs of residents.

Cornwall



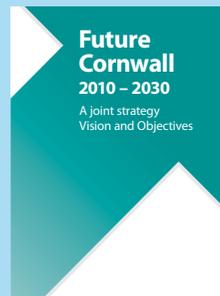
^ Investment Plan for Cornwall and Isles of Scilly (2022-2025)



^ Cornwall's Creative Manifesto (2021-2025)



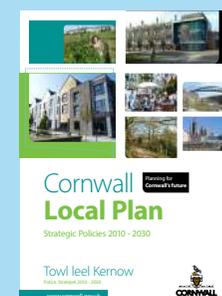
^ Cornwall Council Business Plan (2022/26)



^ Future Cornwall Vision and Objectives (2010-2030)

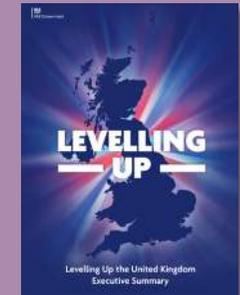


^ The Cornwall Plan (2020-2050)



^ Cornwall Local Plan (2010-2030)

National



^ Levelling Up White Paper (February 2022)

Building Our Town Investment Plan

The Newquay Town Investment Plan has been developed through collaboration with the Newquay Town Team, Newquay Town Council, Cornwall Council, Newquay BID as well as local businesses and the community. The strength of this Town Investment Plan is that it captures the aspirations and vision from the community, and those who know Newquay best.

The ideas, projects and areas for action outlined in this document represent many of the ambitions and aspirations of these stakeholders.

Developed in parallel with the Newquay Spatial Framework, a programme of engagement took place in Summer 2022 and included the following activities and feedback channels:

Community Engagement

Newquay Futures Online Hub: An online hub was launched to inform local people and organisations about the aims and aspirations of the Newquay Town Centre Development Plan and the ways in which they can get involved. The site received **1,800** views, with **234** people feeding back and engaging.

Newquay BID Survey: A survey was launched by the BID to understand the thoughts of residents and the change they wanted to see. The survey received **722** responses from a wider range of ages.

Public 'Pop-Alongs': The NTT hosted **17** events in the Library, Orchard, Killacourt, Central Square, and Royal British Legion between May and August. Approximately **340** people attended these events.

Library Exhibition Space: A permanent exhibition space was set up in the library where members of the public could learn more about the plan throughout the engagement timeline.

Youth Engagement: Events at the Konzept Gym and the Newquay Surf Life Saving Club were especially created to reach this audience, reaching approximately **62** young people.

Virtual Reality: Cornwall Council partnered with Digital Urban and Arcadis to explore the use of technology in engagement, thanks to funding from DHLUC. This was an event where participants could cycle through the high street in a virtual reality, exploring different possibilities for change. These welcomed **33** people and **100** school children.

Stakeholder Engagement

Vision & Futures Workshop: A multi-stakeholder workshop was held in the community hall by St Michael's Church. Attended by 50 people, the workshop focused on asking stakeholders about their ambitions for the future and how they might be implemented.

Emerging Vision & Spatial Framework Workshop: The second of the two multi-stakeholder workshops involved presenting the material gathered from the preceding community and stakeholder engagement and the emerging vision that was being developed in response. Participants were invited to comment

on both the vision and the spatial framework in development. This was attended by **38** people from a broad range of specialisms and local interest standpoints.

1:1 Engagement: Conversations were held with various key stakeholders, including: Newquay BID, NTC, NTT, CC Economic Growth and Development and Transport Teams, RNLI Lifeguard Service, Land Train Operators, Taxi Operators and Newquay Councillors Evening.

Visitor Engagement

Newquay BID Survey: A survey was launched by the BID to understand the thoughts of visitors and the change they wanted to see. The survey received 1,696 responses from a wider range of ages.

Visitor Engagement at Events: During public engagement events some of the people spoken to were visitors.

Identifying and Prioritising Projects

In response to Newquay's challenges and opportunities, identified through analysis of socio-economic indicators and the above engagement with the community, stakeholders and visitors, a project long-list was collated which initially comprised over **150** project ideas.

Project ideas were formulated through discussions with NTT, key stakeholders, online engagement and through the collection 'Project Prioritisation' postcards at engagement workshops:

Following a review of all ideas and consideration of how to group and cluster projects, an initial sift was undertaken to refine the list to **23** projects. These were assessed against the themes of the CloS Good Growth Fund.

Then, in line with the requirements of the HM Treasury Green Book, which is the UK Government's guidance on how to appraise and evaluate policies, projects and programmes, the refined long list was assessed against the following bespoke **Critical Success Factors (CSFs)**:

CSF 1: Demonstrates strategic needs and evidence of market failure.

CSF 2: Alignment with the Strategic Priorities of the Newquay Vision 2050 (incl. support for year-round economy).

CSF 3: Alignment with key strategies and policies for Newquay and Cornwall, as well as key themes of existing public sector funding opportunities (e.g. LUF, SPF/CloS Good Growth Fund).

CSF 4: Demonstrates long-term financial sustainability.

CSF 5: Contributes to climate change resilience or in line with the Net Zero agenda.

CSF 6: Clear route to delivery with an allocated ownership structure / project sponsor.

CSF 7: Demonstrates that the project can deliver a return on investment.



PROJECT PRIORITISATION

Name: _____

If you could change one big thing under each of the following 'Priorities' for Newquay Town Centre, what would it be? Ideas can either be a physical investment, of any scale, or a policy/rule change.

Community E.g. event space, community centres	Enterprise E.g. flexible workspace, affordable commercial premises
Experience & Place E.g. public realm, art, green space	Movement E.g. Train / Bus Interchange, Active Travel, car movement

The Newquay Town Team is developing a strategy for the revitalisation of the town centre, for the benefit and enjoyment of future generations of residents and visitors. We want to hear as many voices as possible. Visit <https://letstalk.cornwall.gov.uk/newquay-futures> to share your ideas for change and register to receive project updates.

- 01 Vision feedback
- 02 Workshop 1: What type of future?
- 03 Workshop 2: Emerging vision and framework

FIGURE 5. Project prioritisation cards

Following the assessment against the CSFs and engagement with a series of project sponsors and stakeholders, a final list of 6 Priority Projects was identified for inclusion within this Plan. The details of these Priority Projects, including key next steps for delivery, are presented within our Town Investment Plan.

It should be noted that whilst our Newquay Town Investment Plan includes only 6 Priority Projects, the other projects within the refined long list remain long term aspirations for Newquay. NTT holds a database of these projects and will continue to explore potential funding mechanisms and project sponsors to support delivery.

The Priority Projects are supported by a series of transport interventions, known as **'Navigating Newquay'**, and some inter-related **Supporting Interventions**. Together, these will make a collective contribution towards the aspirations and priorities of the Vision.

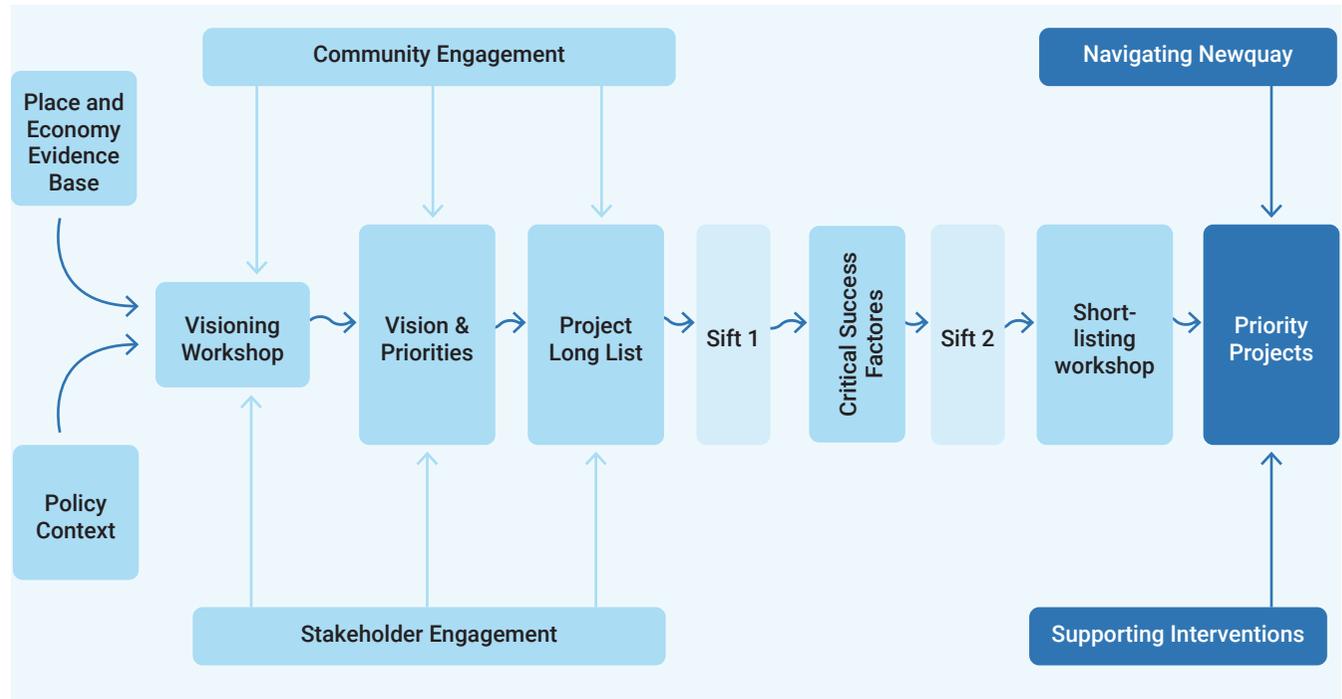
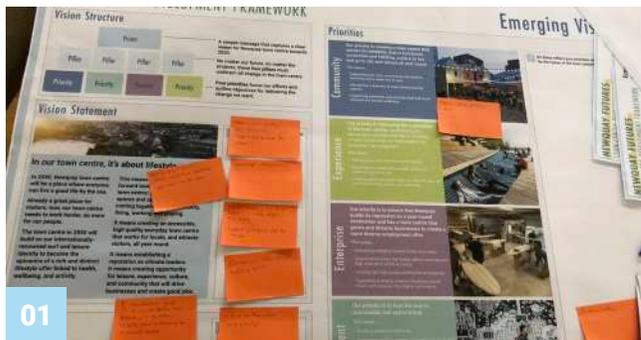


FIGURE 6. Project prioritisation process



Our Priority Projects

This section of the Newquay Town Investment Plan sets out the key details of six interrelated Priority Projects for the town centre.

The Town Investment Plan includes Priority Projects of varying scales of investment and timeframes. The detail provided forms a strong foundation for future business cases and articulates the strategic rationale for investment.

This section of the Town Investment Plan includes a **project description** for each Priority Project, identifying the core functions and location within the town centre. This section also includes a **strategic rationale** which highlights the existing market failures and makes the case for public sector intervention.

Each Priority Project has been aligned to the **Vision** and its underpinning priorities, which are focused around establishing a year-round economy within a functional and attractive town centre that works for both residents and visitors.

Strategic Alignment has also been demonstrated through identifying how the Priority Projects support key policies, strategies and existing developments.

Potential **outputs** for each Priority Project have also been identified, to demonstrate potential indicators which will be used to justify how the intervention delivers Value for Money (VfM).

Good Growth outcomes for each Priority Project have been aligned to the outcomes presented in the CloS Good Growth Fund Investment Plan.

Key **next steps and dependencies** across the short-, medium- and long-term have been identified to present a roadmap to delivery.

The Priority Projects have been shortlisted based on their alignment with key themes of existing public sector **funding opportunities**.

To indicate the potential costs associated with the full delivery of the Priority Projects, the following indicators have been used:

- **£** - up to £1 million.
- **££** - £1 to £5 million.
- **£££** - £5 to £20 million.
- **££££** - £20+ million.

To indicate the potential timescales of the Priority Projects, the following indicators have been used to represent deliverability:

- **ST** – deliverable within 2 years.
- **MT** – deliverable within 2-5 years.
- **LT** – deliverable within 5+ years.

Links between Priority Projects and Supporting Interventions are also highlighted to demonstrate which components of a project can be brought forward in the short-term.

The following spatial plan presents the location of each Priority Project, demonstrating how they are interlinked and will make a collective contribution towards achieving the Vision, and how they connect and link with other key interventions.

The approach to delivery for this Investment Plan is described in 'Delivering the Plan' on page 42.

KEY

-  Town centre boundary
-  **Project 1: Tram Tracks Animation**
-  **Project 2: Newquay Great Western Quarter**
-  **Project 3: Marcus Hill Civic and Community Hub**
-  **Project 4: High Street to Beach**
-  **Project 5: Newquay Harbour**
-  **Project 6: Newquay Market**

*Potential location for temporary / short term market at Fore Street Car Park, with a permanent structure location to be determined.

FIGURE 7. Priority Projects



Navigating Newquay

When it comes to transformation in the town centre, bold, ambitious and strategic changes to the movement network are required to unlock opportunities to deliver change and improvement.

Achieving the outcomes of the Priority Projects within this Plan and realising the potential of Newquay is entirely dependent on overcoming Newquay's transport and movement related challenges. As such, a comprehensive and coordinated movement framework is seen as key enabler of all Priority Projects.

Any investment in the town centre must be accompanied by a rebalancing of the existing transport and movement functions to create a more welcoming, resilient, and sustainable town centre.

The following sets out the ambitions, interventions and tools required to achieve this, and summarises the findings from the Movement Framework described in the Spatial Framework.

01 Central Square

02 Gover Lane

03 Fore Street

04 Manor Road

Way Forward and Priority Next Steps

NTT and NTC must engage and collaborate with Cornwall Council to secure funding and resources, whether internal or external, to conduct a series of studies to better understand a clear way forward for Newquay in terms of transport. These key next steps for achieving the Movement Vision are as follows:

- **Town Centre Car Parking Study:** Identify opportunities to improve the car park situation in the short, medium and long term including routing, ticketing, and vehicle access.
- **Sustainable Strategic Connectivity Study:** Identify opportunities to improve the strategic road hierarchy to better manage strategic and local movement and improve access for buses, deliveries and servicing, walking and cycling.
- **On-Street Parking and Deliveries Study:** Recommend how to better manage on-street parking, waiting and loading including locations for car clubs, EV charging and cycle hangers.
- **21st Century Bus System:** Identify opportunities to improve and future proof bus routes and services in the town centre.
- **Heart of the Town Centre Study:** Public realm and traffic management study to understand opportunities for placemaking and reduce impacts of vehicles on key roads in the centre.

Further details including key stakeholders and timescales for these studies are presented within the Spatial Framework.

Movement Related Outcomes

These studies are seen as key enablers for achieving the following movement related outcomes. Together these changes will help create better conditions for investment:

- **Strategic Connectivity:** Long-standing and fully operational park and ride facilities, supported by bus/rail infrastructure. Enhanced links between the town centre, airport and growth/development areas.
- **A Flexible Town Centre:** Removal of non-essential vehicle access, prioritising pedestrians and cyclists, and delivery of bespoke public realm and green infrastructure to achieve a high-quality town centre.

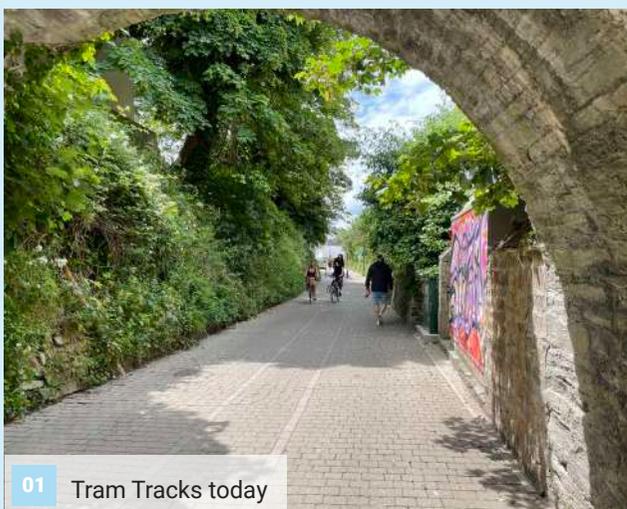


- **Town Centre Car Parking, Deliveries and Servicing:** Implementation of interceptor car parks to remove town centre vehicle access for non-residents, releasing some town centre car parks for the delivery of public spaces. Controlled zones will ensure local resident and business parking is protected.
- **21st Century Public Transport System:** Delivery of the multi-modal transport hub alongside high-quality on-street bus stops and stands in less impactful town centre locations. Support by micro-mobility / cycle hire, hopper bus services and taxis.
- **Pedestrian and Cyclist Quiet-ways:** Provision of pedestrian and cyclist quiet-ways that are high quality, safe and legible.
- **Junction Improvements:** Provision of junctions that are safe, legible and give priority to pedestrians and cyclists.
- **Wayfinding / Wayfaring:** Provision of a consistent, easy-to-read and long-lasting wayfinding and signage system.
- **Behavioural Change:** Encouraging behavioural change to make active and sustainable mobility the norm within Newquay town centre.



Project 1: Tram Tracks Animation

Activation and enhancement of the historic Tram Tracks and surrounding areas to bring an underutilised feature into life and celebrate local heritage whilst enhancing town permeability.



01 Tram Tracks today

Project Description

The Tram Tracks, built in 1849, provides a key active travel route and green spine for the town centre, but the route is currently underutilised.

The project will deliver a series of public realm, lighting, public art, and green infrastructure improvements along the Tram Tracks, and at either end at East Street and Cliff Road, where existing public realm is cluttered and degraded. This will encourage more people to use the space, link with the station and can form part of the Newquay Heritage Trail, to celebrate rich Cornish history.

Delivering the project will be a critical first step in unlocking and encouraging wider development. This includes alongside the Hotel Victoria (a historic landmark for the town) and the disused Beachcroft Hotel ballroom that could transform the centre of the town.

Strategic Rationale

- Poor connections, permeability and wayfinding constrains the town centre.
- Existing public realm on East Street and Cliff Road is poor quality and cluttered
- A lack of recognition and celebration of heritage assets in the town centre.
- A lack of green space; the town centre is more deprived in terms of Living Environment than the rest of Newquay.
- High rates of inequality linked to limited active travel infrastructure;

Public realm improvements are a public good, which is unlikely to be funded by the private sector. Hence, public sector investment is justified.

Vision Alignment

- **Community:** The project will provide opportunities for the community groups directly and indirectly.
- **Experience:** The project will celebrate Newquay's heritage and reaffirm the Tram Tracks as a destination.
- **Enterprise:** The project will encourage visitors and dwell time to support business and a year-round economy.
- **Movement:** The project will encourage active travel use to reduce health inequalities.

Strategic Alignment

The project supports the investment themes of 'Community and Place' and 'Support for Local Businesses' within the Cornwall and Isles of Scilly Good Growth Investment Plan (2022-2025). The project supports the following missions of the Levelling Up White Paper (2022):

- **Mission 1:** Improve, productivity and pay, closing gaps between regions.
- **Mission 3:** Local public transport to be brought closer to 'London Standard'.
- **Mission 7:** Narrow differences in healthy life expectancy.
- **Mission 9:** Increase pride in place.

The project also supports the ambitions of Cornwall Council's Creative Manifesto.

Next Steps and Dependencies:

In the short-term, the project sponsor will seek to secure investment to deliver catalytic interventions including the delivery of art, lighting, greening and improved public realm.

In the medium-term, the project sponsor will look to obtain funding for a masterplan and concept vision for the Hotel Victoria Area.

Timescales: Medium-term

Funding Requirements: ££

Funding Opportunities: Opportunities to obtain capital investment through CloS Good Growth Fund.

Outputs	<ul style="list-style-type: none"> • Delivery of new & enhanced public realm • Increased footfall and permeability within the town centre • Increased visitor numbers & dwell time • Wider Land Value Uplift • Preservation of heritage assets • Increased volunteering opportunities • Increased participation in community groups • Increased programme of cultural events
CloS Good Growth Outcomes	<ul style="list-style-type: none"> • Improved connectivity to work, training and skills • Levelling-up of towns and neighbourhoods throughout CloS • Improved productivity of businesses • Reduction in CO2 emissions • Reduction in the healthy life expectancy gap • Nature recovery
Supporting Interventions	<ul style="list-style-type: none"> • Seating Improvements • Water Fountains • Signage and Wayfinding Improvements • Public Art • Recycle Bins • Cycle Infrastructure Improvements • Access for All • Audio Walking / Cycling Tours
Project Sponsors	<ul style="list-style-type: none"> • Newquay Town Council • Newquay BID
Governance • Town Investment Plan Panel Group	

Project 2: Newquay Great Western Quarter

Delivery of a mixed-use commercial and residential quarter to establish a vibrant and functional gateway and multi-modal transport interchange at the renewed core of Newquay.



Project Description

The Newquay Great Western Quarter is strategically located at the eastern end of the traditional high street, between the Great Western Beach and Newquay Station. The project has a significant role to play in safeguarding and revitalising the existing commercial offering in the town centre as well as establishing a new centre of gravity for Newquay, which responds to the urban extension at Nansledan.

Historically known as the 'Station Quarter', the redevelopment of the town centre gateway site has been a long-term aspiration of both Newquay Town Council and Cornwall Council. Allocated within the Cornwall Local Plan, it is acknowledged that the site needs significant public sector investment to unlock future development.

The Newquay Great Western Quarter boundary goes beyond the Local Plan allocation to include Cliff Road and a link to Trenance Gardens. It is envisaged that its long-term delivery will be through a public-private partnership and phased delivery strategy. Subject to a programme of consultancy work to understand and maximise the opportunities, it is envisaged that the project will comprise a variety of commercial, residential and cultural/community uses centred around a multi-modal transport hub, enhanced public realm and a renewed town centre gateway.

Through establishing a multi-modal transport hub, the project seeks to allow people to move easily into and around Newquay, accessing enhanced employment opportunities and housing. Improving access via the Station encourages year-round visitors.

Strategic Rationale

Public sector investment is required to unlock the project and overcome the following challenges:

- Complex and fragmented land ownership has led to coordination failures that constrain the ability for development to come forward.
- Negative perceptions of the town centre associated for those arriving by train, stemming from poor public realm, facades and a lack of connectivity upon arrival.
- Over 80% of visitors to Newquay arrive by personal vehicle, indicating that the use of public transport is currently disincentivised.
- Housing in Newquay is increasingly unaffordable at around 11 times the average income.
- Commercial and retail vacancy rates are low, indicating demand for commercial floorspace.

Despite a Local Plan allocation, without public sector intervention the development will continue to stall and be unable to deliver much needed housing, employment and community space. Public sector investment is required to create better conditions for the private sector to deliver the site. Successful collaboration between CC, NTC, Network Rail and landowners is critical to unlock the site.

Vision Alignment

- **Community:** The project will offer mixed housing and social infrastructure and can introduce a green spine to connect with Trenance Gardens.

- **Experience:** The project will improve the quality and appearance of the town centre and station, including enhanced public realm on Cliff Road.
- **Enterprise:** The project will deliver high quality commercial floorspace to support new and existing enterprises.
- **Movement:** The project will encourage the use of public transport and active travel modes via the multi-modal transport hub.

Strategic Alignment

The project will align with Cornwall Council’s aspirations for the Mid Cornwall Metro, which seeks to connect Newquay and Falmouth.

As well as being a partially-allocated site in the Cornwall Local Plan which this project proposes to expand, the project supports the investment themes of ‘Community and Place’ and ‘Support for Local Businesses’ outlined within the Cornwall and Isles of Scilly Good Growth Investment Plan (2022-2025). The project also supports the following missions of the Levelling Up White Paper (2022):

- **Mission 1:** Improve productivity and pay, closing gaps between regions.
- **Mission 3:** Local public transport to be brought closer to ‘London Standard’.
- **Mission 9:** Increase pride in place.
- **Mission 10:** Renters to have a secure path to ownership with the number of first-time buyers increasing in all areas.

Timescales: Long-term

Funding Requirements: ££££

Funding Opportunities:

- Opportunities to obtain investment for a programme of studies and masterplan through CloS Good Growth Fund to create more favourable conditions for the private sector.
- Longer term capital investment could be obtained through CloS Good Growth Fund and future rounds of the Levelling Up Fund for aspects of delivery, including any enabling infrastructure

Next Steps and Dependencies

In the **short-term**, the project sponsor will seek to obtain revenue support to deliver a Site Masterplan and Feasibility Study which will include a range of urban design options to examine what opportunities exist. This work will explore land ownership and potential to consolidate land and parcel development opportunities.

In the **medium-term**, the project sponsor will seek to develop a HM Treasury compliant business case, which will form the basis of future funding applications to secure capital investment. The project sponsor will be required to secure the relevant permissions and consents to bring the site forward.

In the **long-term**, the project sponsor will seek to engage with the appropriate private and public sector delivery partners to support delivery and operation.

Outputs	<ul style="list-style-type: none"> • Delivery of a multi-modal transport hub, with rail, bus, walking and cycling infrastructure • Direct and wider Land Value Uplift • Delivery of enhanced public realm • Delivery of residential space, commercial space, community space and social infrastructure in a key town centre location • Increased direct and indirect jobs • Increased visitor numbers
CloS Good Growth Outcomes	<ul style="list-style-type: none"> • Greater levels of workforce participation • Increased average wages in CloS • % of workforce earning living wage or above • Improved connectivity to work, training & skills • Levelling-up of towns and neighbourhoods • Increased jobs in high value sectors • Increased wages across all sectors in CloS • Reduction in CO2 emissions
Supporting Interventions	<ul style="list-style-type: none"> • Street Clutter Removal • Signage and Wayfinding Improvements • Public Toilet Upgrades • Public Art • Tourist and Bus Stop Information • Recycle Bins • EV Charging Points • Cycle Infrastructure Improvements • E-Scooters / E-Bike Hire • Improved Vehicle Signage / Routing • Access for All
Sponsor	<ul style="list-style-type: none"> • Cornwall Council
Governance	<ul style="list-style-type: none"> • Town Investment Plan Panel Group

Project 3: Marcus Hill Civic and Community Hub

To revitalise the existing library, civic building and tourist information facilities to deliver a space that works better for the local community and a civic focal point for the town centre.



01 Marcus Hill junction and Library today

Project Description

The existing library, civic building and tourist information facilities are tired, inefficient, outdated and are no longer fit for purpose. They sit at a prominent and visible town centre site and connect poorly with the high street.

The Marcus Hill Civic and Community Hub project will repurpose the site to deliver new and upgraded facilities, and introduce new uses including flexible community spaces and residential uses that will improve the vitality of the town centre and create better community facilities for residents and businesses.

The project will also include public realm improvements at the junction of Marcus Hill, Manor Road, Bank Street and East Street. Enhanced frontages and more defined public spaces will improve the presence and identity of NTC and the town's civic functions.

The development will stimulate demand and encourage opportunity – subject to completion of the relevant transport studies – to diversify Manor Road Car Park.

Strategic Rationale

Public sector investment in the Marcus Hill Civic and Community Hub is required to address the following challenges:

- Inadequate and inefficient civic facilities.
- The lack of community facilities in the town centre.
- The lack of affordable town centre residential units; the average house price in the town centre is 11 times the average income.
- Need to support footfall within the town centre year-round.

Public sector investment is required as redevelopment is not financially viable. The project also offers an opportunity for NTC to enhance its capacity as well as management and operational skills, which will be an important investment for the future long-term projects identified in this study.

Vision Alignment

The Marcus Hill Civic and Community Hub responds to the following priorities set out within the Vision:

- **Community:** The project will deliver much needed social infrastructure, specifically the flexible community and events space, and affordable town centre housing.
- **Experience:** The project will improve the quality and visual appearance of the town centre, and integrate of civic assets with the town centre.

- **Enterprise:** Improved public realm and an enhanced civic function in the town centre will drive town centre footfall and support businesses.
- **Movement:** Public realm improvements, accompanied by the provision of cycle parking infrastructure, will be designed to promote active travel.

Strategic Alignment

The project has been a long-term aspiration of Newquay Town Council. The project supports the investment themes of ‘Community and Place’ and ‘People and skills’ outlined within the Cornwall and Isles of Scilly Good Growth Investment Plan (2022-2025). A flexible community / performance venue also supports Cornwall Council’s Creative Manifesto. The project supports the following missions of the Levelling Up White Paper (2022):

- **Mission 7:** Narrow differences in healthy life expectancy.
- **Mission 8:** Improve wellbeing, closing gaps between regions.
- **Mission 9:** Increase pride in place.
- **Mission 10:** Renters to have a secure path to ownership with the number of first-time buyers increasing in all areas.

Timescales: Medium-term

Funding Requirements: £££

Funding Opportunities: Opportunities to obtain capital investment through CloS Good Growth Fund.

Next Steps and Dependencies

In the **short-term**, the project sponsor will seek to obtain revenue support to further develop the feasibility work that has already been undertaken and develop a project design brief and funding / delivery strategies.

In the **medium-term**, the project sponsor will seek to obtain planning permission for the development and procure a delivery partner.

Outputs

- Direct Land Value Uplift
- Delivery of residential space in a key town centre location
- Delivery of community space and social infrastructure in a key town centre location
- Delivery of a cultural performance venue that can support an enhanced programme of events
- Delivery of enhanced public realm
- Increased volunteering opportunities
- Increased participation in community groups
- Increased programme of cultural events

CloS Good Growth Outcomes

- Levelling-up of towns and neighbourhoods throughout CloS
- Increased capacity and place-leadership in communities
- Reduction in CO2 emissions
- Reduction in the healthy life expectancy gap

Supporting Interventions

- Utilising Vacant Premises for Performance and Community Groups
- Street Clutter Removal
- Signage and Wayfinding Improvements
- Public Toilet Upgrades
- Cycle Infrastructure Improvements
- Manor Road Car Park Access
- Access for All

Project Sponsor

- Newquay Town Council

Governance • Town Investment Plan Panel Group

Project 4: High Street to Beach

This project will elevate Newquay town centre's beach frontage to its full potential. It envisages a series of interventions working together to create a best-in-class beach side experience and create a better gateway between the High Street and the beach.



01 View of Towan Beachfront

Project Description

The current collection of spaces that form the main gateway to the town centre beaches do not work together to make an easy, attractive, and accessible route to and from the beach.

This project will bring together a series of interventions such as green infrastructure, public realm, the Towan Sea Pool and the Promenade better intergrate the town with Newquay's greatest asset, the beach.

By delivering a series of movement interventions, the project will open up a more accessible route to the beach from Fore Street and enhance access and wayfinding. It will also introduce a series of transformed open and green spaces.

Towan Promenade is a key asset for the town that this project will enhance by delivering a enhanced footpath and new temporary uses. The Towan Beach Sea Pool will be restored to its former glory, and become a key visitor attraction.

Delivery of this project seeks to stimulate wider development and investment opportunities including adaptive reuse of the walkabout or aquarium for cultural and community spaces, or public space and activity on Fore Street Car Park.

Strategic Rationale

- Poor connectivity between the town centre and Towan Beach which is limiting the potential of both spaces.
- Lack of high-quality amenities at Towan Beach impacts negatively on the experience for visitors and residents, limiting usage year-round.
- Narrow footpaths and steep inclines make beach access difficult for those with mobility issues.

Towan Beach and the promenade is a key asset for Newquay and must be retained as a public good. Public sector investment will overcome coordination failures to develop a clear vision which better communicates Newquay's identity.

Leveraging the potential of Towan Beach will drive town centre footfall and support a more resilient year-round economy, supporting local businesses.

Vision Alignment

- **Community:** The project will enhance the lifestyle offering for residents through enhancing access between the town centre and beach.
- **Experience:** The project will improve the quality and visual appearance of the promenade, including enhanced public realm and greening.
- **Enterprise:** Improved access to the beach will increase footfall, supporting enterprises on the promenade and neighbouring areas.

- **Movement:** The project will improve access to the beach for those with mobility issues.

Strategic Alignment

The High Street to Beach project supports the ongoing CIC initiative to reinstate the Towan Beach Pool. The project supports the investment themes of 'Community and Place' and 'Supporting Local Business' outlined within the Cornwall and Isles of Scilly Good Growth Investment Plan (2022-2025).

The project also supports the following missions of the Levelling Up White Paper (2022):

- **Mission 7:** Narrow difference in healthy life expectancy.
- **Mission 8:** Improve wellbeing, closing gaps between regions.
- **Mission 9:** Increase pride in place.

Timescales: Medium-term

Funding Requirements: ££

Funding Opportunities: Opportunities to obtain capital investment through CloS Good Growth Fund.

Next Steps and Dependencies

In the **short-term**, the project sponsor will seek to obtain revenue support to deliver a coherent vision. A Town Centre Car Parking Study will further the understanding of the implications of releasing Fore Street Car Park and Beach Road Car Park. The project sponsor will also engage with Cornwall Council to position themselves for devolution of the site to NTC.

In the **medium-term**, the project sponsor will seek to obtain relevant permission for the development and procure a delivery partner.

In the **longer-term** there is opportunity to consider adaptive re use of assets such as the aquarium and Walkabout

Outputs	<ul style="list-style-type: none"> • Delivery of community space and social infrastructure in a key town centre location • Delivery of a cultural performance venue that can support an enhanced programme of events • Delivery of enhanced public realm • Increased visitor numbers • Increased footfall • Wider Land Value Uplift
CloS Good Growth Outcomes	<ul style="list-style-type: none"> • Levelling-up of towns and neighbourhoods throughout CloS • Improved productivity of businesses • Reduction in healthy life expectancy gap
Supporting Interventions	<ul style="list-style-type: none"> • Towan Beach Pool • Seating Improvements • Water Fountains • Signage and Wayfinding Improvements • Public Toilet Upgrades • Public Beach Showers • Beach Games • Recycle Bins • Cycle Infrastructure Improvements • Access for All
Project Sponsors	<ul style="list-style-type: none"> • Cornwall Council • Newquay Town Council
Governance	• Town Investment Plan Panel Group

Project 5: Newquay Harbour

Newquay Harbour has a rich history, including the origin of the town's name. Reconfiguration and enhancement of existing infrastructure is required to better support and diversify enterprise and safeguard its future as a core heritage and visitor asset.



01 Newquay Harbour

Project Description

Established as working harbour to facilitate the movement of minerals from nearby quarries, the site has since evolved to support a range of activities, including fishing boats, SME businesses, sailing clubs, restaurants and outdoor activities. This has resulted in a number of stakeholders competing for space, adversely impacting on the experience and safety of locals, businesses and visitors.

The project seeks to 'Maintain the needs of the Boat owner' by safeguarding the fishing and marine tourism industry whilst optimising the area to diversify uses.

This can only be achieved through better zoning of the harbour to provide a clearer distinction between spaces. The project will consider a number of interventions to deliver change:

- Relocation of the Harbour Office to South Quay Hill to enhance visibility for the Harbour Master and unlock additional space on the quay for activity.
- Public realm and footpath improvements to create a gateway and better connections with the town centre.
- Relocation of the fish storage facility to support business growth.
- Activation of the Fly Cellars to celebrate the history of Newquay through creative industries.
- Relocation or improvement of existing toilet facilities.
- Improved access, at high tide, including steps through the platform on South Quay Hill.
- Obtaining the Responsible Fishing Port Scheme (RFPS) certification to promote responsible practises and care of the environment.
- Review of car parking to explore opportunities for additional revenue generation whilst maintaining operational requirements.
- Redevelopment of the sailing club to enhance and expand facilities.

Strategic Rationale

- The lack of coordinated zoning compromises safety and experience.
- Diversifying and enhancing income streams for the harbour to safeguard future operations.
- Poor quality and inadequate infrastructure and poor accessibility from the High Street to the harbour.
- Underutilised heritage assets such as the Fly Cellars and Whim Tunnel.
- The lack of a programme of events all year-round.
- The lack of a platform for local enterprises to trade.

Complex land ownership and conflicting stakeholder aspirations have led to coordination failures that constrain the ability for more cohesive arrangements to come forward.

The Harbour Project is aligned with the findings of the Cornwall Council-led inquiry into High Street Vitality which reaffirmed the need to enhance the productivity and competitiveness of existing SMEs, encourage new enterprise, and support SME growth and expansion in Newquay. Public sector investment is required to provide that platform for good growth.

Vision Alignment

Newquay Harbour responds to following priorities set out within the Vision:

- **Community:** The project will provide a safe space for local residents, businesses and visitors.
- **Experience:** The project will deliver a harbour that is easily accessible with improved facilities that encourage visitors all year-round.
- **Enterprise:** The project will deliver a built environment that better supports existing businesses and embraces changing visitor trends and needs.
- **Movement:** The project will put placemaking and accessibility at the heart of movement and public realm decisions.

Strategic Alignment

As well as being an identified site within the Newquay Town and Parish Plan 2010, the Newquay Harbour project supports the investment themes of 'Community and Place' and 'Support for Local Businesses' outlined within the Cornwall and Isles of Scilly Good Growth Investment Plan (2022-2025). The project also supports the following missions of the Levelling Up White Paper (2022):

- **Mission 1:** Improve, productivity and pay, closing gaps between regions.
- **Mission 8:** Improving wellbeing, closing the gap between regions.
- **Mission 9:** Increase pride in place.

Timescales: Medium-term

Funding Requirements: ££

Funding Opportunities:

- Opportunities to obtain capital investment through CloS Good Growth Fund.
- Maritime Management Organisation (MMO) may provide funding opportunities for some infrastructure improvements.

Next Steps and Dependencies

In the **short-term**, the project sponsor will seek to obtain revenue support to deliver a coherent vision for the site. Meaningful stakeholder engagement is critical to the success of the project.

In the **medium-term**, the project sponsor will seek to encourage private sector business investment to deliver ambitions and where appropriate obtain capital funding to deliver the project. The project will need to obtain the relevant permissions, including support from the Harbour Board and Cornwall Council.

Any future plans will need to have consideration of sea level rises and risk of flooding and changing wave patterns.

Outputs	<ul style="list-style-type: none"> • Safeguarded jobs at Newquay Harbour • Delivery of new and enhanced public realm • Increased footfall and permeability within the town centre • Increased visitor numbers and dwell time • Wider Land Value Uplift • Preservation of heritage assets • Delivery of commercial floorspace in a key town centre location • Delivery of community space and social infrastructure in a key town centre location
CloS Good Growth Outcomes	<ul style="list-style-type: none"> • Improved productivity of businesses • Greater levels of workforce participation • Levelling-up of towns and neighbourhoods through CloS
Supporting Interventions	<ul style="list-style-type: none"> • Seating Improvements • Signage and Wayfinding Improvements • Public Toilet Upgrades • Public Art • Beach Games • Cycle Infrastructure Improvements • Access for All • Audio Walking / Cycling Tours
Project Sponsors	<ul style="list-style-type: none"> • Cornwall Harbours • Cornwall Council
Governance	<ul style="list-style-type: none"> • Town Investment Plan Panel Group

Project 6: Newquay Market

To revitalise the town centre, support growth and promote year-round tourism through the delivery of a programme of events and high-quality market facility that will increase footfall and promote growth of local businesses.



01 Farmer's market on the Killacourt

Project Description

This project seeks to deliver a programme of events and a market facility to support the town centre economy, strengthen the existing tourism offer and provide a platform for creative and small industries.

The project is intended to have a catalytic role within the town and offer an affordable place to support entrepreneurship for new and existing businesses.

In the short-term, this project will deliver a programme of markets (including street food and crafts), across several temporary locations, which could include Fore Street car park or underutilised buildings on the High Street.

In the medium term, a covered market structure or facility will be able to host a year-round programme of events, increasing the appeal of Newquay as a year-round destination. Increased visitor numbers during the winter months will help to sustain employment opportunities.

The provision of market facilities provides a platform for Newquay's creative industries and will allow local producers, makers, traders and fishermen an additional platform to trade. Newquay Market will support the circular economy through encouraging the re-sale and re-use of products.

Strategic Rationale

Public sector investment for the Newquay Market project is required to address the following challenges:

- The lack of facilities to accommodate a programme of events all year-round.
- The lack of a platform for local enterprises to trade.
- A need to support footfall in the town centre year-round.

Public sector investment is required to identify alternative town centre uses as a priority, including the use of markets. Businesses operating in the Creative industries in Newquay have grown by 50% since 2016, although the local economy is still highly reliant and specialised in hospitality and other tourism-related sectors.

The provision of a market in Newquay is aligned with the findings of the Cornwall Council-led inquiry into High Street Vitality which reaffirmed the need to enhance the productivity and competitiveness of existing SMEs, encourage new enterprise, and support SME growth and expansion. The public sector investment is required to provide that platform for good growth.

Vision Alignment

- **Community:** The project will ensure that residents have access to a year-round market, providing local produce and a location at the heart of the community.
- **Experience:** The project will encourage more people to visit Newquay all year round.
- **Enterprise:** The project will provide a platform to encourage local SMEs to grow and to attract new SMEs to the area.
- **Movement:** The project will encourage residents to source local produce instead of travelling to out-of-town locations.

Strategic Alignment

The Newquay Market project supports the investment themes of 'Community and Place' and 'Support for Local Businesses' outlined within the Cornwall and Isles of Scilly Good Growth Investment Plan (2022-2025). The project also supports the following missions of the Levelling Up White Paper (2022):

- **Mission 1:** Improve productivity and pay, closing gaps between regions.
- **Mission 9:** Increase pride in place.

Timescales: Short to medium-term

Funding Requirements: ££

Funding Opportunities: Opportunities to obtain capital investment through CloS Good Growth Fund.

Next Steps and Dependencies

In the **short-term**, the project sponsor will seek to secure investment through the CloS Good Growth Fund to further develop the concept and support with the programming of events and identifying the most appropriate location/s.

In the **medium-term** and after trialling potential sites, a permanent location for the market will be identified. The project sponsor will seek to secure investment (private and public) and any relevant consents to deliver a covered structure or facility which will allow markets during all weather conditions and all seasons, support a year-round Newquay.

Outputs	<ul style="list-style-type: none"> • Enhanced footfall and dwell time within the town centre • Increased direct jobs • Delivery of commercial space in a key town centre location • Delivery of community space and social infrastructure in a key town centre location • Delivery of new public spaces • Increased support for SMEs
CloS Good Growth Outcomes	<ul style="list-style-type: none"> • Greater levels of workforce participation • Increased average wages in CloS • Increased % of workforce earning real living wage or above • Levelling up of towns and neighbourhoods throughout CloS • Increased wages across all sectors in CloS • Increased export and inward investment • Reduction in CO2 emissions
Supporting Interventions	<ul style="list-style-type: none"> • Enhanced Events Programme at the Killacourt • Wesley Yard Activation and Pedestrianisation • Street Closure Trials
Project Sponsors	<ul style="list-style-type: none"> • Newquay Town Council • Newquay BID
Governance • Town Investment Plan Panel Group	

Priority Project Linkages

The Priority Projects for Newquay are mutually dependent on one another and have been shortlisted in a way to collectively deliver change. The Priority Projects seek to support each other in enhancing the ability to deliver the outputs and outcomes required to achieve the Vision.



01 Newquay Harbour

01

Priority Project	Project 1: Tram Tracks Animation supports this project by...	Project 2: Newquay Great Western Quarter supports this project by...	Project 3: Marcus Hill Civic and Community Hub supports this project by...	Project 4: High Street to Beach supports this project by...	Project 5: Newquay Harbour supports this project by...	Project 6: Newquay Market supports this project by...
Project 1: Tram Tracks Animation		Providing better active connections and supporting the case for private investment at the former Beachcroft Hotel	Enhancing north-south permeability and supporting footfall and spending on the high street	Encouraging active travel modes and use of the beach to embed healthy lifestyles	Supporting active modes of travel and linking key heritage assets to increase visitor numbers	Providing a programme of market events and enterprise to encourage year-round spend
Project 2: Newquay Great Western Quarter	Supporting permeability and wayfinding to create a better active travel route from Cliff Road and the Station to the remainder of the town		Providing an enhanced community and cultural offer to strengthen Newquay as a year-round destination	Strengthening Newquay's assets and increasing visitor numbers and spend in the town centre	Providing a visitor destination and consumer offering that encourages public transport usage	Supporting and growing local enterprise will help to generate demand for new commercial space.
Project 3: Marcus Hill Civic and Community Hub	Providing better connections and a more cohesive public realm between Marcus Hill and East Street and a destination at the end of the tram tracks	Bringing new people and businesses into the town centre who can support community facilities and civic functions		Elevating the gateway between the High Street and Towan beach	Providing a programme of events all year round that can support the community	Providing space for community activities and cultural events
Project 4: High Street to Beach	Better connecting the town and those arriving by public transport with Newquay's greatest asset: Towan Beach	Providing transformational change in the town and strengthening Newquay's identity with the sea	An improved town centre experience for residents and visitors that will make the town centre more attractive for investment		Creating a destination to encourage footfall and active travel, especially during low-tide when direct access is possible.	Enhancing amenities surrounding Towan Beach to strengthen the relationship with the high street
Project 5: Newquay Harbour	Celebrating local heritage assets and encouraging footfall and visitor spend	Creating a more entrepreneurial environment to support SME growth	Encouraging community and civic participation to help unlock a range of cultural programmes	Greater links between heritage sites and amenities will enhance visitor and resident experiences of the town		Providing a platform for SMEs to grow and strengthen the local economy
Project 6: Newquay Market	Providing a better link and encouraging footfall between sites of economic activity within the town centre	Encouraging year-round tourism to support visitor spending	Encouraging community and civic participation that will support year-round event programmes and diversify revenue.	Leveraging the full potential of the Beach will drive footfall and support local businesses	Supporting enterprising culture and providing a stronger business environment	

Catalysing Change: Supporting Interventions

To realise the Vision, the bold ambitions of the Priority Projects must be delivered alongside a series of achievable, smaller scale tactical interventions.

These are smaller catalytic interventions that can be delivered quickly and independently of more major work. They have a crucial role in delivering positive outcomes for Newquay whilst making immediate change for both residents and visitors. They will demonstrate a commitment to delivering the vision and priorities, signposting positive change and creating confidence for wider investment. They will also serve as test beds for more permanent changes.

Supporting Interventions will be delivered through collaboration between NTT, NTC, CC and Newquay BID and should take advantage of existing small-scale funding streams.

Grouped by the Vision's priority areas, the Supporting Interventions for Newquay are presented below:

- 01 Vacancy! pop up shop, Plymouth
- 02 Activation of The Yard, Hastings
- 03 Towan Beach Pool
- 04 School Street, Hackney

Community

Seating Improvements: Provision of benches and covered seating throughout the town centre.

Water Fountains: Provision of water fountains around the town centre to prevent plastic waste and encourage healthy lifestyles.

Utilising Vacant Premises for Performance and Community Groups: Explore the opportunity for utilising vacant premises for performances, events and community groups.

Conservation and Management Plan: Designate a Conservation Area in the town centre to protect its historic buildings and character.



01

Enterprise

Wesley Yard Activation and Pedestrianisation: Activation and pedestrianisation as well as public realm enhancements along Wesley Yard to enhance a sense of place and support local businesses.

Enhanced Events Programme at the Killacourt: An enhanced year-round programme of events at the Killacourt, encouraging town centre footfall and supporting enterprises located at the Killacourt.



02

Experience

Street Clutter Removal: Undertake a town centre wide review and removal of superfluous signs, lines, street furniture and graffiti.

Signage and Wayfinding Improvements: Consistent town centre signage and wayfinding.

Public Toilet Upgrades: Building upon recent investments from Boardmasters to further upgrade town centre toilets. This includes improving the quality, access and charging mechanisms.

Public Beach Showers: Building upon the successful provision of the Havaianas Public Shower on Fistral Beach to provide additional showers on all town centre beaches.

Public Art: Delivery of public art and murals across the Town Centre to create a better sense of place and provide a platform for local artists.

Beach Games: Provision of beach games and activities at Towan Beach.

Towan Beach Pool: Reinstate the beach pool at Towan Beach, providing a key attraction for visitors and a community asset.

Tourist and Bus Stop Information: Enhanced tourist information and bus stop information across the town centre.

Recycle Bins: Provision of recycle bins throughout the town centre.

Movement

Junction and crossing improvement: Undertake isolated junction and crossing improvements to aid safe passage of pedestrians and cyclists.

EV Charging Points: Delivery of charging points for EV vehicles in the town centre.

Street Closure Trials: Undertake street / car park closure trials to test potential longer-term aspirations and inform decision making.

Cycle Infrastructure Improvements: Provision of cycle storage and repair equipment.

E-Scooters / E-Bike Hire: Provision of e-scooter and e-bike hire

Improved Vehicle Signage / Routing: Improve vehicle signing and re-routing to discourage unnecessary town centre traffic and better utilisation of car parking.

Manor Road Car Park Access: Improve barrier system and signage to prevent queuing on road.

Access for All: Implement measures to improve access to the beach and across the town centre for those with physical and learning difficulties.

Audio Walking / Cycling Tours: Walking and cycling audio tours.



Delivering the Plan

This plan demonstrates a coherent set of ambitions and projects to support Newquay's town centre so that it works better for locals and attracts visitors all year round.

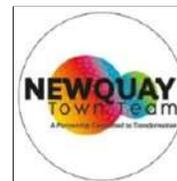
The successful delivery of this plan cannot be achieved by a single actor; the projects within it will require collaboration and support from several partners and access to a number of funding streams.

Newquay Town Council and Newquay Town Team are committed to working collaboratively with Cornwall Council and other stakeholders to successfully develop and deliver the Town Investment Plan.

Governance

Newquay Town Council and Newquay Town Team will oversee the delivery and implementation of the Town Investment Plan and are responsible for representing local residents, local businesses, voluntary and community organisations, and other public sector bodies in the town.

It is recommended that a Town Investment Plan Panel Group comprising of the Newquay Town Team, Newquay Town Council, Cornwall Council and Newquay BID, alongside all project leads, should be established. The group should meet regularly and have well defined roles and responsibilities. The Vision established as part of this work should form the foundation of what the group seeks to achieve.



Delivery Principles

In successfully delivering the Town Investment Plan, the following principles must be adopted across the Priority Projects, Supporting Interventions and even through executing the key next steps and dependencies:

- **Collaboration:** The successful delivery of the Priority Projects and the Vision for Newquay is dependent on a strong, collaborative and transparent working relationship between public sector organisations.
- **Capacity:** Newquay Town Team and project sponsors must work closely with Cornwall Council and the CloS Good Growth Team to access resources, capacity and advice available for the development of Priority Projects.
- **Communication:** It is important to provide regular and clear updates to local residents and businesses in terms of progress in delivering change and how this may impact them.
- **Ambition:** Priority Projects must seek to be ambitious in developing interventions that deliver good growth in Newquay.

It is imperative that any change that comes forward in the town centre leads to sustainable outcomes. As the Vision sets out natural environment must be protected to ensure long-term success and resilience.

Business Case Development

This plan identifies Priority Projects and demonstrates a clear strategic rationale for investment. Moving forward, the Town Investment Plan provides strong foundations to start developing the concepts into HM Treasury Green Book compliant business cases, where required for funding bids. The business cases will be live documents that are continuously developed as further details emerge and will form the basis of any public sector funding applications.

In developing a business case, the Priority Projects will need to demonstrate strengths in all five cases of the Five-Case Model to make a strong case for investment. The project descriptions have been structured to enable this. The Five-Case Model is a systematic framework for the development and presentation of business cases, comprising details of the strategic, economic, commercial, financial and management dimensions. This will give confidence to the public sector that the Priority Projects are deliverable, and that outputs and outcomes demonstrate good Value for Money (VfM).

Repositioning Newquay

We believe place making must be at the heart of change for Newquay. However, to unlock Newquay's fullest potential more must be done to build on its brand.

Building on the recommendations from the High Street Task Force, Newquay Town Team, in collaboration with Newquay BID, should seek to develop a coordinated and overarching marketing and branding campaign to build investor confidence and attract visitors year-round. The campaign should align to the Vision and promote Newquay's lifestyle and wellbeing offering. The marketing campaign will also provide an opportunity to showcase Newquay's growing creative sector through the commissioning of local designers.

Private Sector Investment

This Plan has focused on identifying the opportunities which require public sector investment to be unlocked and to catalyse change within the town centre. However, Newquay can only realise its fullest potential with the support and parallel investment and collaboration from the private sector.

This plan, alongside the Vision and Spatial Framework, will support initial awareness and momentum. Investment in the public realm and other tactical interventions can then support immediate change on the ground that will create a more competitive investment location that attracts people and businesses.

The delivery of the Priority Projects (or progress towards these) will help deliver transformational change that enhances the town centre environment. Together, with the appropriate policy and governance frameworks in place, this will help encourage private sector investment over the medium and long term to realise the full potential of Newquay as highlighted in the Spatial Framework.

