



Regeneration Strategy

i. Executive Summary

Towns play an important role as places for people to live, work and visit. They are assets in their own right and are hubs for independent businesses and enterprises, all of which support both the circular and foundation economies.

The development of towns is a key strategic priority at both a local, regional and national level. Engagement and consultation undertaken during the development of the Ceredigion Economic Strategy 'Boosting Ceredigion's Economy: A Strategy for Action 2020-35' identified 'places' as being one of the four priority areas for supporting the Ceredigion economy, with an opportunity to develop thriving, living, working, and social towns.

In order to understand the future development of towns across the region, Ceredigion County Council appointed Rural Office to assist in developing a framework and sound basis for helping communities and other stakeholders prioritise their needs, set out a list of interventions, and identify how the desired outcomes can be achieved.

This regeneration strategy identifies a set of key projects and targeted interventions which are specific to Cardigan and cross-reference local, regional, and national priorities. It represents a long-term vision which is the sum of incremental parts, incorporating local knowledge and responding to the changing needs of the town's residents, workers and visitors.

The vision for Cardigan is based on an asset-based approach which builds on the successes, and is informed by careful analysis, research, and consultation. The town centre is at the heart of community life and this strategy identifies opportunities for vibrant and sustainable regeneration.

2035 Cardigan

An innovative and independent town rooted in creativity around the river.



Location map

Cardigan highlighted within Ceredigion's strategic towns in the context of Wales.

Regeneration Strategy

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Regeneration Strategy

1. Overview

1.1 Approach

This regeneration strategy takes an asset-based approach which builds on the successes, attributes, and values specific to Cardigan and the local community. It focuses on enhancing what currently works well and highlights the potential for improvement.

The strategy represents a long-term vision for placemaking which is the sum of its incremental parts. Targeted interventions and suggested projects are presented with varying timescales and provide options for incremental or open-ended development, either council or community-led, depending on priorities. The solutions rely on local knowledge, continued community engagement, and a long-term commitment to addressing specific issues through collaboration with key partners and stakeholders.

1.2 Summary

Regeneration is defined as: “an integrated set of activities that seek to reverse economic, social, environmental and physical decline to achieve lasting improvement, in areas where market forces will not do this alone without some support from government” (New Regeneration Framework, 2013). This regeneration strategy and report has been prepared as a vision document, which provides a list of targeted interventions mapped against the potential economic impact and social value of each project.

Regeneration involves identifying and addressing challenges specific to local communities. At its core, this strategy has been devised with community representatives and stakeholders who have identified opportunities to enhance existing assets and create a vibrant and prosperous town for people to live and work.

Ceredigion is a county of interdependent towns and small settlements which have a range of social, environmental and economic issues. Whilst there are a range of common themes, each local community requires a toolkit, or strategy, which identifies and connects these challenges, enabling a critical and visionary response.

This strategy seeks to restore and encourage growth in the local economy, to strengthen the vitality of Cardigan, and the local communities. Government policy aims to encourage locally-driven growth

that is sustainable and fair, promoting economic development. Similarly, this strategy is centred around people - encouraging and enabling town councils, residents, and local entrepreneurs to develop a set of regeneration projects which will improve social, environmental, and economic well-being.

1.3 Methodology

Our methodology has been inclusive, seeking guidance and input through collaboration with others, to inform a dynamic set of appraisals as part of the regeneration planning. Through collaboration with the Ceredigion County Council’s internal project team, each element of the study has included careful analysis and research; review of documentation, capturing existing local knowledge, and working with local stakeholders to understand challenges and opportunities.

1.4 Engagement

Throughout the regeneration planning exercise, we have worked with Ceredigion County Council, consultants, key stakeholders and local community members. The regeneration strategy, and its recommendations, aims to empower town representatives to progress with future developments. This people-focused approach will need to be considered as a longer-term framework for engagement which can continue to be implemented beyond this commission. We have worked with an expert community developer and engagement strategist to map this with the strategy and key projects outlined.

1.5 Process

Building on the existing engagement and outreach work undertaken by Ceredigion County Council, and the success of recently established local forums and platforms, we have considered how the process of developing this regeneration strategy enables community groups and residents to:

- Influence the decisions that shape the future of their town;
- Propose where new projects might be located, and what these might be;
- Engage with the wider community network and encourage action;
- Access resources for community projects;
- Create opportunities for dialogue with Ceredigion County Council and the project team.

Key targeted interventions and supporting projects identified within this regeneration strategy are considered in relation to regional and national policy. Engagement has offered the opportunity to fact-check ideas with local residents and stakeholders, this has helped identify immediately implementable projects, medium-term pilots to test ideas, and longer-term strategic commitments. The development of this consultation and community engagement will need to become the remit of the local authority or local representative(s) to progress the strategy and build momentum. It is important that all long-term proposals are:

- Evidence-based using the information we have collated;
- Communicate what stakeholders have said in consultations;
- Celebrate existing physical and social assets and opportunities;
- Identify priorities for next steps;
- Identify common themes and interests to help develop the resources and commitments required to execute;
- Incorporate placemaking principles to create high quality development and public spaces that promote people’s prosperity, health, happiness and well-being.



Engagement and site photos

1. Visualising a one to fifty year vision during stakeholder workshop.
2. View of canoe and kayak outdoor pursuits centre and Gloster Row car park along the strand.





Regeneration Strategy

2. Regional Context

2.1 Ceredigion

Ceredigion, historically Cardiganshire, is a predominantly rural county located in the west of Wales. It boasts over 50 miles of coastline and a mountainous hinterland, situated on Cardigan Bay, the largest bay in Wales. Defined by rivers, Ceredigion hosts the Dyfi estuary in the north and the Teifi river in the south respectively forming natural boundaries.

During the 18th and early 19th century, Cardiganshire was home to a number of industries; the primary port serving South Wales was located at Cardigan prior to the silting of its harbour. The county's economy consequently became highly dependent on livestock agriculture to sell at market. During the 20th century, rearing livestock suffered a decrease in profitability. People chose to migrate to more prosperous areas within Wales or elsewhere, resulting in a decline in the county's population.

Ceredigion is surrounded by sea and landscapes of great beauty and outstanding environmental quality. People's relationship with this varied landscape of farmland, wooded river valleys and small but robust market towns has shaped the county's history, and plays a significant value in economy and enterprise.

Ceredigion's largest town, Aberystwyth, is one of its two administrative centres and home to a number of national institutions including the National Library of Wales, Bronglais Hospital, and Aberystwyth University; the second being Aberaeron, home of Ceredigion County Council.

Ceredigion is considered a centre of Welsh culture by many and 43.5% of the population can speak Welsh according to the 2021 census. The town of Lampeter also houses the oldest degree awarding institution in Wales, now the University of Wales Trinity Saint David.



Ceredigion landscapes

1. Llandysul mountains
2. Aberystwyth seas

Regeneration Strategy

2. Regional Context

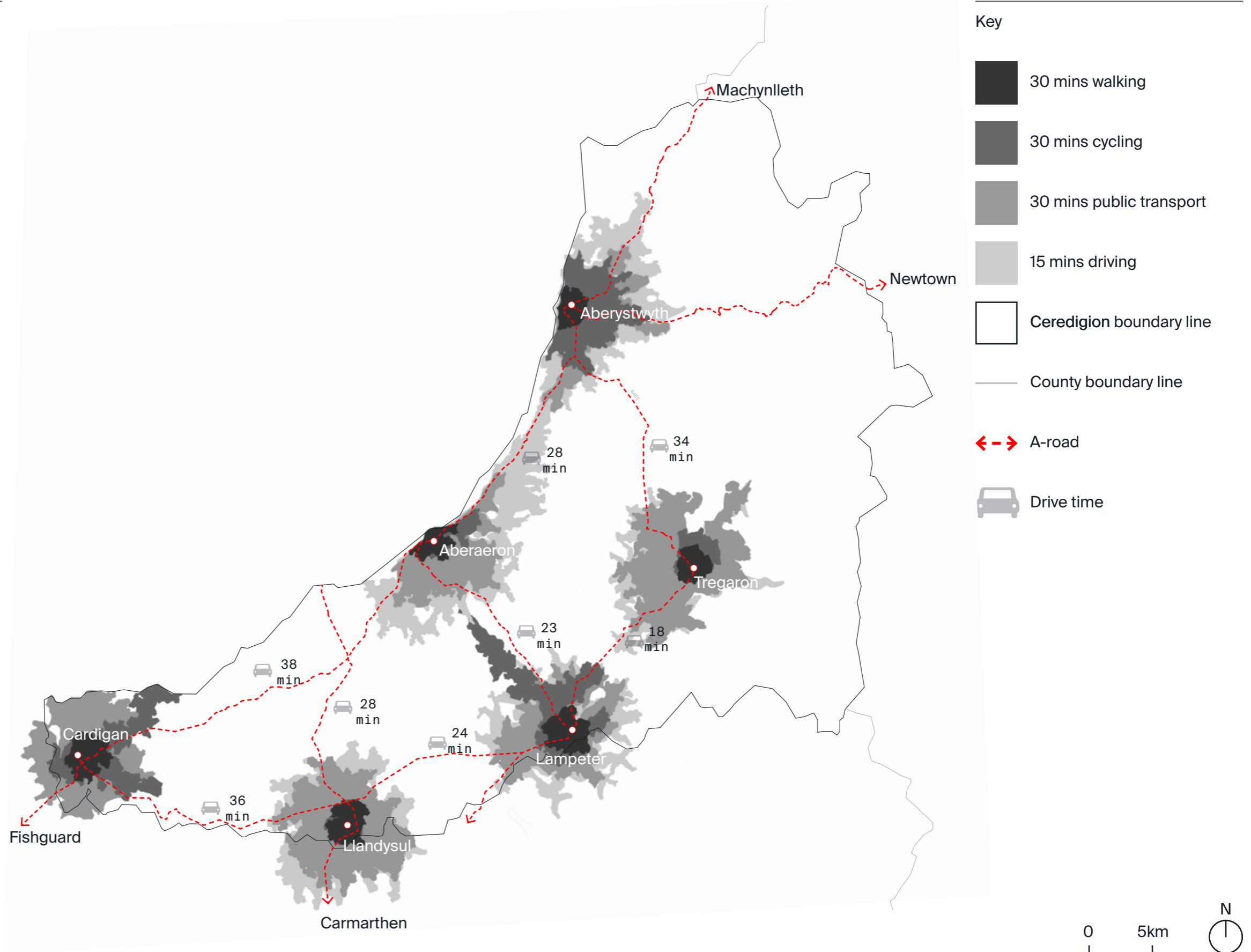
2.2 Rural towns

Ceredigion is a sparsely populated and geographically large county made up of six main towns; Aberaeron, Aberystwyth, Cardigan, Lampeter, Llandysul and Tregaron. These towns are all interspersed and interlinked with a range of smaller towns and villages across a distinct cultural landscape. Connectivity is therefore an important and integral part of any regeneration strategy as the towns all have strong linkages and an interdependent set of functions, amenities, and services.

The county has a wealth of outstanding natural assets and a unique natural landscape. These towns capture some of the key relationships with harbours, rivers, mountains, and coastline which make the region's landscape so unique.

Utilised effectively, these regional characteristics can enhance the quality of life for residents and provide the foundations for future economic growth. This will include building on the existing and notable strengths, including a tourism offer with the potential to increase visitor numbers and income throughout the season as part of a county wide offer, trail, or tour. Coupled with investment in learning, skills, and other local labour markets which is also required for regeneration in the foundation economy and enhancement to existing sector strengths (manufacturing, agriculture, food and drink, wholesale and retail trade).

In terms of transport, the Cambrian Line provides primary railway services between Aberystwyth, Shrewsbury and Birmingham where passengers can join services for London and elsewhere. Local buses service Ceredigion's primary towns and long distance services exist between Aberystwyth and Cardiff via Aberaeron and Lampeter. Bwcabus, a local bus service operating in the south of the county, offers customised transport for rural dwellers.



Regeneration Strategy

2. Regional Context

2.3 Regeneration objectives

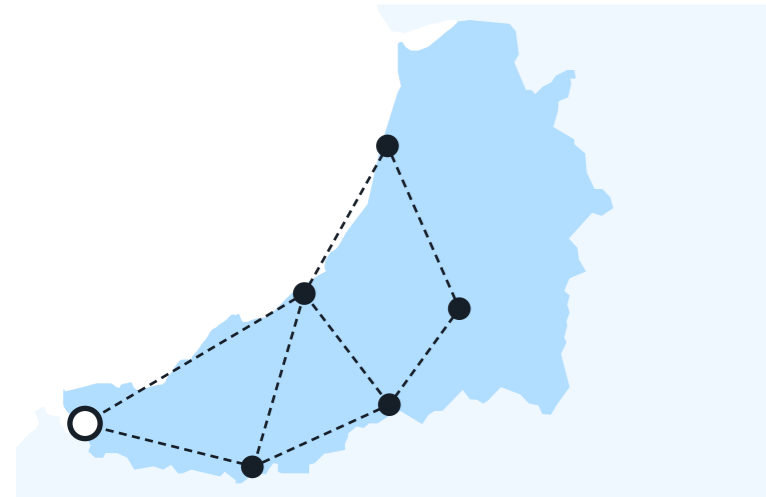
Ceredigion's size and location within its national context means that there are several challenges for its growing economy. Nonetheless, Ceredigion's strategic position provides a number of opportunities to change, grow and adapt to a sustainable and vibrant economic future.

This regeneration strategy incorporates 'Ceredigion's Corporate Strategy 2022-2027' well-being objectives and ambitions for the next five years, which are as follows:

- boosting the economy, supporting businesses and enabling employment;
- creating caring and healthy communities;
- providing the best start in life and enabling learning at all ages, and;
- creating sustainable, green and well-connected communities.

In addition to the above, the region's economic plan, 'Boosting Ceredigion's Economy - A Strategy for Action 2020-35', identifies the county's current economic position, the key challenges in growing the local economy, and sets out a strategy and series of key interventions to 2035 to achieve a "strong, sustainable and more resilient economic growth for Ceredigion". The economic drivers, outlined opposite, are the principles that underpin the strategy for regeneration in Cardigan.

Aside from increasing economic growth within local communities, it is important to place emphasis on the promotion of shared prosperity across the county. This means developing a regional strategy to visualise and create a thriving, healthy, energetic Ceredigion that people want to live and work in.



'Boosting Ceredigion's Economy - A Strategy for Action 2020-35'

Economic drivers of the region's economic plan.



Enterprise

Support businesses and communities

- Support the creation of new businesses and help existing businesses grow in Ceredigion
- Raise awareness of Ceredigion as a great place to establish and grow businesses
- Strengthen and capitalise on key opportunities for key sectors; food, farming, agri-tech, tourism, aerospace, bioscience
- Tackle structural weaknesses and market failure where they exist in Ceredigion's Foundational Economy (specifically Construction and Care sectors)
- Ensure Ceredigion has the infrastructure to support growth opportunities
- Develop and maintain a strong collaborative approach to economic growth



People

Inspire people, developing skills, health and well-being

- Build stronger links between future employees and employers
- Employer-led skilled and innovative workforce
- Create an entrepreneurial focused culture
- Promote Ceredigion as a positive place to live, study, work and grow
- Positively promote opportunities for all to benefit from economic growth



Connectivity

Connect businesses and communities

- Improve road network
- Improve public transport provision in Ceredigion
- Support and promote active travel
- Decarbonise transport
- Promote an integrated transport network for rural communities
- Enhance electricity grid network
- Decarbonise energy network
- Explore hydrogen economy potential
- Develop a strategic approach to digital networks
- Improve digital connectivity in Ceredigion
- Improve digital exploitation levels in Ceredigion



Place

Promote Ceredigion as a place to live, work and visit

- Identify and deliver opportunities to improve living, working and recreational spaces in town
- Increase provision of affordable homes
- Ensure Ceredigion has effective strategic sites for employment
- Develop and enhance Ceredigion's green assets
- Improve perception of Ceredigion as a vibrant place to live, work and visit
- Make Ceredigion a vibrant place for events



Regeneration Strategy

3. Background

3.1 Local context

'Future Wales - The National Plan 2040', a strategy for addressing key national priorities, situates Cardigan within the Teifi Valley Regional Growth Area, cementing its place as a settlement of regional importance within Ceredigion and Mid Wales.

Cardigan has a range of public and private sector employment opportunities and hosts a range of national health and education institutions, small businesses, and social enterprises. It is well represented in the arts with Theatr Mwldan, Small Worlds Theatre, and private art galleries. The town is a local base for local authority services including a library and leisure centre. Cardigan has considerable tourism appeal; home to significant built heritage spanning centuries of history, from the recently restored 12th Century Cardigan Castle, the seat of the first Welsh Eisteddfod, to the late 19th/early 20th Century civic and commercial buildings reflecting Cardigan's historic role as one of the premier British ports.

Located in southwest Ceredigion, Cardigan's geography and character is dominated by the influence of the River Teifi and its tributary, the Mwldan. The town has a long tradition of serving a rural hinterland which extends beyond the Mid Wales Region. To support its regional role and service function as the second largest town in Ceredigion, Cardigan was allocated a housing growth figure of 420 units in the current 'Local Development Plan' (LDP). Development has predominantly been centred on windfall and brownfield development with the conversion and re-purposing of older properties in central Cardigan into flats, largely stimulated by housing renewal grants.

3.2 Heritage

Cardigan developed around the late 11th or early 12th century Norman castle, host to the first National Eisteddfod in 1176. The town became an important port at the mouth of the River Teifi into the Irish Sea in the 18th century but declined by the early 20th century owing to its shallow harbour. Cardigan was a mediaeval walled town with St Mary's Church established as a Benedictine Priory. Houses are mostly slate roofed and the streets are narrow, in places steep and irregular.

A Conservation Area encompasses Cardigan's town centre. Since the start of the new millennium, the town has been the focus for regeneration of the historic built environment. Cardigan is subject to an ongoing management plan; notable projects include the transformation of Cardigan Castle and the Guild Hall refurbishment.



High street

Predominantly populated with small independents and eateries.

Regeneration Strategy

3. Background

3.3 Demographics

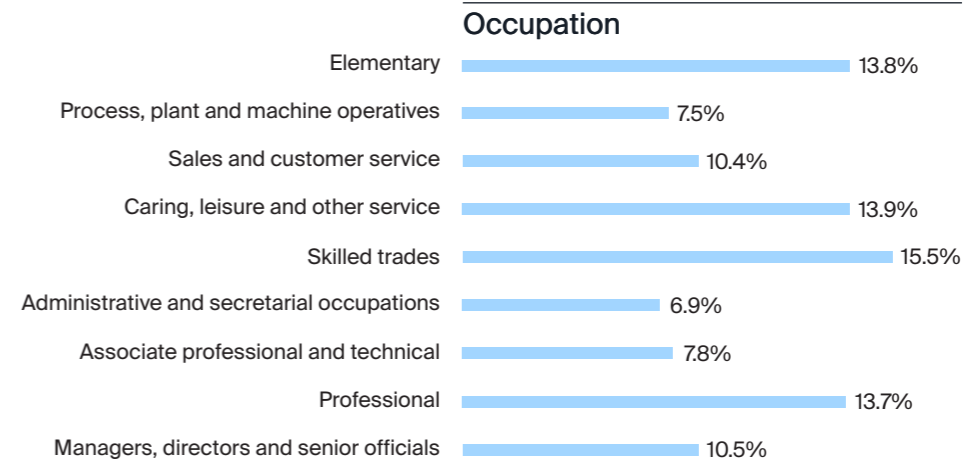
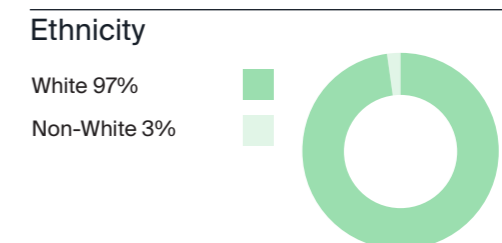
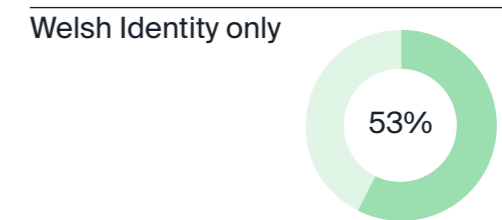
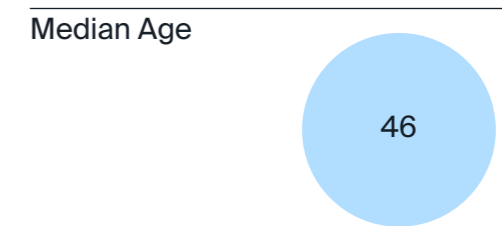
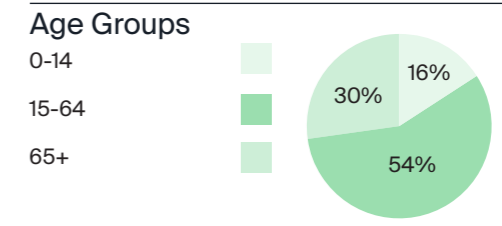
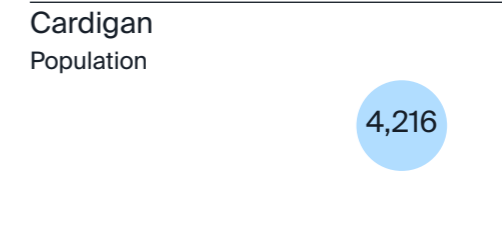
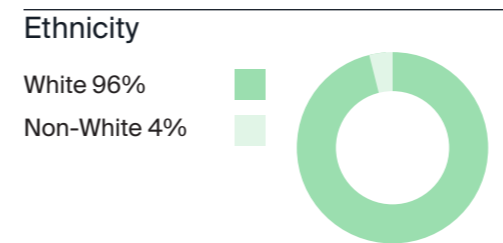
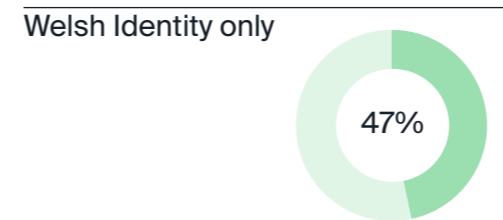
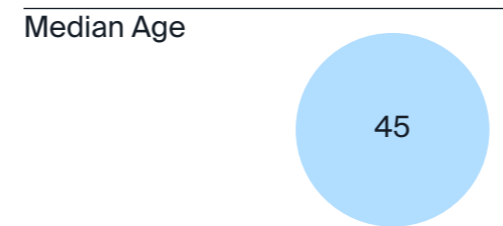
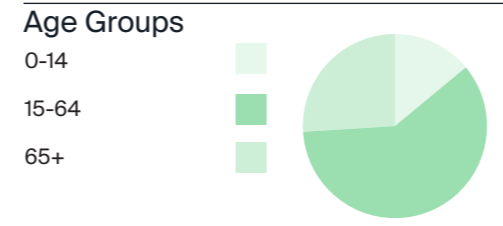
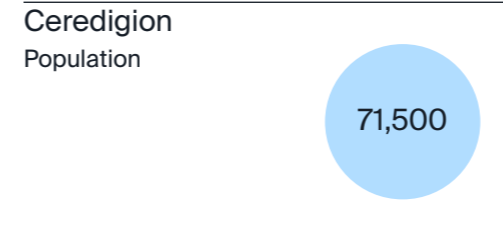
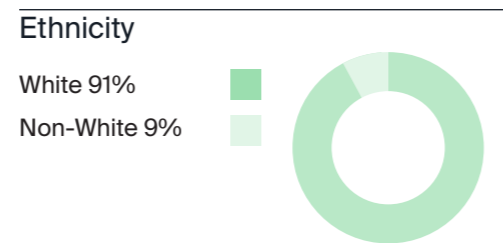
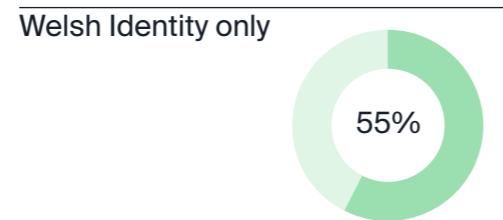
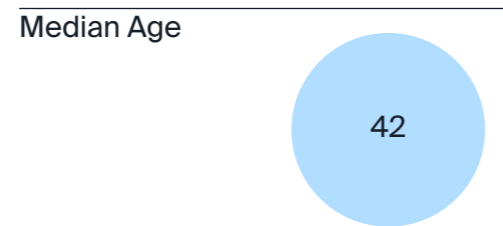
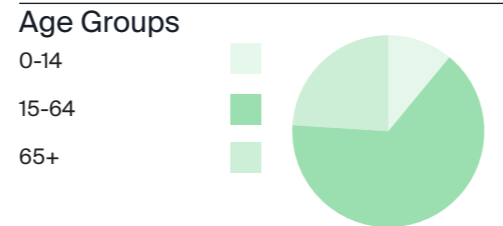
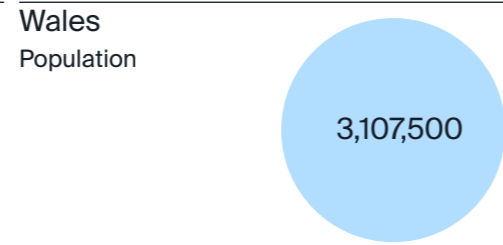
The Welsh Index of Multiple Deprivation 2019, the official measure of relative deprivation, ranks small areas in Wales from 1 (most deprived) to 1,909 (least deprived). Cardigan is covered by three areas, ranking 125, 370, and 899 respectively, sitting within the 10% - 50% most deprived.

From the first results of the 2021 census, the population trend for Ceredigion decreased by 5.8%, from around 75,900 in 2011 to 71,500. However, the total population of Wales grew by 1.4%, increasing by 44,000 people to 3,107,500. According to the 2021 census, Cardigan has a population of 4,216 compared to 4,184 from the 2011 census.

Taking into account the size and proportion of the Welsh speaking community, range of services, facilities and proposed level of development, the LDP Settlement Group Statements makes the following judgement:

“Cardigan is an important cultural, heritage and tourism centre, the home of the first Welsh National Eisteddfod at Cardigan Castle. There is no reason to believe that the level of growth proposed for Cardigan would have significant negative impact on the community and its Welsh language and as such there is no need to control the rate at which development should come forward during the plan period.”

Cardigan Town Ward, with 58% of the population Welsh-speaking, has seen a 3.4% increase in Welsh-speakers since the 2011 census (54.6%).



National, regional and local demographic data

Data source: ONS 2021

Regeneration Strategy

3. Background

3.4 National priorities

The regeneration objectives for each of Ceredigion's six strategic rural towns are informed by the vision and values outlined in local, regional and national policy.

Any project undertaken should embed the Five Ways of Working, outlined by the 'Well-being of Future Generations (Wales) Act 2015' into the approach to design and development. This includes:

- Long-term: balancing short-term needs whilst safeguarding the ability to meet long-term needs;
- Integration: considering how the project impacts of the towns' well-being goals and those of other public bodies;
- Involving: ensuring plans engage with community stakeholders and are reflective of the diversity of the area;
- Collaboration: highlighting and working with other organisations and specialists with whom a collaborative working relationship will add value;
- Prevention: understand how targeted interventions can contribute to preventing problems, escalating or getting worse.

The seven well-being goals show the Wales we wish to live and work in; they inform the town's regenerative schemes, striving for a sustainable future. These goals are as follows: a prosperous Wales; a resilient Wales; a healthier Wales; a Wales of cohesive communities; a vibrant language and culture; a globally responsible Wales.

Audit Wales' report, 'Regenerating Town Centres in Wales', describes how town centres have the potential to be vibrant and sustainable places but to address their current challenges requires ambitious decisions and leadership. Town centres have been significantly impacted by societal and technological change, the growth in out-of-town services and loss of essential services, such as post offices and banks. The purpose of town centres needs to be established and clear target interventions identified in order to address these challenges.

Whilst town centre regeneration remains a national priority, the Welsh Government's 'town-centre-first' policy is not yet fully embedded. Public sector partners, the third sector, town and community councils, communities and businesses need to be involved in decisions as well as local and national authorities.



Well-being of Future Generations (Wales) Act 2015

Requires public bodies to consider the long-term impact of their decisions, to work better with people, communities and each other, and to prevent issues such as poverty, health inequalities and climate change.



Development and flood risk

Planning policy and guidance address the practicality of managing water and acknowledge that rivers and shorelines are a natural process which play an important role in shaping the environment.



2021-2030 Achieving net-zero carbon

Sets out how Ceredigion intends to respond to the county wide climate emergency. It assesses the county's current operational carbon emissions and outlines the challenges associated with this ambitious 2030 target.



Regenerating Town Centres in Wales

Overview of how local authorities are managing and regenerating their town centres, concluding that town centres are at the heart of Welsh life and can be vibrant and sustainable places.



Future Wales – The National Plan 2040

Strategy for addressing key national priorities, including sustaining and developing a vibrant economy, achieving decarbonisation and climate-resilience.



LEADER programme

Funded through the Rural Development Plan for Wales (2014-2020), the LEADER programme is designed to get local people, businesses and communities involved in delivering sustainable, yet innovative solutions to address current challenges.

Regeneration Strategy

3. Background

3.5 Funding overview

The statutory funding landscape has been uncertain over the last few years. In the past two decades, there have been significant levels of investment in capital developments across the UK. This was fuelled by the introduction of lottery funding and the availability of EU funding via Structural Funds. However, the decline in levels of public funding over recent years has been well documented and there is every reason to believe that the decline will continue and possibly accelerate in some regions during the next few years. The impact of Covid-19 has meant public expenditure is being pressured more generally, and this will inevitably mean greater competition for any funds that are still available.

The prioritisation of future investment decisions is likely to be shaped by a range of factors, but Ceredigion is well-positioned to benefit from investment if projects can align to wider local, regional and national strategic priorities.

Based on recent and current funding programmes, this gives a snapshot of the different types of funding streams that are available from statutory sources. It should also be noted new funding programmes (and funding rounds of existing programmes) are continually emerging:

- UK Government: Shared Prosperity Fund (UKSPF)
- UK and Welsh Government: Mid Wales Growth Deal
- UK Government: Levelling Up Fund
- UK Research and Innovation (UKRI): Innovate
- UK Welsh Government, Visit Wales: Brilliant Basics Fund
- Welsh Government, Visit Wales: Wales Tourism Investment Fund (WTIF)
- Welsh Government: Coastal Communities Fund
- Welsh Government: Community Facilities Programme
- Welsh Government: MALD Transformation Capital Grant Programme
- Welsh Government other: Tourism Levy

3.5.1 Lottery funding

The share of National Lottery funding available to good causes is reliant on lottery ticket sales. After a few years of decline, putting pressure on available funds, ticket sales have seen a gradual increase in recent years. Despite a 3% drop in sales posted in the year to 31st March 2022, the share of income to good causes was marginally higher than last year. Available grant programmes at present, including Welsh Government grant programmes distributed through lottery bodies include:

- Arts Council Wales: Capital Lottery Programme
- National Lottery Community Fund: Climate Action Fund
- National Lottery Community Fund: People and Places
- National Lottery Heritage Fund & Welsh Government: Local Places for Nature
- National Lottery Heritage Fund: Main grant
- National Lottery Heritage Fund and Welsh Government/Natural Resources Wales: Nature Networks Fund



River Teifi, Cardigan

Home to a variety of flora and fauna.

3.5.2 Private sector philanthropic sources

Giving by the top 300 charitable trusts and foundations in the UK reached £3.48 billion in 2019/2020, a growth of almost 8% on the previous year. Many charitable trusts prefer to give to smaller charities where their grants can make a proportionally larger impact. However, major capital developments can attract some of the most significant gifts from trusts and foundations, but a major UK trust may only make one or two such grants a year, and competition is intense.

These grants are typically focused in the area of one or more of the following themes:

- Ambitious new buildings designed to promote world-leading research excellence (often in research areas around health, or specifically of interest to the funder).
- Heritage - restoring, redeveloping or increasing access to buildings of outstanding historical and architectural significance.
- Facilities that will benefit, or enhance the learning of, a large number of students or the wider community. These buildings usually have public access. For example, libraries, university museum collections, and university-owned arts venues.
- High impact projects that enable tangible change, or deliver a step-change in provision; a cross-cutting theme that applies across a range of sectors supported by trusts and foundations.
- Value for money is also a key consideration.

3.5.3 Social value

In Wales, the importance of social value is recognised through the 'Well-being of Future Generations (Wales) Act 2015', and there are a number of approaches to measuring it. The National Social Value Measurement Framework for Wales (known as the National TOMs Wales) is endorsed by the Local Government Association following extensive consultation. The guidance on using the National TOMs Wales provides an understanding of how organisations can use the framework to add value to communities and the local economy through progressive procurement. It allows for a financial value to be placed on their contribution to society using a set of 'proxy values'. Social value is not all about financial benefits but through using the proxy values, it helps to understand the scale and breadth of impact that a measure can make, and being able to better justify a procurement decision.

The National TOMs Wales is based on a series of Themes, Outcomes and Measures:

- Themes - the overarching strategic themes, or goals, that an organisation is looking to pursue, structured around the seven goals of the 'Well-being of Future Generations (Wales) Act 2015'.
- Outcomes - the objectives, or goals, that an organisation is looking to achieve and which contribute to the theme.
- Measures - the measures, or activities, that can be used to assess whether the outcome has been actioned or achieved.

The framework is not a static tool and evolves to reflect changing needs and pressures in society and intends to be updated on an annual basis.

Regeneration Strategy

3. Background

3.6 Core themes

Each town's regeneration strategy identifies a common set of cross-cutting themes, outlined opposite, that reflect Ceredigion's economic strategy, 'Boosting Ceredigion's Economy - A Strategy for Action 2020-35', drivers - People, Place, Enterprise and Connectivity. Together, these core themes act as the foundation for sustainable places.

The strategy sets out how targeted interventions allow communities to work together towards achieving strong, sustainable and more resilient economic growth for Cardigan, created and shared by all.

Proposed interventions which fall under one or more of these themes, similarly link to national and local policy, and directly support the key aims and objectives of this strategy.



Active Travel

Develop and promote a network of designated walking and cycling routes which connect people and places, as part of their everyday journeys.



Environment

Champion the local environment and the sustainable management of natural resources. Protect natural habitats to encourage biodiversity.



Placemaking

Develop distinctive and vibrant spaces which strengthen the relationship between people and places.



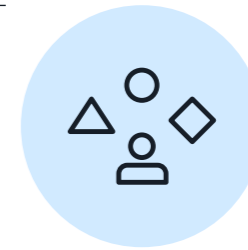
Business

Support and advocate new and existing businesses and enterprise. Establish and maintain infrastructure to support economic improvement.



Health

Create vibrant town centres that have a positive impact on quality of life and on the long term health, happiness and prosperity of communities.



Skills

Provide opportunities to acquire and develop core work skills and competencies, which encourage the progression in specific training or career choices in the local community.



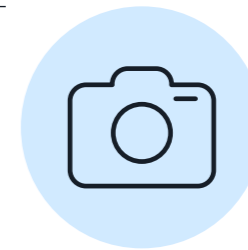
Character

Develop the historic character and place heritage to act as an attractor for people to live and visit.



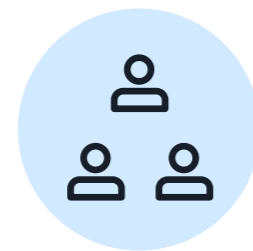
High street

Consider the future role of the high street and how it could support town centres' evolution into a vibrant place to live, work and visit.



Tourism

Encourage regenerative tourism, a sustainable way of discovering new places resulting in a positive impact on local communities and economies.



Community

Promote community-led regeneration. Identify issues and opportunities within local areas and make changes that have a positive social, economic, and environmental impact.



Landscape

Increase resilience to the impacts of climate change, as well as promoting social interaction within a natural environment.



Travel & Transport

Promote accessible, sustainable, and efficient travel. Make public transport an attractive choice.



Destination

Identify and develop places which create memorable experiences that are remembered and talked about.



Learning

Ensure that facilities and frameworks exist to provide opportunities for education, training, and lifelong learning.



Well-being

Reduce the disparities within communities and create conditions that enable people to live and work in safe, vibrant places.

2035 Cardigan

An innovative and independent town rooted in creativity around the river.



Regeneration Strategy

4. Town Regeneration

4.1 Vision

Cardigan is an innovative and independent town rooted in creativity. The town centre has considerable draw throughout the county, and further afield, widely recognised as a shopping, entertainment, and tourism destination providing a unique Welsh welcome to a ranging demographic. These characteristics are very important, and provide a set of strengths which town centre regeneration must respond to.

Through targeted interventions, including high street improvements and the strategic development of key sites, the projects will be delivered incrementally to build momentum and awareness of the town's status and connections to the River Teifi and Ceredigion coastline. The outcomes provide equitable benefit to local residents and tourists, focused on developing a vibrant and prosperous town for people to live, work, and visit.

A set of considered proposals in the town centre will potentially drive a ribbon of regenerative activity along Castle Street, Bridge Street, High Street, and Pendre. This will establish a set of interconnected relationships between business, enterprise, and education which is integral to long-term economic regeneration. Local events and festival programming will be fundamental to collaboration with stakeholders and partners, as part of a wider portfolio of town centre activity which should be celebrated and publicised.



Regeneration vision

Key areas addressed within the regeneration strategy.

- ① Castle
- ② Guildhall Market
- ③ Mwldan Theatre
- ④ Cardigan Health Centre
- ⑤ Teifi Leisure Centre
- ⑥ Teifi Marshes Nature Reserve

Regeneration Strategy

4. Town Regeneration

4.2 Stakeholder feedback

The regeneration plan has emerged from conversations with local authorities, residents and an engagement workshop with key stakeholders. Based on the outcomes, the strategy sets out a series of key targeted interventions and supporting projects with recommendations for implementing these items.

Stakeholders were invited to respond to the following topics:

- Assets**
 What currently works well in your town?
- Vision**
 Describe what your town looks like in ten years.
- Intervention**
 What change would transform your town the most?
- Economy**
 How could your town's economy be more sustainable and resilient?

Collectively we undertook a visioning exercise - to plot out what Cardigan could look like in 5, 10, and 20 years time. Through mapping, community members identified targeted interventions within the town.

10 key stakeholder representatives provided over 100 items of feedback in different formats. The information and intelligence collected has been analysed and is reflected in the regeneration strategy to highlight the issues, needs and ideas that surfaced from the workshop.



Vision
 "Youth-led community"

Vision
 "Ebb and flow of people"



Economic
 "Local businesses investing in renewable energy"



Intervention
 "Introduce and maintain basic amenities"



Intervention
 "Support young people"

Economic
 "Promote tourism and build something alongside this strategy"

Intervention
 "Develop area behind Gwbert/Chancery Lane with youth in mind"

Vision
 "Innovative society leading in responses to global challenges"

Stakeholder engagement

Photographs and feedback from a stakeholder engagement workshop to discuss regeneration within Cardigan.

Regeneration Strategy

4. Town Regeneration

4.3 Analysis

The following reflects research into existing opportunities and constraints, including planning legislation, taking into account key town assets.

4.3.1 Planning constraints

Cardigan has an attractive, historic centre with the centrally-located castle providing a clear identity and draw, as well as a significant catchment area. In general, the mix of units and vacancies is close to the national average, and the centre appears to be healthy, although the overall offer and variety is limited with a strong discount orientation. However, the current levels of vacancy and limited demand for new space makes it vulnerable to further closures, particularly of the national multiples.

The bypass is considered a physical barrier and potential risk to pedestrian or cyclist access to the east. Without major justification, growth to the east of the bypass is considered inappropriate, except in relation to employment land, for which use is already established.

There is opportunity for growth to the north/north-east, subject to implementation of appropriate flood risk measures. There is potential for some expansion in the south, around Golwg y Castell, subject to consideration of the visual impact on the Teifi estuary and topography constraints.

Flooding is an additional constraint which includes tidal flooding up the Teifi estuary and fluvial flood risk from ordinary watercourses in the area. Other potential risks to the town include flooding from sewers and surface water run-off.

In terms of Cardigan's retail capacity and town centre health, it is currently performing relative to its status as a primary town centre. There are very few vacancies and a high demand for units among independent smaller businesses. Within the 'Southwest Wales Regional Retail Study (2017)', Cardigan town centre is recognised as a secondary retail centre to Aberystwyth and is positioned alongside similar performing centres such as Lampeter.

Consequently, the high street, river experience and connections are the rational focus areas for the regeneration strategy.



Key sites

There are a number of planning constraints within Cardigan, including flooding and phosphate regulations, built heritage, vacancy level, and limited variety in retail offer.

Regeneration Strategy

4. Town Regeneration

4.3.2 River Teifi

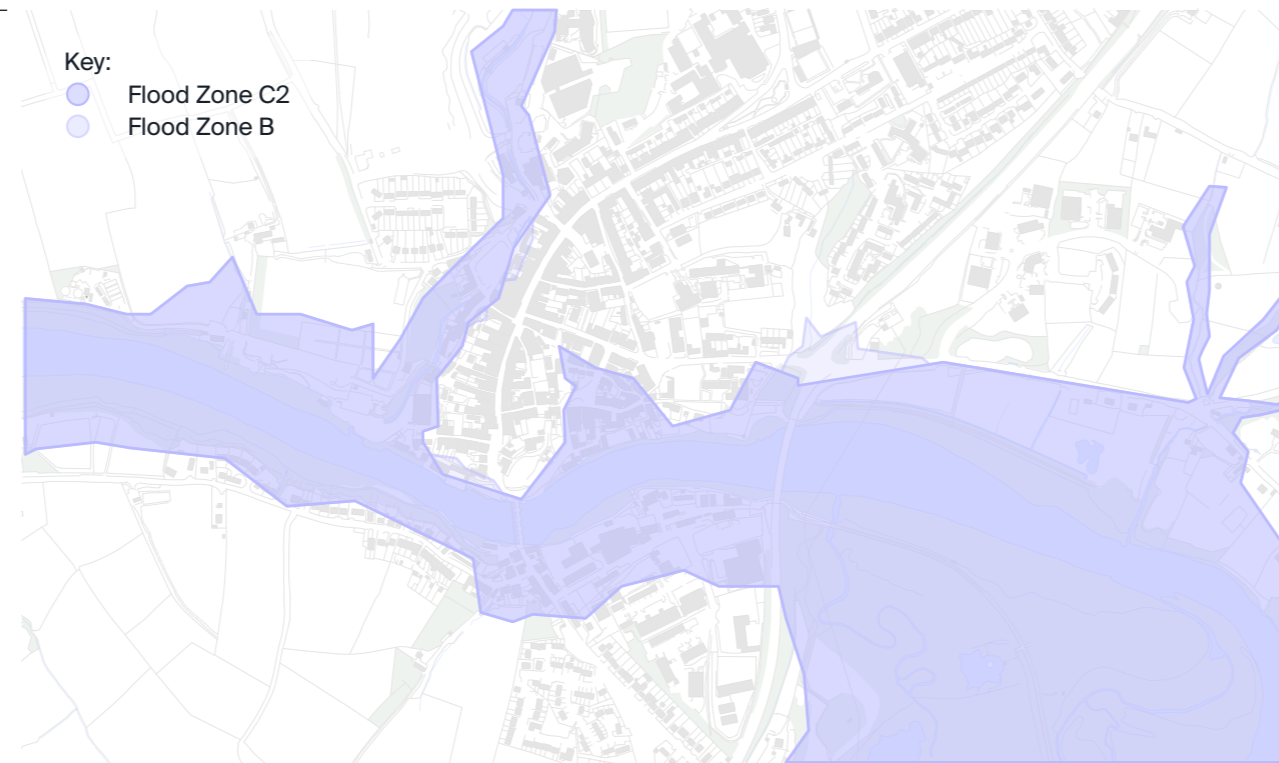
Cardigan's geography and character is dominated by the influence of the River Teifi and its tributary, the Mwldan. The town became an important port at the mouth of the River Teifi into the Irish Sea in the 18th century, but declined by the early 20th century - a result of its shallow harbour. Cardigan has a history of flooding from tidal, surface water and fluvial sources, with the frequency of flooding predicted to increase, therefore requiring careful consideration in order to mitigate risk and consequences of flooding now and for future generations.

Natural Resources Wales (NRW) are currently developing proposals to reduce the risk of tidal flooding to The Strand, which will involve introducing flood risk management interventions along the north bank of the River Teifi between the historic Castle Street bridge and the A487 overpass. Other works are being progressed by Dwr Cymru/Welsh Water (DCWW) to address surface and foul water flood risk in the area.

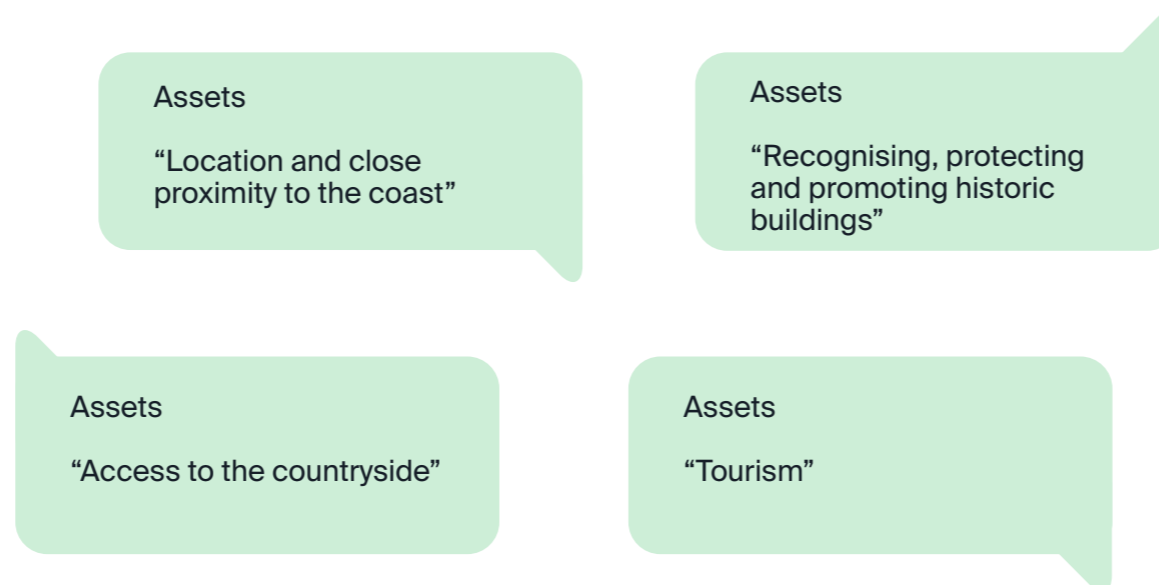
Multiple large tributaries run through and near to the town, increasing riverine flooding risk. Flood defences along the River Mwldan protect the town's western edge. Existing residential and commercial buildings are at low risk from riverine flooding, however, areas that could accommodate future development are at high risk.

There is a presumption against developing on areas of high flood risk, however, development can be justified if it is:

- part of a regeneration initiative;
- is on previously developed land and/or;
- the potential consequences of a flooding event for the particular type of development have been considered.



Flood zones with Flood Map for Planning (FMfP)



River Teifi

Major natural asset: opportunity to walk the River Teifi trail, take a cruise out as far as Gwbert or canoe to Poppit Sands.

Regeneration Strategy

4. Town Regeneration

4.3.3 High Street

Cardigan's high street extends northwards from the castle, with additional retail provision along side streets, and benefits from a relatively extensive catchment area. Development to the west of the high street is constrained by topography.

According to the 'South West Wales Regional Capacity Study (2017)', the overall mix of units and vacancies is close to the national average, and the centre appears to be healthy, although the overall offer and variety is limited with a strong discount orientation. It must be taken into consideration that this study was undertaken prior to the Covid-19 pandemic and may not represent current consumer habits or independent retail activity within the town centre.

To safeguard Cardigan's community and economy, there is an opportunity to rethink the high street, invest in street frontages and the civic space offer, and consider providing pedestrian priority, to make the high street a more welcoming place to visit and increase dwell-time.



Cardigan: High Street retail map



High Street

Currently occupied by retail, cafes, and public services.

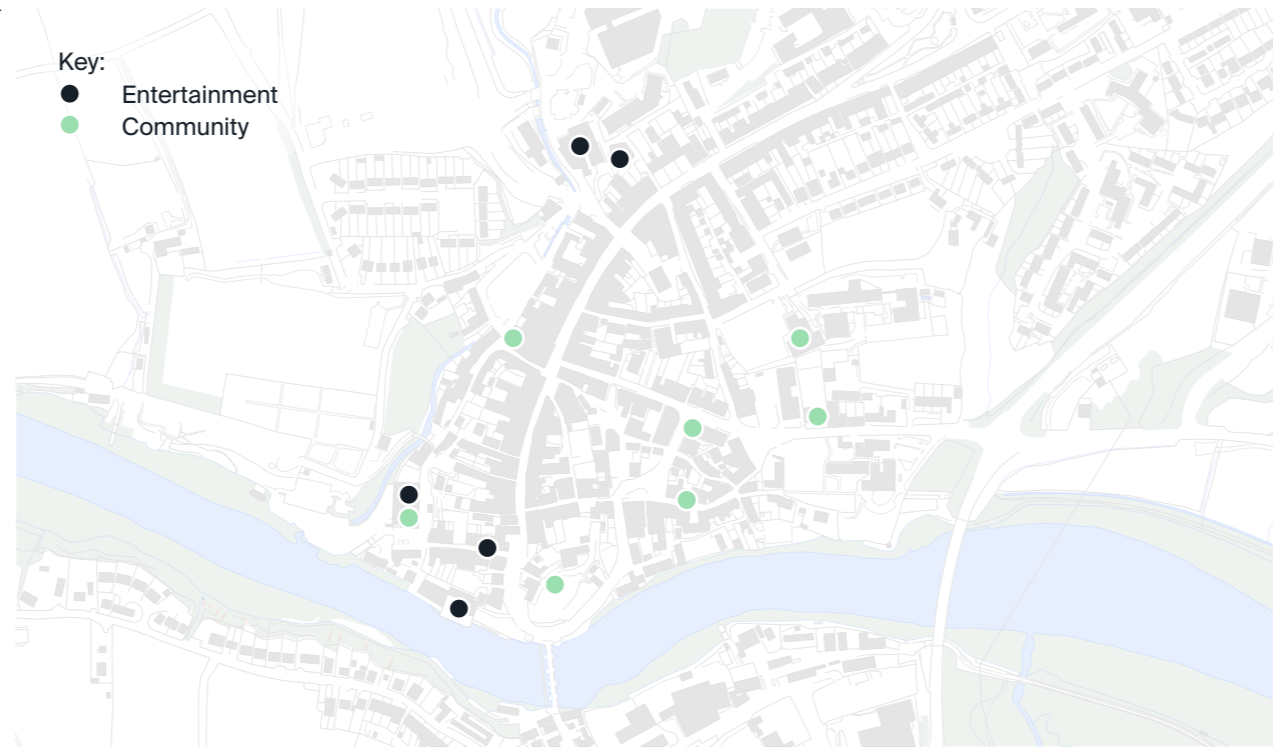
Regeneration Strategy

4. Town Regeneration

4.3.4 Venues

Cardigan has numerous cultural and heritage sites, including Cardigan Castle. The 'Ceredigion Destination Management Plan' acknowledges the large number of visitors these sites attract and, therefore, further investment is encouraged in these attractions.

The town is also home to Theatre Mwldan, Small World Theatre, private art galleries, as well as a number of leisure and entertainment venues. Collectively these spaces offer a range of different performance and event programming, which contribute to town centre activity and Cardigans identity. Opportunity exists to build upon the existing social, cultural, and arts offer through the formation of community partnerships and utilisation of these sites and venues, similar to Cardigan's 'Other Voices' festival.



Event Venues



Zones

- Grade II listed warehouse converted into hotel accommodation overlooking the River Teifi
- Prince Charles Quay and Lloyd's Wharf

Regeneration Strategy

4. Town Regeneration

4.4 Economic impact and social value

A Red, Amber, Green (RAG) rating, has been used for each project to indicate its macro level ranking in terms of social value and economic impact. Red indicates low economic impact and social value of a project and a green status would denote high economic impact and social value.

The table below shows how five economic impact indicators have been used, each with three ratings.

The RAG rating uses the economic impact score in the table below and combines this with the score for Social Value, which is based on the number of outcomes the project is likely to meet.

The National TOMs Wales (Themes, Outcomes, Measures) is designed to allow organisations to assess their social value contribution to the 'Well-being of Future Generations (Wales) Act 2015' in terms of non-financial benefits and the additional financial value created. There are 35 outcomes in total, each aligned with one of the seven themes of the 'Well-being of Future Generations (Wales) Act 2015'. At this stage, we are unable to use the proxy value to calculate the additional financial value created - but this should be undertaken at a later full feasibility stage on a case by case basis.

Relevant funding and policy information is highlighted in relation to each project, this provides a snapshot of programmes and initiatives relevant at the time of developing the strategy. The funding landscape is ever-changing, opening and closing all the time, therefore the framework for investment should be continually reviewed.

Well-being of Future Generations (Wales) Act 2015

Objectives

- A Prosperous Wales
- A Globally Responsive Wales
- A Resilient Wales
- A Healthier Wales
- A More Equal Wales
- A Wales of Cohesive Communities
- A Wales of Vibrant Shared Culture and Thriving Welsh Heritage

RAG Rating	Low EI (scored <=5)	Medium EI (scored 6-10)	High EI (scored 11-15)
Low SV (1) = Meets 3 or less National TOMs outcomes	1	2	3
Medium SV (2) = Meets 4-6 National TOMs outcomes	2	4	6
High SV (3) = Meets 7 or more National TOMs outcomes	3	6	9

Economic Impact Indicator	Low EI (Score 1)	Medium EI (Score 2)	High EI (Score 3)
Job creation	None to min.	Some	Significant
Increase in footfall	None to min.	Some	Significant
Increase in dwell time	Unlikely	Some	Significant
Increase in visitors from outside local area	Unlikely	Some	Significant
Increase land value	Unlikely	Some	Significant
Maximum possible score	5	10	15



Pwlhai

Side street leading off the high street.

Regeneration Strategy

4. Town Regeneration

4.5 Regeneration plan

Cardigan's regeneration plan identifies a number of projects to enhance existing assets and create opportunities for a thriving town in which people can live and work. A set of themes link Ceredigion's economic drivers and other regional and national priorities.

4.6 Targeted interventions

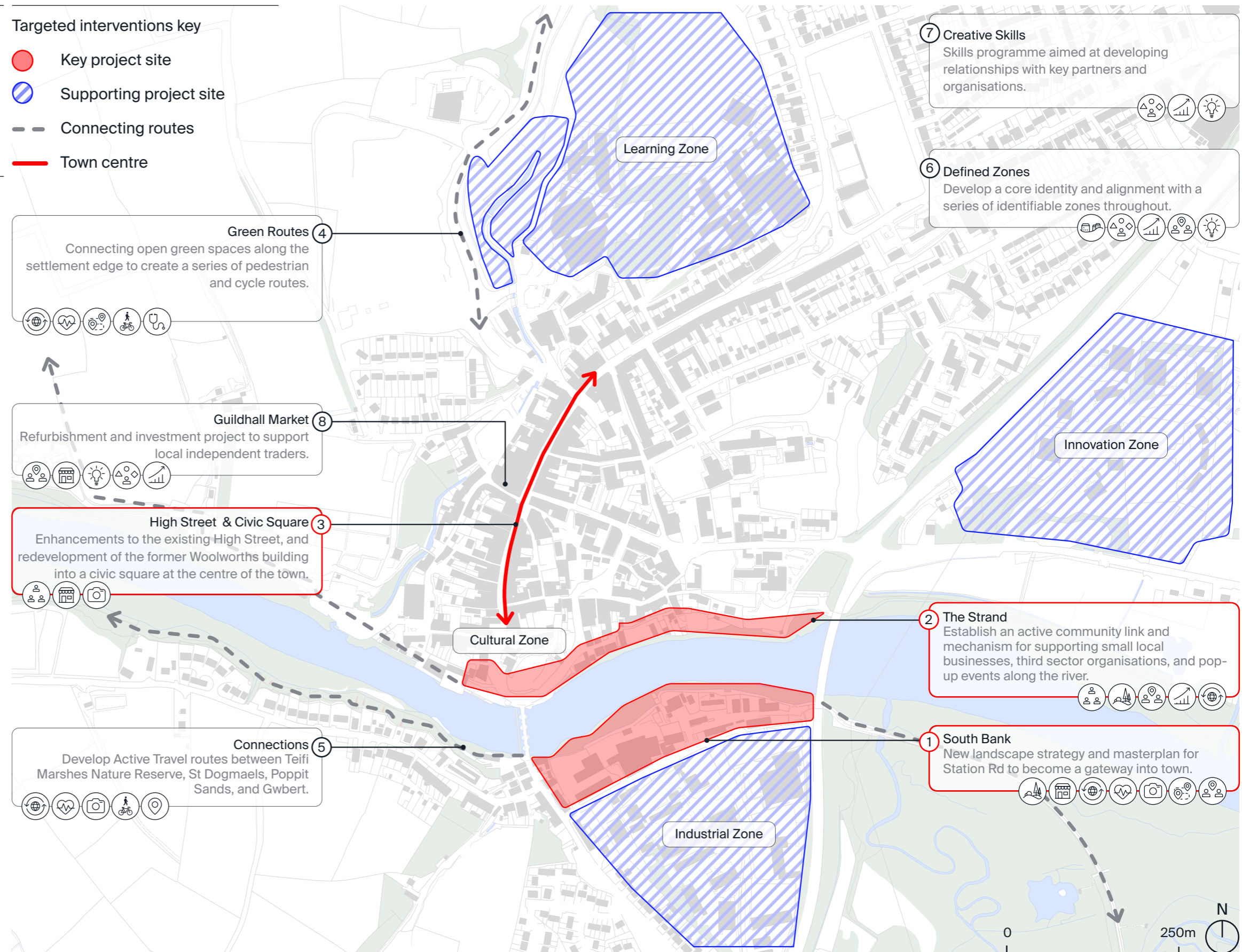
Each proposal is classified as a key targeted intervention or a supporting project. This approach to regeneration means that either key targeted interventions act as catalysts for a series of other smaller projects to occur, or supporting projects enable transformative proposals to transpire.

The plan is a sum of parts, representing an overall vision for Cardigan. Proposals comprise quick-wins, medium-term experimental ideas, and longer-term developments, either council or community-led:

1. South bank
2. The Strand
3. High Street and civic square
4. Green routes
5. Connections
6. Defined zones
7. Creative skills
8. Guildhall Market









Targeted interventions key

- Key project site
- Supporting project site
- - - Connecting routes
- Town centre









Regeneration Strategy

4. Town Regeneration

	Summary	Themes	Transformational Foundational	Capital	Revenue	Key Tasks & Costs	Time	Economic Impact	Social Value	RAG Rating	Connectivity	Enterprise	People	Place	Relevant Policy
Key Projects															
1. South Bank	<p>Redevelopment and improvements to the south bank of the River Teifi, including new landscape strategy and masterplan for land north of Station Rd.</p> <p>Site to become a destination or gateway for tourists and visitors, encouraging pedestrian priority over the bridge and up Bridge St and High St. This would alleviate pressure within the town centre, supported by a park and ride loop at peak times if deemed viable.</p> <p>Site strategy to incorporate:</p> <ul style="list-style-type: none"> Extension to nature reserve and wetlands Access to the riverside path for pedestrians, cyclists, and mobility users Landscape improvements and biodiversity enhancements Extension to flooding mitigation strategy and river management planning Public facilities including changing places (access) Medium and long-stay parking Electrical car charging facilities Park and ride scheme - as a loop around the town and options for seasonal services to Poppit Sands and Gwbert <p>Potential for this to become a sustainable travel and transport interchange for the surrounding villages and coastal destinations.</p>	 Environment  High Street  Landscape  Placemaking  Tourism  Travel & Transport  Well-being	<p>Transformational - series of capital projects and programmes of infrastructure change with potential for economic growth.</p> <p>Alleviate existing pressures and congestion along the High Street - increase dwell time for retail and leisure.</p> <p>Potential for significant social value, responding to existing flooding risks.</p>	<p>Infrastructure, civils, and landscape enhancements.</p> <p>Establish a gateway into the town and provide seasonal visitor infrastructure.</p> <p>Landscape improvements linked to the planned flooding defence scheme and other initiatives.</p>	<p>Improve river and quayside as a destination and visitor/resident experience.</p> <p>Income from local markets and events.</p> <p>Income for car parking.</p> <p>Improve linkages between businesses and high street.</p> <p>Connectivity with the wider region and surrounding villages.</p>	<p>£2.8m</p> <ul style="list-style-type: none"> Nature reserve and wetlands extension including landscape and biodiversity, allowance for outdoor meeting spaces, planting, and feature lighting. Access to the riverside path for pedestrians, cyclists, and mobility users. Allowance for wayfinding. Public facilities including changing areas and WC's. Construct new carpark for medium and long stay - scope to be defined. New park and ride scheme with allowances for widening roads, new bus stops and signage. 	Long-term	13	High		✓		✓	✓	<p>National Lottery Heritage Fund: Main Grants</p> <p>Welsh Government/Visit Wales: Wales Tourism Investment Fund</p> <p>Welsh Government Brilliant Basics Fund</p> <p>Natural Resources Wales</p> <p>Welsh Government Active Travel Fund</p> <p>Welsh Government Local Transport Fund</p> <p>Charitable trusts and foundations with environmental priorities as part of a partnership</p> <p>Welsh Government Flood and Coastal Risk Management grants</p> <p>Welsh Government Transforming Towns Placemaking Grant</p> <p>Could be considered as part of the UK Shared Prosperity Fund allocation in Ceredigion as part of Community and Place or Supporting Local Business investment priorities.</p>





Regeneration Strategy

4. Town Regeneration

	Summary	Themes	Transformational Foundational	Capital	Revenue	Key Tasks & Costs	Time	Economic Impact	Social Value	RAG Rating	Connectivity	Enterprise	People	Place	Relevant Policy
Key Projects															
2. The Strand	<p>Establish an active community link and mechanism for supporting small local businesses, third sector organisations, and pop-up events along the north bank of the river.</p> <p>Informed by the proposed NRW options for river management and defences, it is possible to use this opportunity to develop a set of boardwalks and civic spaces for seasonal commercial use. This could incorporate a series of boat launching areas for kayak, canoe, and other river activities and hires.</p>	 Business  Community  Environment  Landscape  Placemaking	<p>Transformational - series of capital projects and programmes of infrastructure change - which enable economic activity and enhance the town's character.</p>	<p>Improvements to cycle and pedestrian footpaths around the river.</p> <p>A series of small capital development projects linked to planned flooding mitigation schemes.</p>	<p>Increase in footfall and secondary spend as destination profile develops.</p> <p>Hires for recreational facilities and services.</p> <p>Tickets, and permits for local clubs and associations.</p> <p>Income for markets and events.</p> <p>Rental income from small scale commercial units.</p>	<p>£3.5m</p> <ul style="list-style-type: none"> Improve cycle and pedestrian footpaths around the river. Allowance for benches, feature, picnic areas. Civic square spaces and Pop-up event spaces. Allowance for landscape/ project boundary. 	Long-term	14	Medium			✓	✓	✓	<p>Welsh Government/Visit Wales: Wales Tourism Investment Fund</p> <p>Natural Resources Wales</p> <p>Welsh Government Flood and Coastal Risk Management grants</p> <p>Welsh Government Active Travel Fund</p>

Regeneration Strategy

4. Town Regeneration

	Summary	Themes	Transformational Foundational	Capital	Revenue	Key Tasks & Costs	Time	Economic Impact	Social Value	RAG Rating	Connectivity	Enterprise	People	Place	Relevant Policy
Key Projects															
3. High Street & Civic Square	<p>Enhancements to the existing High Street, and redevelopment of the former Woolworths building into a civic square at the centre of the town.</p> <p>Provide opportunities for outdoor seating, seasonal alfresco dining, and events in a civic square. This would establish links with adjacent restaurants, cafes, and residents in the newly refurbished Guildhall Market.</p> <p>A centrally located civic square would form part of a series of stepping-stones up the high street, and would provide a location for outdoor events and programming. It builds on the success of recently established town-wide festivals which bookend the season. The localised public facilities and amenities should be reviewed to ensure adequate provision.</p> <p>Explore options for pedestrian priority or one surface along the high street. This includes a period of testing and consultation to ensure an effective design for the urban realm is developed with businesses and residents.</p>	 Community  High Street  Tourism	Foundational - enabling capital investment projects and supporting economic activity on the high street.	<p>Site acquisition.</p> <p>Landscape improvements.</p> <p>Markets, and pop-ups.</p> <p>Potential for longer-term proposals and/ or community facilities on part of the site.</p> <p>Highways feasibility project(s).</p>	<p>Improve town centre and high street as a destination and visitor/resident experience.</p> <p>Enrich local/ daily town centre experience.</p> <p>Income from local markets and seasonal events.</p> <p>Improve linkages between businesses and high street.</p> <p>Facilities to support town-wide festivals and programming.</p>	<p>£5.2m</p> <ul style="list-style-type: none"> Highstreet improvements including the removal of existing parking bays, roads, footways and bollards etc and new pedestrian pavement(s) for pedestrian priority. Demolition of former Woolworths which includes an allowance for hardstanding a new civic square, break-out / street stall areas including electric supply and allowance for furniture. 	Medium-term	15	Low			✓	✓	✓	<p>Welsh Government Transforming Towns Placemaking Grant</p> <p>Could be considered as part of the UK Shared Prosperity Fund allocation in Ceredigion as part of Community and Place or Supporting Local Business investment priorities.</p>














Key Cutting
Shoe Repairs

SOLD

Just Bar











Regeneration Strategy

4. Town Regeneration

	Summary	Themes	Transformational Foundational	Capital	Revenue	Key Tasks & Costs	Time	Economic Impact	Social Value	RAG Rating	Connectivity	Enterprise	People	Place	Relevant Policy
Supporting Projects															
4. Green Routes	<p>Connecting open green spaces along the settlement edge to create a series of pedestrian and cycle routes which connect the wider landscape.</p> <p>Green routes connecting the Welsh Wildlife Centre, Prince Charles Quay, Netpool Park, and Mwdan River Corridor.</p>	 Active Travel  Environment  Health  Travel & Transport  Well-being	Foundational - enabling connectivity and improved amenity.	Infrastructure, civils, and landscape enhancements.	<p>Raise awareness of Coastal Path and walking routes.</p> <p>Improve access to local services and amenities, inc. schools and employment sites</p> <p>Increase in footfall and secondary spend.</p>	<p>£1.2m</p> <ul style="list-style-type: none"> Connecting open green spaces along the settlement edge to create a series of pedestrian and cycle routes. Green routes connecting the Welsh Wildlife Centre, Prince Charles Quay, Netpool Park, and Mwdan River Corridor. 	Short-term	6	Medium		✓		✓	✓	<p>Welsh Government Active Travel Fund</p> <p>Welsh Government Brilliant Basics Fund</p>
5. Connections	Develop Active Travel routes between Teifi Marshes Nature Reserve, St Dogmaels, Poppit Sands, and Gwbert. Including facilities for cyclists and pedestrians to safely enjoy these established routes/pathways.	 Active Travel  Destination  Environment  Tourism	<p>Foundational - enabling connectivity and improved amenity.</p> <p>Potential to develop a tourism destination for exploring the surrounding area.</p>	<p>Infrastructure, civils, and landscape enhancements.</p> <p>Improvements to cycle and pedestrian footpaths around the river.</p>	<p>Raise awareness of coastal villages and local destinations.</p> <p>Promote active travel and improve amenities for local residents.</p> <p>Increase in footfall and secondary spend.</p>	<p>£2.5m</p> <ul style="list-style-type: none"> Active Travel routes between Teifi Marshes Nature Reserve, St Dogmaels, Poppit Sands, and Gwbert. Allowance for benches, feature, picnic areas. 	Medium-term	7	Medium		✓		✓	✓	<p>Welsh Government Active Travel Fund</p> <p>Welsh Government Brilliant Basics Fund</p>



Regeneration Strategy

4. Town Regeneration

	Summary	Themes	Transformational Foundational	Capital	Revenue	Key Tasks & Costs	Time	Economic Impact	Social Value	RAG Rating	Connectivity	Enterprise	People	Place	Relevant Policy
Supporting Projects															
6. Defined Zones	<p>Develop a core identity and alignment with a series of identifiable zones throughout. Develop marketing and branding of these sites linked to signage, wayfinding, connections, and routes between them.</p> <p>Site zones to incorporate:</p> <ul style="list-style-type: none"> Innovation: development of Parc Teifi and the location of different size/scale of businesses which support a local skills agenda and provide adequate support for start-up and new business ventures. Industry: enhancements to Parc Piliu Industrial Estate and rationalisation of available units Learning: building a connection between Coleg Ceredigion, Ysgol Uwchradd Aberteifi, and Cardigan Health Centre surrounding the Mwdan River Corridor Culture: preservation and conservation of core historic town assets and retain character of Bridge St, Quay St, High St, and Cardigan Castle. <p>Review local housing needs, and explore the feasibility of affordable housing projects linked to the development opportunities adjacent to each of these sites/zones.</p>	 Business  Character  Learning  Placemaking  Skills	Foundational - enabling economic activity and business development.	<p>Infrastructure, civils, and landscape enhancements.</p> <p>Improve linkages between existing assets in the public realm.</p> <p>Potential for longer-term redevelopment of key strategic sites and empty buildings.</p> <p>Potential for longer-term affordable housing proposals depending on need/ requirements.</p>	<p>Improve access to local services and amenities, inc. schools and employment sites</p> <p>Increase in footfall and secondary spend.</p> <p>Attract new businesses.</p> <p>Establish core identity and investment opportunities.</p> <p>Funded partnership working as part of a collaborative model with local institutions and stakeholders.</p>	<p>£335k</p> <ul style="list-style-type: none"> Feasibility study on defined zones. 	Short-term	10	Medium		✓	✓	✓	✓	No obvious sources of external funding.
7. Creative Skills	<p>Skills programme linked to Coleg Ceredigion. Aimed at developing relationships with key partners and organisations located within the designated innovation and industry zones (see no.6). The could include a hub or teaching facility as part of the enterprise expansion or any regional growth funding.</p>	 Business  Learning  Skills	Foundational - enabling economic activity and business development.	<p>Flexible spaces for skills training and activities.</p> <p>Refurbishment and reconfiguration of the existing buildings or industry zones.</p> <p>Project support for delivery and partnership working.</p>	<p>Small business start-up support.</p> <p>Self-employment, training, volunteering and employment opportunities.</p>	<p>£335k</p> <ul style="list-style-type: none"> Feasibility study on creative skills. 	Medium-term	5	Medium			✓	✓	✓	No obvious sources of external funding.

Regeneration Strategy

4. Town Regeneration

	Summary	Themes	Transformational Foundational	Capital	Revenue	Key Tasks & Costs	Time	Economic Impact	Social Value	RAG Rating	Connectivity	Enterprise	People	Place	Relevant Policy
Supporting Projects															
8. Guildhall Market	<p>An extensive refurbishment and investment project currently underway. This has the potential to link with high street improvements (see no. 3). Improvements and connections with Greenfield Square would benefit the high street and relationship with civic assets.</p> <p>Guildhall Market supports many local independent traders and has the potential to develop as a hatchery or test-bed for small creative enterprise and business inception.</p>	 Business  High Street  Learning  Placemaking  Skills	<p>Foundational - enabling economic activity and business development. Supporting economic activity on the high street.</p>	<p>Refurbishment and reconfiguration of the existing building (currently underway)</p> <p>Markets and pop up test trading shops.</p>	<p>Small business start-up support.</p> <p>Self-employment, training, volunteering and employment opportunities.</p>	IN CONSTRUCTION	Short-term	9	Low			✓	✓	✓	<p>Welsh Government Transforming Towns Placemaking grant</p> <p>Could be considered as part of the UK Shared Prosperity Fund allocation in Ceredigion as part of Community and Place or Supporting Local Business investment priorities.</p>



Regeneration Strategy

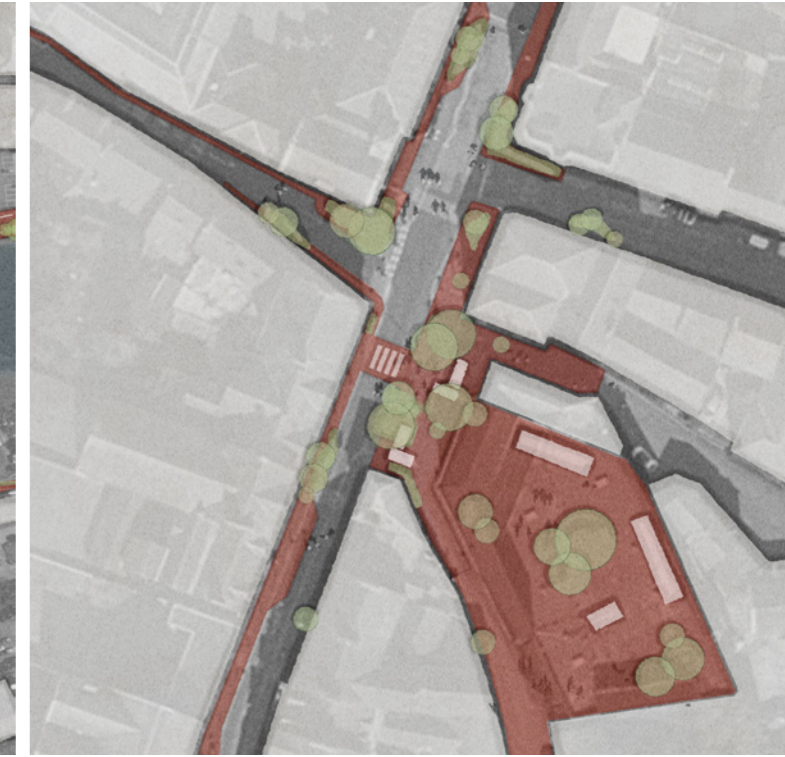
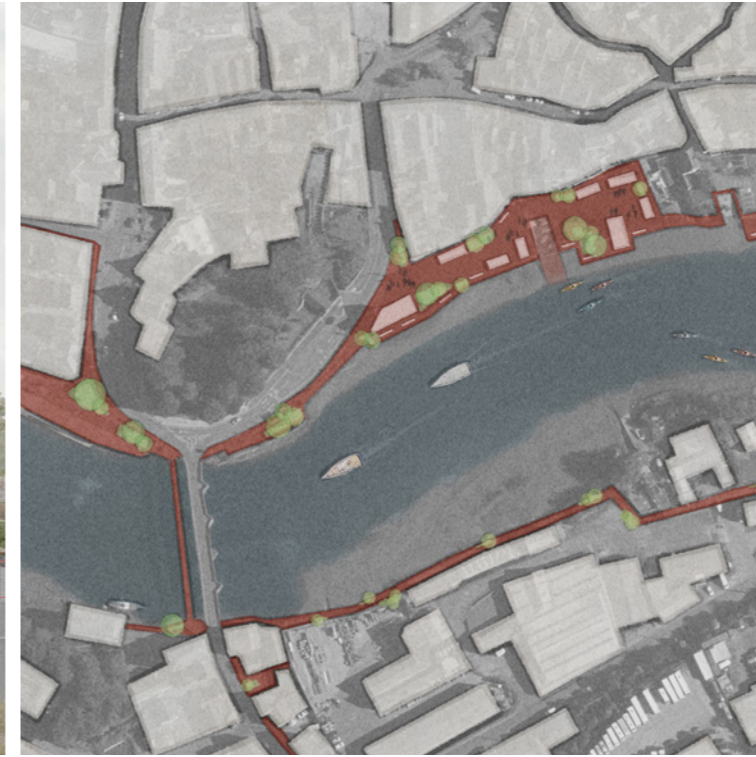
5. Key Projects

5.1 Key regeneration plan

The regeneration plan identifies three key targeted projects as a catalyst for change, these include;

1. South bank
2. The Strand
3. High street and civic square

Each of these key projects is explored in further detail regarding their potential delivery and impact.



1. South bank

Redevelopment and improvements to the south bank of the River Teifi, including new landscape strategy and masterplan for land north of Station Rd.

Site to become a destination or gateway for tourists and visitors, encouraging pedestrian priority over the bridge, up Bridge St and High St. This would alleviate pressure within the town centre, supported by a park and ride loop at peak times if deemed viable.

Site strategy to incorporate:

- Extension to nature reserve and wetlands
- Access to the riverside path for pedestrians, cyclists, and mobility users
- Landscape and biodiversity enhancements
- Extension to flooding mitigation strategy and river management planning
- Public facilities (access)
- Medium and long-stay parking
- Electrical car charging facilities
- Park and ride scheme - as a loop around the town and options for seasonal services to Poppit Sands and Gwbert

Potential for this to become a sustainable travel and transport interchange for the surrounding villages and coastal destinations.

2. The Strand

Establish an active community link and mechanism for supporting small local businesses, third sector organisations, and pop-up events along the north bank of the river.

Informed by the proposed NRW options for river management and defences, it is possible to use this opportunity to develop a set of boardwalks and civic spaces for seasonal commercial use. This could incorporate a series of boat launching areas for kayak, canoe, and other river activities and hires.

3. High street and civic square

Enhancements to the existing High Street, and redevelopment of the former Woolworths building into a civic square at the centre of the town.

Provide opportunities for outdoor seating, seasonal alfresco dining, and events in a civic square. This would establish links with adjacent restaurants, cafes, and residents in the newly refurbished Guildhall Market.

A centrally located civic square would form part of a series of stepping-stones up the high street and would provide a location for outdoor events and programming. It builds on the success of recently established town-wide festivals which bookend the season. The localised public facilities and amenities should be reviewed to ensure adequate provision.

Explore options for pedestrian priority or one surface along the high street. This includes a period of testing and consultation to ensure an effective design for the urban realm is developed with businesses and residents.

Cardigan

Centre of creativity and culture.



Regeneration Strategy

5. Key Projects

5.2 Key project: South Bank



- Environment
- High Street
- Landscape
- Placemaking
- Tourism
- Travel & Transport
- Well-being

5.2.1 Vision

Redeveloping and establishing the south bank of the River Teifi as a destination or gateway for tourists and visitors.

5.2.2 Description

The current south bank of the River Teifi presents an opportunity to undertake a new landscape strategy and masterplan for Station Road to become a gateway into the town centre.

The development of the site would encourage pedestrian priority over the bridge onto the high street, alleviating pressure within the town centre. This could be supported by a park and ride scheme during peak times. Focusing on leisure, well-being and the environment, the site has the potential to incorporate:

- Extension to nature reserve and wetlands
- Access to the riverside path for pedestrians, cyclists, and mobility users
- Landscape improvements and biodiversity enhancements
- Extension to flooding mitigation strategy and river management planning
- Public facilities including changing places (access)
- Medium and long-stay parking
- Electrical car charging facilities
- Park and ride scheme - as a loop around the town and options for seasonal services to Poppit Sands and Gwbert

The site has the potential to become a sustainable travel and transport interchange for surrounding villages and coastal destinations which would benefit both local residents and visitors.

5.2.3 Timeline

This proposal comprises a number of incremental changes, some of which can be implemented in the interim, or as temporary measures. Others may be established over 5-10 years to achieve the wider river and landscape vision working with national bodies such as NRW.

5.2.4 Engagement

A steering group, composed of individuals and organisations whose diverse interests, resources and skills can support the next steps, should unite and explore this project in more detail. It could present an opportunity for considering how leisure, recreation, and transport offers can be sustained and supported through the town and wider region.

5.2.5 Partners

Establishing an open dialogue between private landowners, local stakeholders, and the local authority would allow a mutually beneficial masterplan and vision to be established.

5.2.6 Economic and social assessment

In relation to economic impact, the South Bank project has been scored as follows:

South Bank	EI value
Job creation	1
Increase in footfall	3
Increase in dwell time	3
Increase in visitors from outside local area	3
Increase land value	3
Total	13

This project is an important enabler, effectively creating new retail space and taking pressure off business space in the town centre. The opportunities for additional parking and allowing a park and ride scheme could significantly improve the attractiveness for visitors from outside the area and create business opportunities relating the improved access to high quality natural spaces.



Site photos

1. Pedestrian bridge leading to the south bank
2. Footpath between the industrial zone and the river
3. River walk

Regeneration Strategy

5. Key Projects

The Social Value outcomes the work is likely to meet are:

- More opportunities for local business and MSMEs (Micro, Small and Medium Enterprises)
- Creating a healthier community
- Improving staff wellbeing
- Air Pollution is reduced
- Carbon Emissions are reduced
- Native wildlife, nature and heritage sites are protected
- Green spaces and biodiversity are protected and enhanced
- Safeguarding the environment

5.2.7 Funding and investment

There is a good strategic fit with a number of funders' policies with this project. For example, providing access to nature and encouraging people to enjoy and engage with the landscape is a potential project for the National Lottery Heritage Fund: Main Grants. Some of the heavy lifting on coastal defence would be of interest to NRW and Welsh Government Flood and Coastal Risk Management grants.

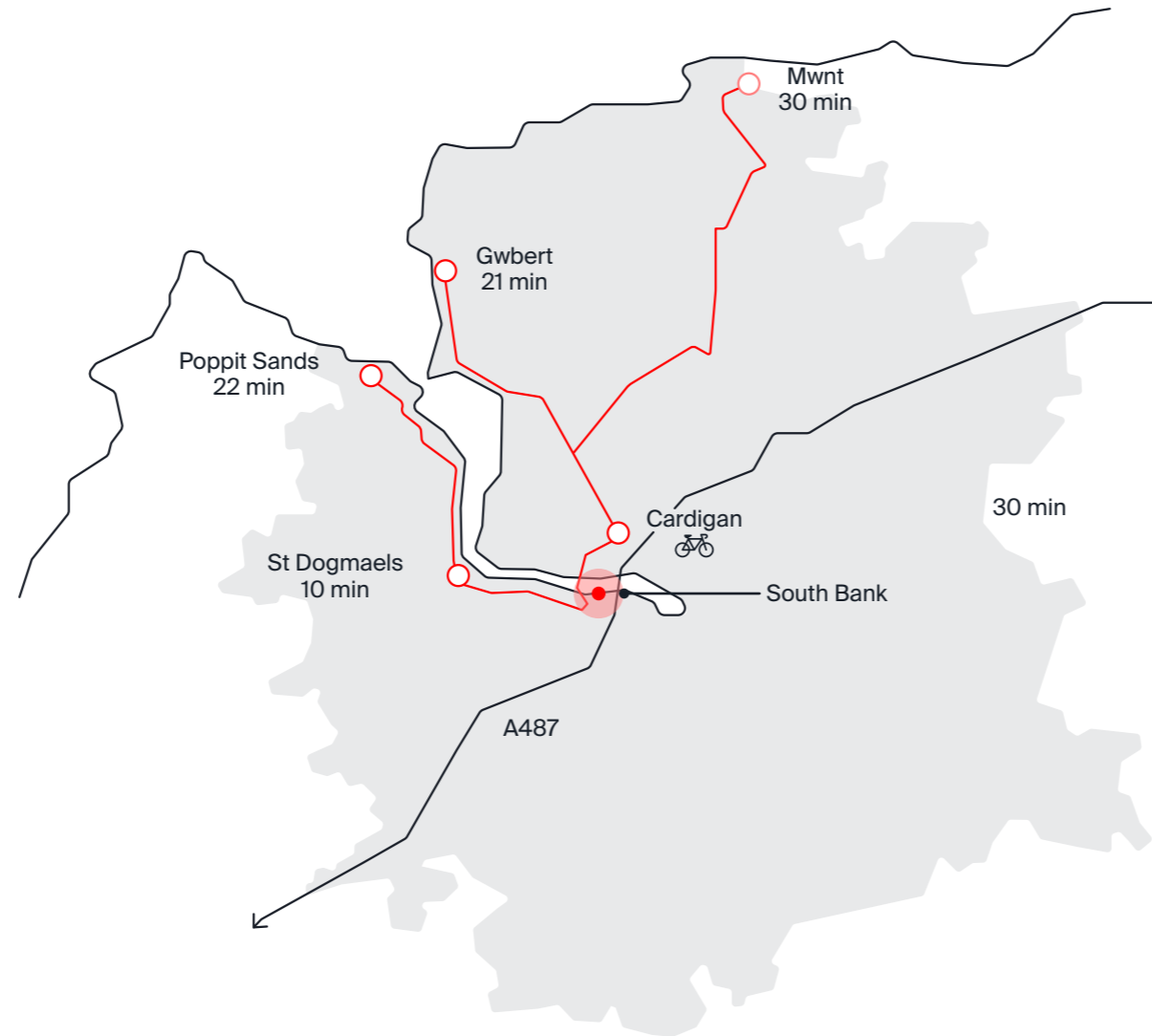
The strong tourism and active travel elements are also a positive feature that could appeal to Welsh Government/Visit Wales: Wales Tourism Investment Fund, Welsh Government Brilliant Basics Fund or the Welsh Government Active Travel Fund.

The community elements are also potentially appealing with a potential for support from Charitable trusts and foundations as part of any partnerships. Welsh Government Transforming Towns Placemaking Grant could be applied to some of the public realm work.

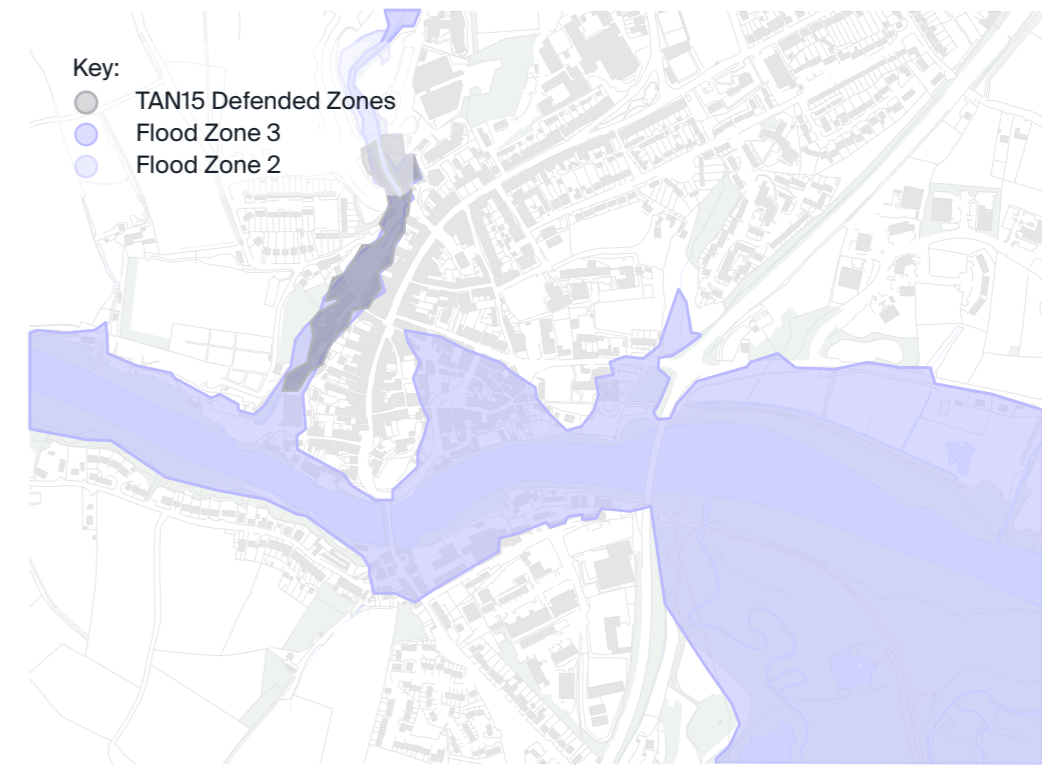
It could be considered as part of the UKSPF allocation in Ceredigion as part of Community and Place or Supporting Local Business investment priorities.

5.2.8 Sustainability and resilience

This transformational project has the potential to sustain itself in the long-term and provides an opportunity to support the local economy and wider community through a focus on sustainable transport, well-being and the environment.



Active travel destinations



Flood risk



NRW Flood risk management scheme extents

Regeneration Strategy

5. Key Projects



Redevelopment of the South Bank

A new landscape strategy and masterplan for Station Rd to become a gateway into town. The vision shows green infrastructure routes along the River Teifi and access from the South Bank into town.

Cardigan

A place where ideas thrive.



Regeneration Strategy

5. Key Projects

5.3 Key project: The Strand



- Business
- Community
- Environment
- Landscape
- Placemaking

5.3.1 Vision

Improving connections, enabling economic activity and strengthening the town's identity through the establishment of an active community link.

5.3.2 Description

NRW have proposed a series of options for river management, which include a flood defence wall built:

- approximately 5m out into the River Teifi;
- predominantly in line with the current riverbank, or;
- inland of the riverbank where businesses and property currently stand.

The project would use this opportunity to develop a set of boardwalks and civic spaces for seasonal commercial use in line with the NRW proposals. This could incorporate a series of boat launching areas for kayak, canoe, and other river activities and hires.

These incremental improvements to infrastructure, particularly cycle and pedestrian movement, would help to establish pockets of civic space around the river. This would help to enable economic activity and enhance the town's character.

The River Teifi is designated as a Special Area of Conservation (SAC) and Site of Special Scientific Interest (SSSI) which is both a constraint and opportunity that needs early consideration to enable the proposed projects outlined. As Cardigan is located within the Teifi catchment area, phosphate compliance is an issue. SAC status has the potential to bring in funding as long as the works don't significantly affect distinct features.

5.3.3 Timeline

The development of The Strand, in line with NRW proposals, would take place over a number of years contributing to the wider vision for leisure, recreation, and cultural improvements across Cardigan.

5.3.4 Engagement

A number of key stakeholders and businesses around the river, including the local boating, canoeing, and fishing clubs, should be brought together to think about how a series of incremental capital projects could align to achieve a broader vision.

5.3.5 Partners

The project has the potential to connect both local interest groups, as outlined above, and national organisations. Through establishing a targeted steering group, development could be aligned with proposed NRW options for river management and flood defences.

5.3.6 Economic and social assessment

In relation to economic impact, the Strand project has been scored as follows:

The Strand	EI value
Job creation	2
Increase in footfall	3
Increase in dwell time	3
Increase in visitors from outside local area	3
Increase land value	3
Total	14

The Strand project has good potential to provide opportunities for new businesses relating to this improved waterfront space. Dwell time will be impacted positively by introducing the outdoor activity spaces and it could add significantly to the overall offer in the town, attracting more visitors from outside the area.

The Social Value outcomes the work is likely to meet are:

- More people in employment
- More opportunities for local business and MSMEs (Micro, Small and Medium Enterprises)
- More opportunities for the Third Sector and Civil Society Organisations (Voluntary, Community and Social Enterprises)
- Creating a healthier community
- Green spaces and biodiversity are protected and enhanced



Site photos

1. North bank
2. The Strand

Regeneration Strategy

5. Key Projects

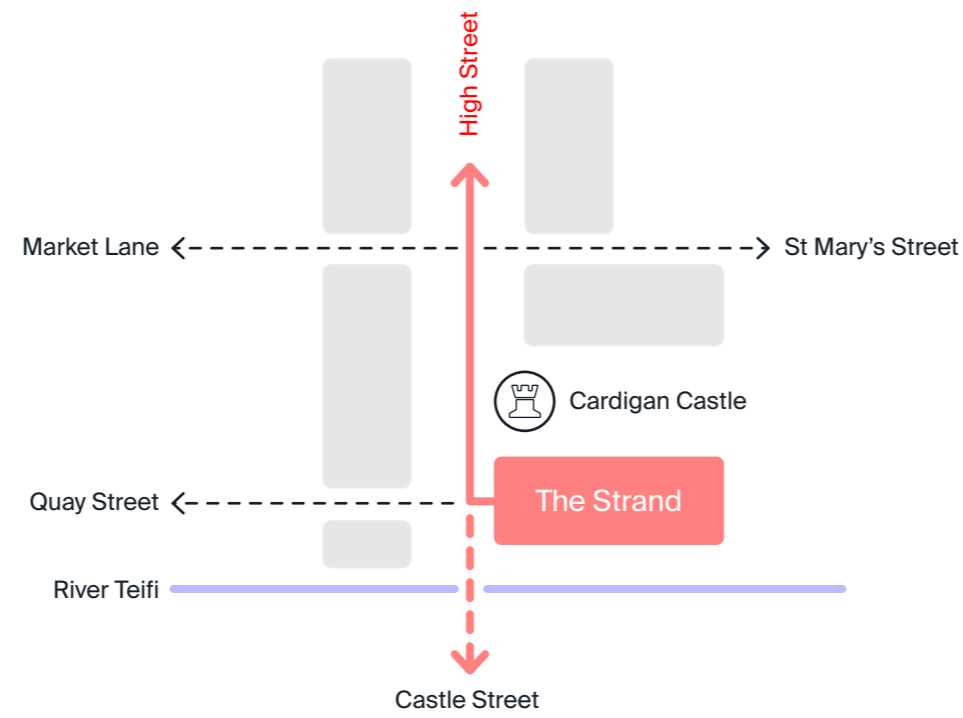
5.3.7 Funding and investment

Given the focus on the river and the provision of new pathways and active travel infrastructure, this project will potentially appeal to Natural Resources Wales, to Welsh Government Flood and Coastal Risk Management grants and Welsh Government Active Travel Fund.

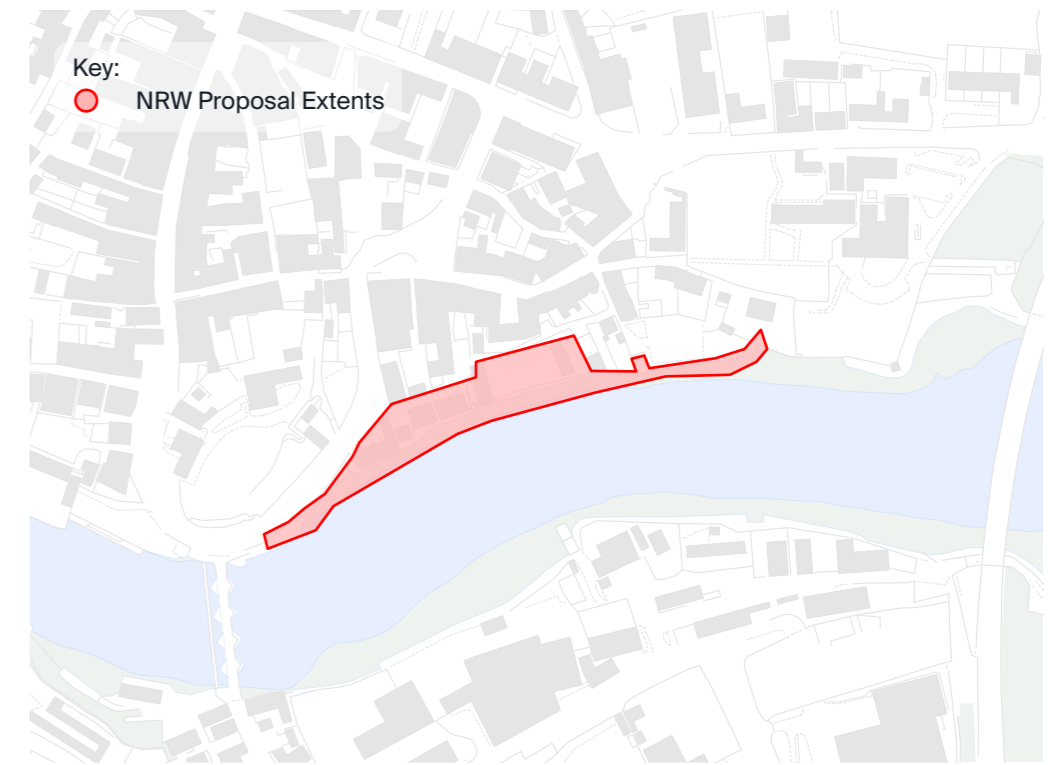
With the development of new attractions around the river and the introduction of water-based activities, potential sources of funding could also include Welsh Government/Visit Wales: Wales Tourism Investment Fund.

5.3.8 Sustainability and resilience

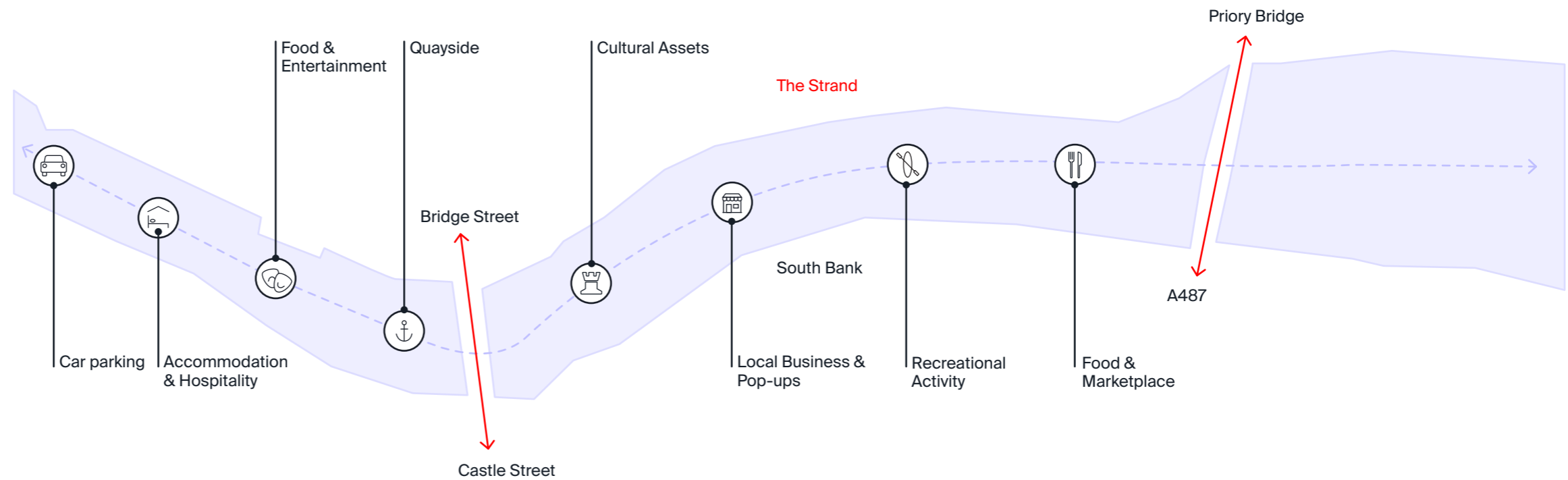
Through the enhancement of the existing community offer at The Strand, and the future development of the broader site, the project has the potential to build momentum through a series of smaller capital projects to achieve the wider vision.



Connection to the high street



NRW Flood risk management scheme extents



Riverside activity

Regeneration Strategy 5. Key Projects



Enhancements to the Strand

A destination in Cardigan with access along and to the river through a series of boardwalks, civic spaces, and boat launching areas.

Cardigan

Rooted in adventure, innovation, trade, and commerce.



Regeneration Strategy

5. Key Projects

5.4 Key project: High street & civic square



- Community
- High Street
- Tourism

5.4.1 Vision

Developing a series of civic spaces along the high street to provide outdoor amenity for events and festivals.

5.4.2 Description

The former Woolworths site provides an opportunity for a civic square at the centre of town. A centrally located public space would form part of a series of projects up the high street, and ribbon of activity from the South Bank to North Road. This would help to establish the high street as a destination. It is a suitable location for outdoor events and programming, linked to Prince Charles Quay and other assets. This would build on the success of the recently established town-wide festivals which currently bookend the high-season. As part of this redevelopment, localised public facilities should be reviewed to ensure adequate provision.

High street enhancements, including the provision of outdoor seating and seasonal alfresco-style dining, would establish links with adjacent restaurants, cafes, and residents in the newly refurbished Guildhall Market.

With public well-being in mind, pedestrian priority or a single surface along the high street could be explored further. This would include a period of testing and consultation to ensure a suitable design for the public realm is developed with businesses and residents, and links with other placemaking projects outlined.

5.4.3 Timeline

The proposal comprises a number of incremental changes, some of which can be implemented in the interim. In the medium-term, the civic space offer along the high street can be improved through the enhancements and developments outlined, working with local business and landowners. This provides an opportunity to host seasonal events in an outdoor public setting.

5.4.4 Engagement

Building on the existing strengths of the community, a number of key stakeholders around the high street, including local businesses, makers, and producers, should be brought together to develop a programme of events and activities which promote activity on the high street.

5.4.5 Partners

Similar to the South Bank project, inclusive and open dialogue should occur between local stakeholders and the local authority to establish proposed enhancements and developments that contribute to community social, economic, and cultural well-being.

5.4.6 Economic & social assessment

In relation to economic impact, the High Street and Civic Square project has been scored as follows:

High street and civic square	EI value
Job creation	3
Increase in footfall	3
Increase in dwell time	3
Increase in visitors from outside local area	3
Increase land value	3
Total	15

These developments will potentially support and increase capacity in high season and drive employment in food and beverage activity. The public square could create opportunities for events and meeting spaces for the community as well as visitors.

The Social Value outcomes the work is likely to meet are:

- More people in employment
- More opportunities for local business and MSMEs (Micro, Small and Medium Enterprises)



Site photos

1. Entering the high street from The Strand
2. Footpaths with various obstacles
3. Side street navigating topography

Regeneration Strategy

5. Key Projects

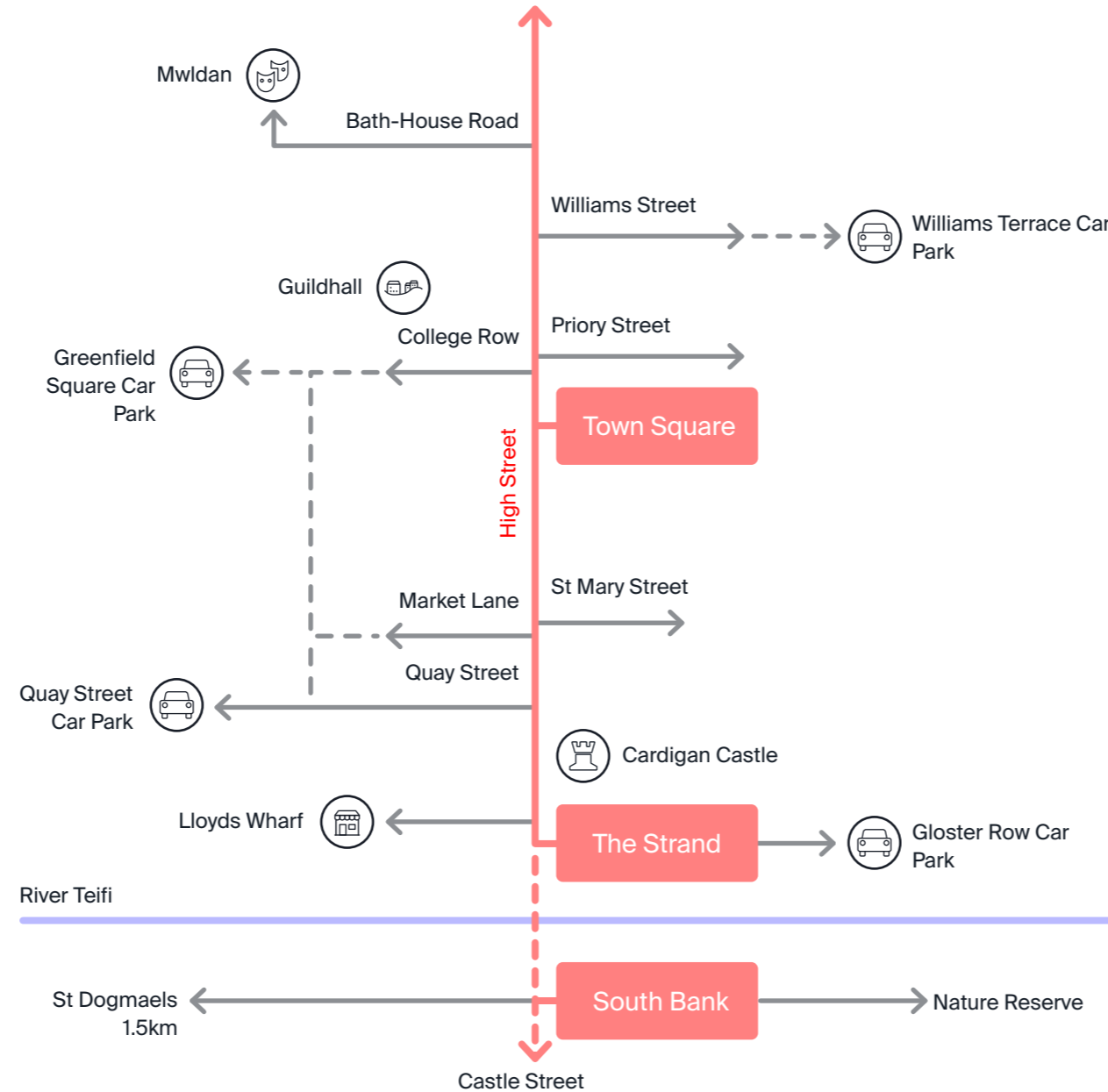
5.4.7 Funding and investment

Given that this is largely a foundational infrastructure development, the prospect pool of potential external funders will be limited. However, the high street improvements could appeal to Welsh Government Transforming Towns Placemaking Grants.

The project could also be considered as part of the UKSPF allocation in Ceredigion as part of Community and Place or Supporting Local Business investment priorities.

5.4.8 Sustainability and resilience

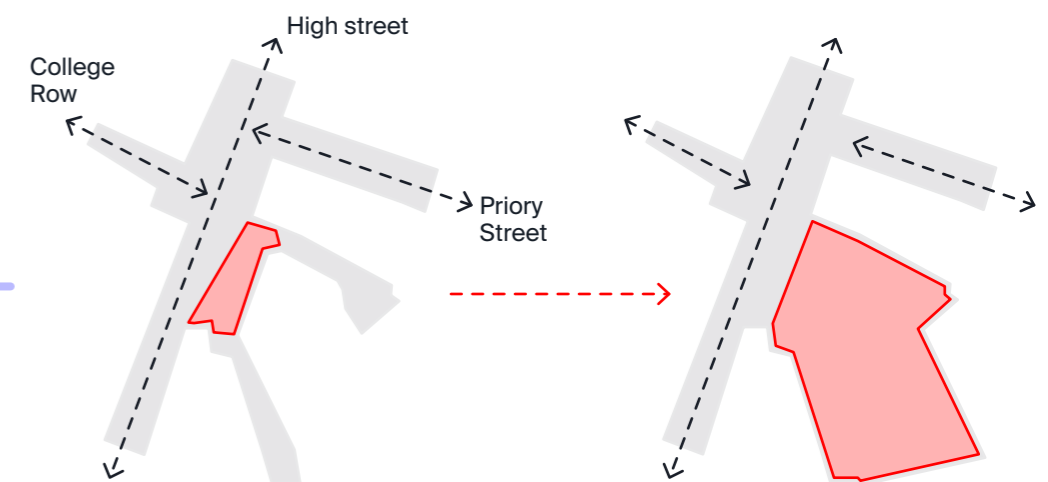
The establishment of pockets of civic space along the high street can be used as a mechanism to support local community groups and entrepreneurs through testing a variety of grassroots ideas.



High street connections



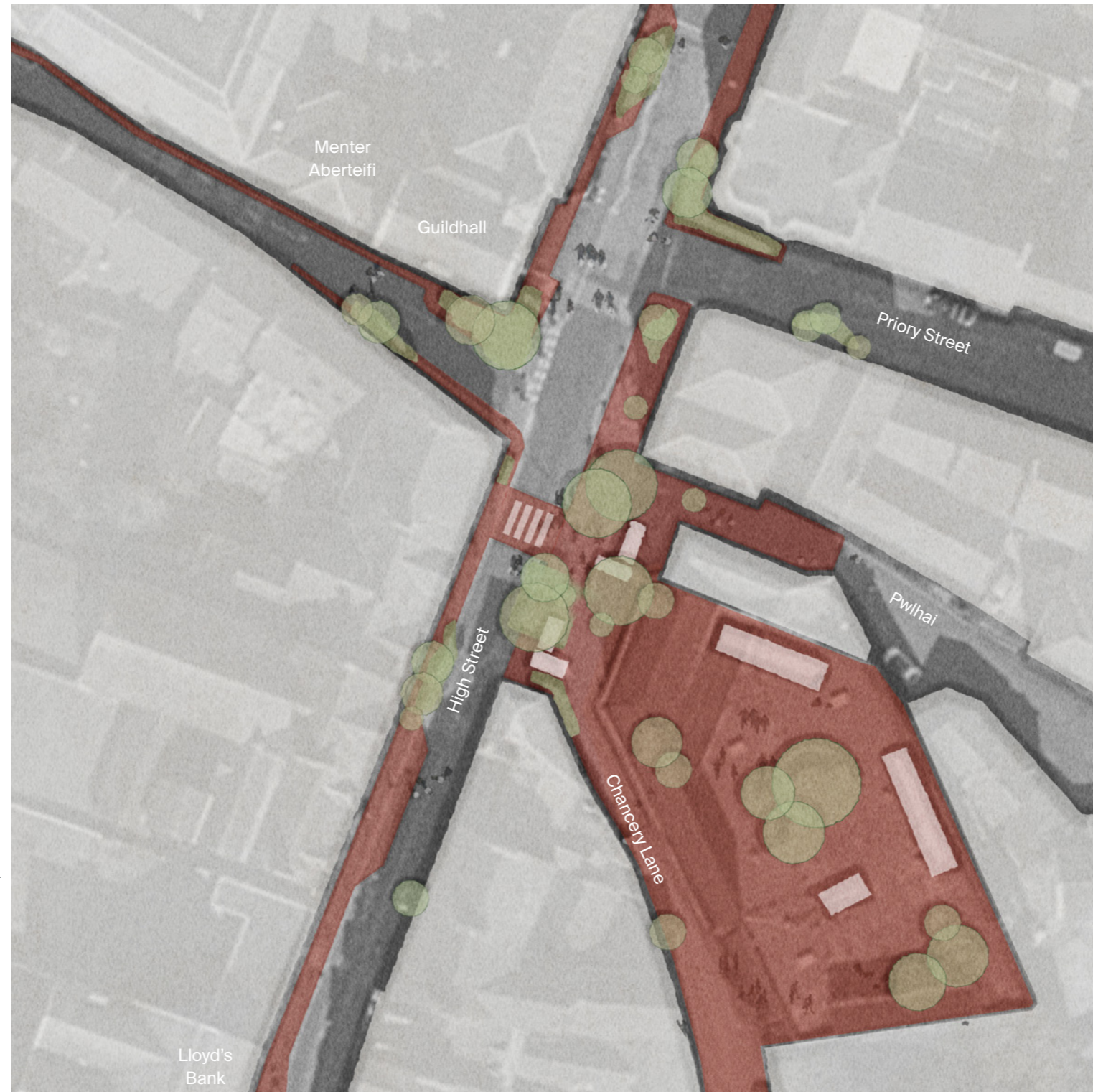
High street building use



Town square public realm

Regeneration Strategy

5. Key Projects



Improvements to the high street and establishment of a civic square

Establishing a civic square as part of a series of stepping stones along the high street, providing a space for outdoor events.

The visual explores options for pedestrian priority along the high street.



COLLEGE ROW

DRAGONS WINE BAR
BT Sport

LAST ENTRY TIME 130a.m.
18
QUIET ZONE

GASTAWAY

FISH & CHIPS BAR & CAFE



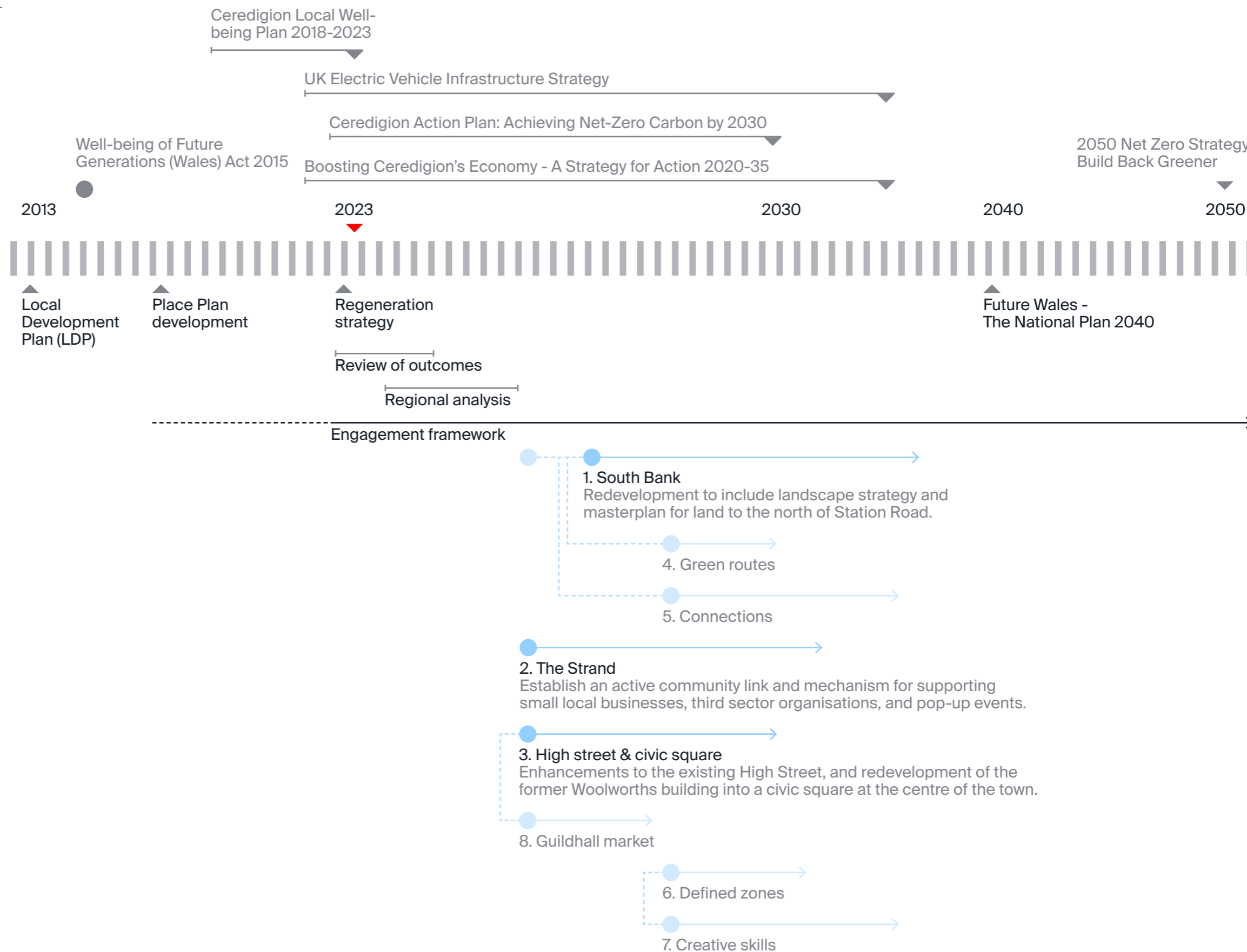
Regeneration Strategy

6. Outcomes

6.1 Timeline

We recognise that work which involves multiple stakeholders, communities, and consultants, takes significant time. The long-term process requires leadership and governance in order to drive forward, maintain momentum and coordinate project development. Targeted interventions and supporting projects require different timescales.

This regeneration strategy is the first step on a much longer journey, which should continue to be informed through meaningful engagement. The timeline presents opportunities to test ideas, temporarily adapt spaces to facilitate immediate needs and offers potential for incremental or open-ended development. It allows a democratic vision to emerge, either council or community-led, informed through successful and direct input from the end-users.



Regeneration Strategy

6. Outcomes

6.2 Recommendations

6.2.1 Key recommendations

Prioritisation & phasing

The strategy represents a long-term vision which is the sum of incremental parts. Targeted interventions and suggested projects now need to be presented back to community stakeholders in order to prioritise, select, and agree a core set of long-term commitments. We suggest this regeneration strategy is used as a toolkit for unlocking the potential in certain ideas which are aligned to the strategic outline case, potential funding available, as well as interest and commitment to move targeted interventions forward.

Regional analysis

Given the interconnected nature of Ceredigion's six main towns; Aberaeron, Aberystwyth, Cardigan, Lampeter, Llandysul and Tregaron, it is recommended that common themes are mapped across them all in order to develop a strategy for the region. Together with neighbouring border towns and settlements, regeneration strategies for main towns should not be viewed in isolation and need to be connected-up as part of a wider planning process and visioning exercise. This has the potential to align with other mechanisms for inter-regional growth, such as Growing Mid Wales and other initiatives, which address structural weaknesses hindering the potential for local residents and businesses.

High street

High streets and town centres are at the heart of the community, and without communities owning regeneration plans for the high street they will likely not succeed. Local authorities are well-placed to prioritise and lead on high street plans ensuring communities and businesses are fully involved. We recommend a targeted high street plan is developed which allows the community to honestly and openly assess their existing high street, discuss the current challenges, and where appropriate enable redevelopment for alternative uses to help create sustainable places.

Meaningful engagement

Arriving at a strategy alone takes time, and through this short piece of work, a set of informed proposals have been discussed and developed with targeted input from a range of stakeholders. We recommend committing to a long-term engagement strategy which would be seen as something that outlives this initial commission. Refer to the Engagement Framework suggested to take each of these targeted interventions forward.



River Mwldan

Opportunity to turn this area into a wetlands whilst employing flood mitigation techniques.

Regeneration Strategy

6. Outcomes

6.2.2 Supporting recommendations

Design feasibility

The future development of this regeneration strategy should be progressed in line with the RIBA Plan of Work, with clear milestones established throughout the feasibility stage of each individual project. The feasibility process should help assess the viability and layer detailed requirements into the project brief before the design process commences.

Young people

Demographic trends and statistics highlight the importance of giving young people a voice and opportunity to influence decisions affecting their local area. We recommend adopting forms of engagement which enable young people to be confident about influencing and shaping their local environment, utilising the skills and knowledge about the area they live in to inform the delivery of this regeneration strategy throughout the subsequent stages.

Partnership working

It is recognised that social capital is required in order to implement some of the transformational ideas presented within this strategy. Where possible projects should draw on a set of shared values and resources available to communities, key stakeholders, public bodies, and third sector organisations which would allow them to pool resources and work together efficiently and effectively for a common purpose. There is an opportunity to build on existing relationships with key institutions (universities, colleges, National Library of Wales, arts centres etc.) and establish private sector business across the county to strengthen the delivery of these plans.

Value

Where the county council places value may not be the same for a local community or group of local residents. Reviewing the social value and economic value of each project as it develops will assist in appraising the importance and significance of certain interventions to different stakeholders. Targeted interventions are not yet developed enough to utilise the National TOMs Wales framework to its fullest capacity. We recommend at a later feasibility stage using the proxy value to calculate the additional financial value created.

Transport

Connectivity is crucial to economic and future growth, and many of the outlined interventions rely on continued investment in highways, transport, and environmental services. Ceredigion also has a number of key strategic transport corridors upon which people and supply chains rely on across Wales. We recommend that this regeneration strategy is incorporated within the design of a longer-term accessible, sustainable and efficient county wide transport system set against 'Llwybr Newydd: the Wales transport strategy 2021.'

Energy

The region's environmental assets and expertise in low carbon technologies are key strengths and Mid Wales is well placed to produce green and renewable forms of energy. To develop the right business opportunities then water, energy, and waste infrastructure investments need to be recognised and carefully planned for. Clear, deliverable and ambitious sustainability outcomes should be established and included as part of each project taken forward from this strategy. As designs are developed, energy use and other modelling should be used to test and refine the concept, sustainability strategy and delivery of sustainability outcomes.

Environment

The county's unique landscape and wealth of outstanding natural assets are at the core of this regeneration strategy. It is acknowledged that the county is seeing increased flooding and powerful weather events; therefore, wherever possible interventions should support wider environmental enhancements, and NRW schemes to protect properties at risk from flooding and coastal erosion.

Phosphates

The River Teifi flows through large areas of Ceredigion, the river catchment area covers 44.6% of Ceredigion and includes Tregaron, Lampeter and Llandysul. New guidance on the damaging effects of phosphates to water ecosystems and species will significantly impact these local communities and how the targeted interventions outlined will develop. It is recommended that this regeneration strategy is reviewed and developed following the publication of the next LDP (period 2018-2033), which is currently on pause.

Skills

This regeneration strategy provides opportunities to support enterprise, business, and learning at a local and regional level. The ambition is to create places with high value employment opportunities which support local enterprises wherever possible. As people remain in work for longer there will need to be a range of opportunities to ensure individuals remain employable, highly qualified, and skilled. We recommend that the regeneration strategies for Ceredigion's six main towns; Aberaeron, Aberystwyth, Cardigan, Lampeter, Llandysul and Tregaron, are all reviewed with strategic education and business partners to incorporate and address any skills gaps in their delivery over the short, medium, and long term.

Ownership

Without people owning regeneration plans, they are not going to succeed, or be integrated into the community. The local authority is best placed to support delivery where possible, whether council or community-led depending on priorities. Coordinating a suite of phased targeted intervention, as outlined in this strategy, will require a custodian or designated local development officer to both champion and project manage in each instance. The role should be town specific as it will rely on local knowledge, continued community engagement, and a long-term commitment to addressing specific issues through collaboration with key partners and stakeholders.

Adopt forms of engagement which enable young people to be confident about influencing and shaping their locale.

Projects should draw on a set of shared values and resources to allow stakeholders to work together efficiently for a common purpose.

Regeneration Strategy

6. Outcomes

6.3 Engagement Framework

Having identified key projects, the following 'next steps' are recommended. Returning again to the cycle of asset-based engagement established on appreciative inquiry principles, will help identify key stakeholders and initiate a stakeholder steering group. These next steps include: envisaging a future for each key project with the stakeholder steering group and community; designing tangible short term and long term steps, and; delivering immediate actions in order to initiate longer term development.

Step 1: Discovery

Identify key stakeholders who are already known to have an interest in each key project and cast the net wider by inviting in other stakeholders whose resources, skills and interests can support the projects. Directly contact stakeholders and advertise publicly with the aim of initiating a steering group(s) composed of individuals and organisations whose diverse interests, resources and skills can support next steps.

Step 2: Dreaming

Hold a steering group workshop to share stakeholders' diverse interests, skills and resources and to imagine various possibilities for the future of each key project, including 'easy' and 'immediate' (1 year) actions, as well as 'harder' and 'long term' (10 and 100 years) ambitions.

Step 3: Design

Support the steering group in planning for a public event(s) in 2023 to immediately activate the site, with aims of demonstrating site potential, presenting initial ideas to a wider public audience, and inviting further ideas and involvement in next steps.

Step 4: Deliver

Deliver an activation of the site(s) for public engagement and feedback, using the event to collect evidence of interest, need and viability for future funding opportunities. Following the event, begin formal constitution of a stakeholder group committed to taking the project(s) forward into longer term development. This may include short term semi-permanent interventions (1-3 years) to continue to test and build evidence for larger scale and longer-term development proposals.



Engagement workshop

Local stakeholder engagement workshop, Nov 2022.



Regeneration Strategy

Cardigan Regeneration Strategy, 2023

Consultant Team

Architect & Design Team Lead: Rural Office
Funding & Investment: The Funding Centre
Cost Consultancy: Currie & Brown

The consultant team has been supported by staff across Ceredigion County Council, as well as a range of external experts and peer reviewers, who have engaged with the development and delivery of this plan.

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