

TRURO

A Connected River City



Truro Town
Investment
Plan

TRURU A'GAS DYNNERGH

“Trurra is a proud Cornish town with roots in prehistory and a good nose for the future. It’s a town of bridges – over rivers, tides, between professions and commerce, people and institutions, between the temporal and spiritual dimensions, and between cultures. Trurra is constantly evolving and is yet as constant in its community’s hearts as eels are in its rivers. This programme is an evolutionary route for a town faced with intense change. It bonds economic reality with environmental responsibility and social development. It reaches out and looks deeply inwards. As we speak, caught in the rip of pandemic, it’s young people for whom we must lay out opportunity and structure for the future. As the Mayor I commend the thinking, contributions and passion which has formed this Plan in such short order and with such generous intellectual endeavour. Truru bys vykken.”

Bert Biscoe, Mayor of Truro

FOREWORD

WELCOME TO TRURO

We are thinking BIG for the future of our great little city; developing plans which will help transform Truro into a confident capital, fit to lead Cornwall into a successful and prosperous future.

We want to protect and enhance what's special about Truro, its heritage, cultural identity, compact environment and strong sense of community, whilst working to become a leading destination which is more vibrant, better connected and greener.

This means building on our strengths to create a place where new and existing businesses can grow and flourish. A place for leisure, for healthy and active lifestyles and for fun. A place where different generations can live well, work productively and contribute to a strong and resilient place in balance with the environment.

It also means addressing our challenges. We need to rediscover our waterfront and make better use of our events spaces. We need to support our town centre offer and invest in housing, employment, transport and digital connections. Close to 17,000 people commute into our city to work every day – the second highest in percentage terms in the country – but most leave as soon as they finish.

We want Truro to be a place with a brilliant future. Achieving this requires a catalyst for change which can create jobs, turbocharge the economy, tackle social inequality, and attract new visitors.

Our Town Investment Plan provides this catalyst.

Working with partners, we have identified a programme of investment that will lead to a better-connected city, where trailblazing businesses, new social and cultural opportunities, and an active waterfront create a unique experience for residents and visitors. A flagship destination that celebrates Cornwall's rich culture, heritage and history, while, at the same time, turning Truro into a bold, confident capital city of the future.

With the support of Government and our residents we can forge a new path towards an exciting and prosperous future for all.

CAROLE THEOBALD

Chair Truro Towns Board

DR ALAN STANHOPE

Vice Chair Truro Towns Board



Members of Truro Towns Board and Robert Jenrick Secretary of State, Worth's Quay, Truro, September 2020

“The Towns Deal is a chance to futureproof Truro for generations to come. This is a once in a lifetime opportunity to plan ahead and achieve the unachievable. While we must respect and preserve our history and heritage, we can be excited about our future and the opportunities this will present us with. I want Truro to be the best possible place to live, work and grow up in. The Truro Town Deal will enable this to happen. It will unleash Truro's potential.”

Cherilyn Mackrory MP for Truro and Falmouth

OUR PROJECTS



Truro Harbour and Lemon Quay



Truro Community Hub



Green Transport



The Hive at Pydar



New Life for City Buildings



Boscawen Sport and Recreation Hub

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RAGLAVAR

Avel cita unnik Kernow, Truru a syns le unnik yn bewnans an Dhuketh.

Yma penncita Kernow desedhys war gemper an Dowrow Keynwynn hag Alan. Y fros an dowr yn-rag avel rann a Vorlynn an Garrek. Dhe'n dhyghowbarth dhe Aberfala, hag ena bys dhe'n mor. Ow ton gonisogeth, askor, gwriansow hag asnodhow Kernow dhe remenant an Bys.

Ow sevel war Kay Lighterage, ow kwari yn Park Boscawen po owth oberi yn Trenowydh es yw omglewes junys dhe neppyth brassa gans lesk an mortid. Henn yw prag yth hevel mar wiw bos thema Towl Kevarghow Truru 'junyadewder'. Tus a Druru re beu junys pupprys. Junys dhe wonisogeth; Junys dhe genwerth; Junys dhe dybyansow.

Mes, avel an kres a dhaskwerthans, governans leel ha yeghes Kernow, Truro re devis yn uskis ha, kepar ha lies cita, a dreylyas dhe-ves a'n dowr. An towl kevarghow ma a vynn ewnhe henna dre vyrla an dowr ha gorra yn le an isframweyth yw res rag nessa rann an viaj a'n cita.

Heb mar, an viaj a dhalleth gans hwytha bewnans nowydh a-ji dhe skochfordhow ha dreheviansow, mes ev a byrl ynwedh an termyn a dheu. An dowlen Dastineythi Peddra a vynn tenna negysyow nowydh y'n Diwysyansow Bysyel hag Awenek ha towlen garyans sostenadow 'An Wyden' a vynn removya tus a-dro dhe'n cita. An pons profyes war Gay Lighterage a wra junya kres an cita gans komodytys termyn syger orth Park Boscawen, ha'n voth a genwerth orth Trenowydh. Govenek a'm beus y vos kyns pell furv fisegel a junyadewder.

An towl ma a wolowboynt ynwedh an nerth a Wonisogeth dhe herdhya an displegyans a gres an cita, ha dasaffirma omrians Truru dhe wonisogeth hag ertach, rag tus Truro ha trigoryon Kernow kekeffrys, mes ynwedh rag an niverow ughel a vysytoryon a wolkommyn dhe Gernow pub bledhen. An Hel rag Kernow, Gwithti Riel Kernow ha Studhleow an Popti Koth a brovi dhe'n cita semblant a'y istori ha gonisogeth, mes keffrys y tennons kansow a vilyow a dus a vynn previ an gwella a dhidhan hag ertach.

Res yw dhyn kemeres tus genen war an viaj ma, na marnas trigoryon ha negysyow an cita, mes ynwedh an milyow a dheu dhe Druru pub dydh. Dhe oberi, dhe wari, dhe dhyski. Mar kwren ni hemma nys eus acheson ma na vydh Truro, erbynn 2030, 'Cita Avon Junys' gwiw a vos Penncita Kernow hag ow kowlwul hy galadow avel penncita erbysek, kowethasek, kerghynedhel ha gonisogethel arnowydh rag trigoryon Truru ha kemeneth ledanna Kernow.

JULIAN GERMAN

Ledyer Konsel Kernow

INTRODUCTION

As Cornwall's only City, Truro holds a unique position in the life of the Duchy.

The Cornish capital is located on the confluence of the Kenwyn and Allen Rivers. The water flows onwards as part of the Carrick Roads. Southwards to Falmouth, and then on to the sea. Carrying Cornish culture, produce, manufacturing and resources to the rest of the World.

Standing on Lighterage Quay, playing in Boscawen Park, or working in Newham it is easy to feel connected to something bigger by the rise and fall of the tides. That is why it seems so appropriate that the theme of the Truro Investment Plan is 'connectivity'. Truronians have always been connected. Connected to culture; Connected to commerce; Connected to ideas.

But, as the centre of Cornish retail, local government and health, Truro has grown quickly and, like many cities, turned away from the water. This investment plan seeks to put that right by embracing the water and putting in place the infrastructure required for the next part of the cities journey.

Of course, the journey starts with breathing new life in to historic opes and buildings, but it also embraces the future. The Pydar Regeneration scheme will bring new businesses in the Digital and Creative Industries and 'The Loops' sustainable transport scheme will move people around the city. The proposed bridge on Lighterage Quay will connect the city centre with leisure facilities at Boscawen Park and the hub of commerce at Newham. I hope it will soon become a physical embodiment of connectivity.

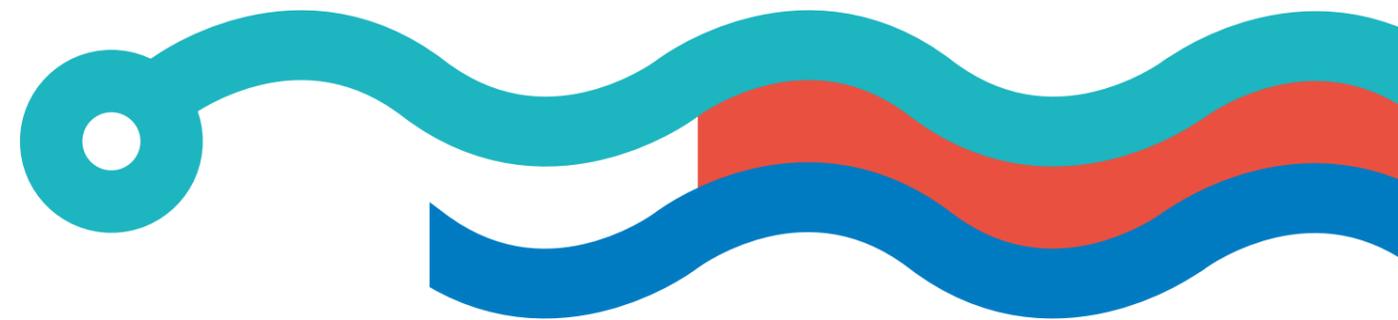
This plan also highlights the power of culture to drive the development of the city centre and reaffirms Truro's commitment to culture and heritage, both for Truronians and the residents of Cornwall, but also for the large number of visitors we welcome to Cornwall every year. The Hall for Cornwall, Royal Cornwall Museum and Old Bakery Studios provide the city with an expression of its history and culture, but they also attract hundreds of thousands of people who want to experience the best in entertainment and heritage.

We need to take people with us on this journey, not just the residents and businesses of the city but the thousands who come to Truro each day. To work, to play, to learn. If we do this, then by 2030, Truro will be a 'Connected River City' worthy of being Cornwall's Capital and fulfilling its potential as a modern economic, social, environmental and cultural capital for Truro residents and the wider Cornwall community.

Julian German

JULIAN GERMAN

Leader of Cornwall Council



INTRODUCING TRURO, CORNWALL'S RIVER CITY

Granted City status in 1876, Truro is Cornwall's only city, situated on an estuary, compact, surrounded by farmland and mid-way between the North and South Cornwall coasts, 30 miles from Land's End and around 4.5 hours by GWR from London Paddington.



PHOTO: ANTHONY GREENWOOD

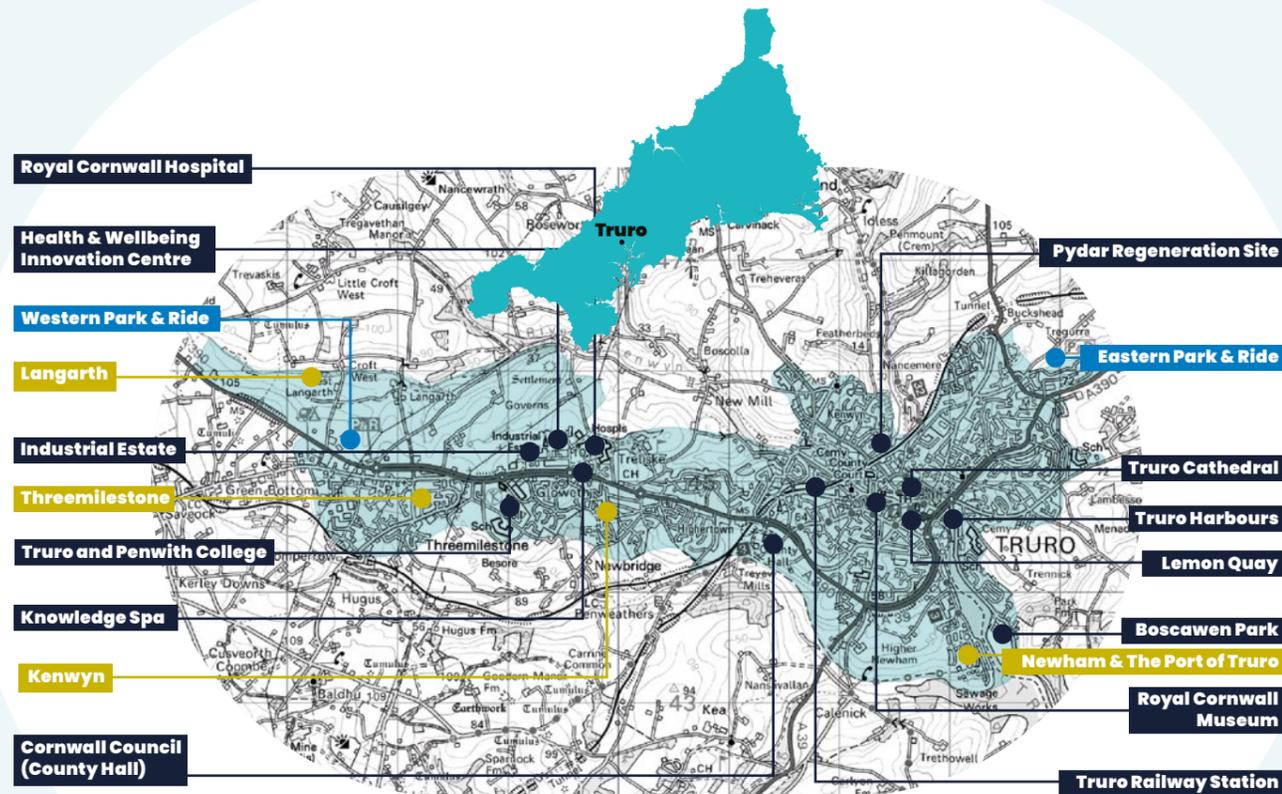
It's a unique place located at the confluence of three rivers; the Allen, the Kenwyn and the Glasteinan. It is believed that the name Truro comes from the Cornish word Tri-veru meaning three rivers.

Truro has ancient buildings, cobbled streets and narrow opes (alleyways between buildings) with a range of stunning architecture featuring Gothic and Georgian styles and a neo-Gothic Victorian cathedral.

Truro is the civic, retail and health centre for Cornwall providing employment for 30,000 people; mainly from the public sector with Cornwall Council's headquarters situated on the edge of Truro. Three miles to the West of Truro lies Royal Cornwall Hospital, Knowledge Spa, Health and Wellbeing Centre and Truro and Penwith College.

Walking distance from the city centre, is Newham – the Port of Truro, an area comprising office and industrial development with over 130 businesses, voluntary organisations and utility companies employing over 1,000 people alongside the Port of Truro.

Altogether, there are 1,600 private sector businesses in Truro, many within the retail and professional services sector.



Truro Towns Fund area and boundary

OUR PAST – WHERE WE HAVE COME FROM

Truro has always been a meeting place. Its natural assets, particularly the water, and its geographical location have made it a port, a socio-economic and trading hub in Cornwall, an administrative capital, and a centre for skills and education. In the past, Truro even sustained itself with power generated sustainably by its rivers – the mills and the leats are evidence of this.

Using its waterfronts and quays, it has forged connections, explored, traded, evangelised and administered throughout the ages.

Whilst there is evidence of settlements in Truro which date back to the bronze age, the city's growth and prosperity came through the tin and copper trade. From the early 13th Century onwards, tin production in Cornwall increased dramatically, with a large proportion of this being exported from the surrounding mining towns through the port. The period from 1730 to 1850 would prove to be a golden age for commerce and industry in Truro with as many as sixty cargo ships using Newham as their home port. The silting up of the Truro River led to the decline in sea trade after the Second World War.

With the growth of the Port, Truro was established as one of Cornwall's most important 'stannary' market towns and a commercial and administrative hub for surrounding settlements. All of this has contributed to Truro's cultural identity, character and heritage, which are still distinctive today.

With appropriate investment, Truro will fulfil its future potential in areas that allowed it to be ambitious in the past – its port and as a centre for commerce – and will once again deliver our city a more prosperous, connected and confident future.

OUR PEOPLE



Truro has a strong community spirit with residents proud to be Truronians; whether they were born in Truro or relocated here, they have a loyal allegiance to Truro. This spirit has led to local people, business owners and statutory authorities all working together in partnership to solve issues and seize opportunities.

There are two Business Improvement Districts (BIDs) in Truro; one covering the city centre and a second one at Newham. Both are well established representing the interests of businesses. Between the two BIDs they regularly engage with over 600 businesses. They have been successfully renewed following the majority of businesses voting through a ballot to invest in the city centre by contributing a levy towards the BID to deliver a range of improvements.

There is good evidence of strong partnership working with Truro City Council, Cornwall Council and Devon and Cornwall Police along with other stakeholder groups who work collaboratively to make Truro the best it can be.

Numerous community groups work together to make Truro a great place to live and their activities range from organizing events, planting schemes and city clean ups.

Truronians take pride in living in a Cornish city and promote Truro's interests to enhance its prosperity.

“With Truro Cathedral being a focal point for visitors, we are delighted to support this opportunity for investment to unlock a number of ambitious projects that will positively change both the wellbeing and wealth of our city.”

Roger Bush, Dean of Truro Cathedral

EXISTING INVESTMENT

Impressive projects are currently underway which will be complemented by our Town Deal.

The Hall for Cornwall, situated on Lemon Quay, is Cornwall's only large-scale theatre and is currently undergoing a £26 million refurbishment and expansion. Once completed, it will bring over £35m to the Cornish economy and create 165 jobs. Lemon Quay is the location for one of our Towns Fund Projects.

Pydar, a new exciting, inclusive and sustainable urban neighbourhood, providing 320 homes, 400 student bed spaces and 21,000 sq m of employment space including leisure, office, hotel, community, small retail, education/innovation and food including enhanced public realm and improved biodiversity. The scheme also includes The Hive, part of our Towns Fund Projects.

Langarth Garden Village will provide mixed live/workspace for 10,000 people, planned on the West of the City. Our green transport project will connect Langarth with the centre of Truro through green cycle routes and footpaths and, importantly, through a bridge across the river which will provide an economic catalyst.

Stadium for Cornwall – a stunning new home for Truro Football Club, the Cornish Pirates, Truro & Penwith College – creating new jobs and opportunities for sport, business and entertainment in a venue capable of hosting thousands. The Stadium will raise the bar for sport across Cornwall; aspirations to achieve premierships for rugby will secure national visibility for this sector. Our green transport project will connect the Stadium with the centre of Truro through green cycle routes and footpaths.



Pydar Regeneration project



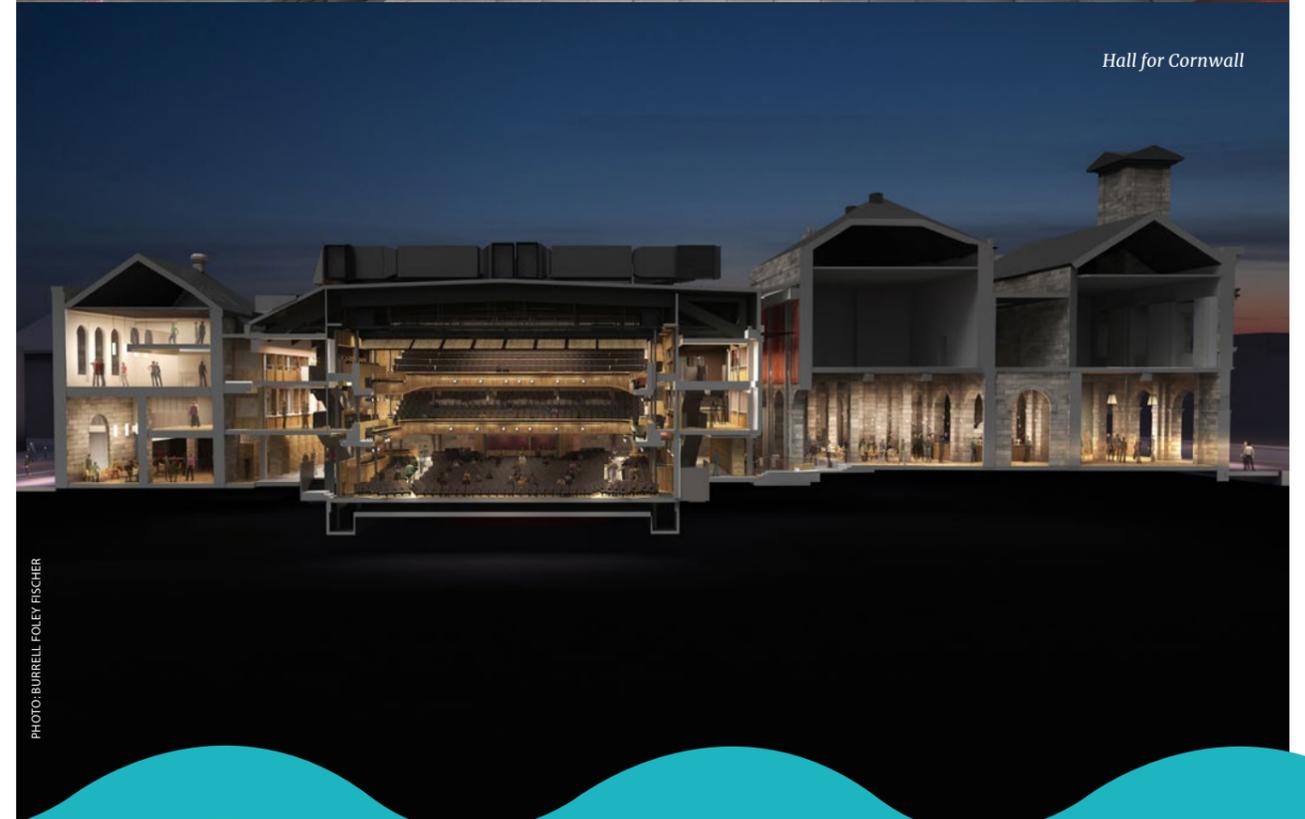
Stadium for Cornwall

“Truro is blessed with buildings of great style and substance at ground level but also higher levels. When did you last look up? All too often the upper parts are not utilised. This is a great opportunity to repurpose these charismatic spaces and in doing so add to the vitality of the city centre.”

Giles Horne, Commercial property agent



Langarth Garden Village



Hall for Cornwall

PHOTO: BURRELL FOLEY FISCHER



OUR FUTURE

Delivering our vision of creating a flourishing Connected River City, at the heart of Cornwall, means overcoming the challenges which have been holding us back.

These include finding new ways of supporting businesses in our city centre, increasing footfall, and creating new employment opportunities. We need people to live in the city centre, providing homes which meet the needs and budgets of all groups.

Creating new walking and cycling routes to, and around, the city and surrounding areas, and encouraging the use of public transport, will help reduce traffic congestion at peak times; making better use of our waterfront and open spaces will provide entertainment, activities and attractions for everyone to enjoy.

By connecting Truro physically, socially and digitally, celebrating our cultural assets and building on the impressive investment already underway through the Hall for Cornwall, Pydar Regeneration Project, Langarth Garden Village and Stadium projects, we can work together to build on Truro's unique character and create an exciting blueprint for our future.

Developed in partnership with the local community and stakeholders from the public, private and third sectors, our ambitious Truro Investment Plan focuses on six key projects which, together, will support the growth of a vibrant local community and Cornwall's wider economy.



Truro Harbour and Lemon Quay

reinvigorating our neglected waterfront and community spaces to create vibrant, attractive, weather-proof and green event spaces to transform Truro into a landmark destination.



Truro Community Hub

providing a new community space where all residents are welcome to meet, learn new skills, access support, volunteer, gain work experience, meet employers, enjoy leisure and cultural activities and feel part of our evolving city.



Green Transport

creating sustainable transport solutions via new paths, cycle routes and a bridge to connect the city, enabling commuting, healthy and active lifestyles and contributing towards clean growth. The proposed bridge will be a catalyst to economic, social and environmental transformation.



The Hive at Pydar

a digitally focused and entrepreneurial new innovative learning and living environment that will help create jobs in high-growth, high-value business that will benefit Cornwall's wider economy. The Hive at Pydar will bring together education, research, innovation, business, entertainment and community facilities in a unique environment, and will become a hub for the creative industries, creating jobs and wealth, while ensuring top talent stays in Cornwall.



New Life for City Buildings

repurposing vacant buildings for commercial and residential use breathing new life into the city centre and enhancing our heritage brand and assets to support Truro's economy.



Boscawen Sport and Recreation Hub

creating a leisure attraction with indoor climbing wall, water-based activities, sports facilities and performance areas.

“With Truro and the surrounding areas growing at an exponential rate, it's important to have the amenities and infrastructure to support that.”

Kirsty Richards, Lemon Street Lettings

OUR ASK

The Towns Fund will provide the catalyst to transform Truro and drive our city's significance and prosperity into the future.



We are seeking
£25m
to deliver this exciting new future for our city

Total project cost
£81.5m
of which **£56.5m** will be match funding

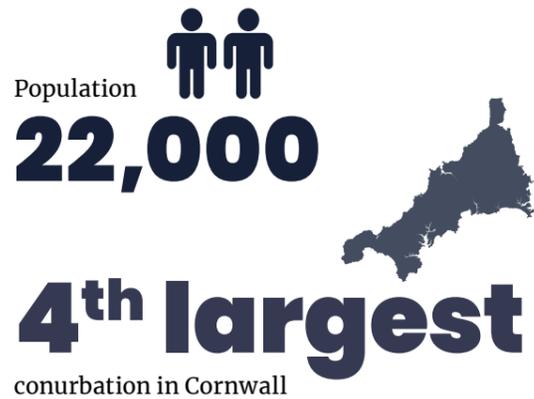
Overall benefit cost ratio of
34.8

Our initial Benefit Cost Ratio (BCR) assessments of the overall TIP impact based on indicative project values is calculated to be 34.8. Detailed project level BCRs will be developed as part of the next phase.

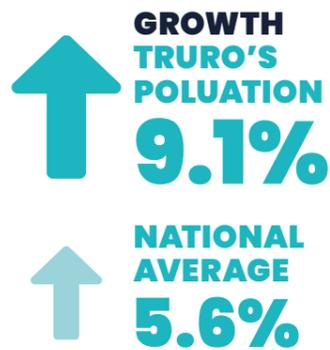
We will be performing an in-depth review of social and environmental outcomes that embed sustainability and leave a lasting local legacy. We value the potential these projects can offer in terms of environmental impacts, skills, business support, inclusion, supply chain impacts, wage growth and additionality.

UNDERSTANDING TRURO

DEMOGRAPHICS



(Source: Inner Circle Consulting –Truro Socio-Economic Baseline)



Significant reduction aged 25-44 (2011 to 2018). This indicates a challenge of attracting young people to stay or relocate to Truro

(Source: Town Data Dashboard)



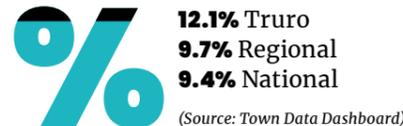
Need to provide opportunities for the younger demographic and families to ensure that skills are retained, businesses locate and stay, and a vibrant community life is maintained.

HIGH STREET RETAIL

PRIMARY RETAIL CENTRE FOR CORNWALL

280 independent and national retailers

HIGH RELIANCE ON RETAIL JOBS



RETAIL CLOSURES

“After 30 years of trading in the city, we are no longer able to trade profitably at our store in Truro town centre” – National retailer

Impact of COVID-19 accelerated closure of retail businesses. Only small proportion of these units are being re-let to new businesses.

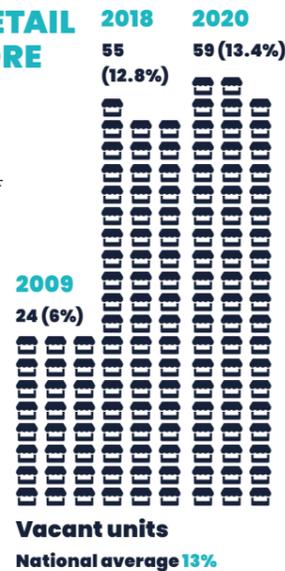
Retail is declining on Truro's periphery streets indicating that the retail core may contract and that empty units could become other commercial or residential opportunities.

(source: Truro Business Improvement District)

DIMINISHING RETAIL ECONOMY BEFORE COVID-19

Report finds “Whilst the proportion of vacancies at a national level has also increased over the 2009-2019 period, the rate of increase in Truro city centre has experienced a much larger increase.”

Truro retail impact assessment report, Avison Young 2020.



FUTURE FOR RETAIL

“We need to see more initiative to creating new living and working space above, behind and within the high street. The more people living and working in a town centre will lead to more footfall and ultimately customers for the high street business. The future for retail includes finding alternative uses.”

(Source: Vickery Holman South West Property Consultants)



ON LEMON STREET: popular shopping destination
November 2017 to 30 November 2020

(Source: Springboard - customer activity data and intelligence)



Need to create vibrant city centres as these are the hearts of the community. As retail demand continues to decline, landlords and retail tenants need to work together to identify potential alternative uses such as commerce and homes.

PRODUCTIVITY AND EMPLOYMENT

LARGEST EMPLOYER AND RETAIL CENTRE IN CORNWALL



30,000 – 17,000 commuting into Truro every day

(Source: Inner Circle Consulting –Truro Socio-Economic Baseline)

ECONOMIC PRODUCTIVITY

£1.2B

GVA TO CORNWALL'S £9.5B ANNUALLY

EMPLOYMENT SECTORS

- Health and Social work (20.5%)
- Wholesale and Retail (15.7%)
- Public service (13.1%),
- Administrative/Support services (11.5%)
- Education (6.9%)

Source: Inner Circle Consulting –Truro Socio-Economic Baseline

TRURO IDENTIFIED AS 'TECH HOTSPOT'

DIGITAL TECH TURNOVER UP BY 153% IN 2017



Increasing demand for flexible workspace to accommodate fast growing digital and Creative Industries.

(Source: Tech Nations Survey 2018)

Tech Nations Survey 2018 of UK digital economy confirmed Truro area has a fast-growing tech cluster (3rd fastest tech sector cluster). 153% turnover growth recorded in 2017.

“A rural location has traditionally been seen as a weakness. Cornwall is dissolving that urban myth, driven by superfast connectivity, a pipeline for delivering tech skills and a strong collaborative community.”

(Tech City; Nesta, 2016)

Further acceleration expected with the arrival of Falmouth University (a specialist Creative Industries and Entrepreneurship University) The Hive, Pydar Development and the reopening of the Hall for Cornwall with its bespoke workspace.

Plus evidence of increasing ‘scaling up’ of our SME base, partly driven by the success of large Innovation Centres in both Truro and nearby Falmouth.

BUSINESS TYPE

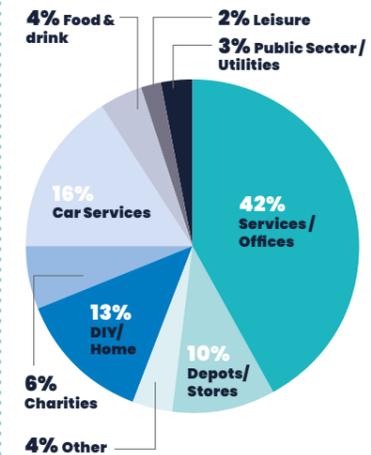
1,600 MICROBUSINESSES with fewer than 10 employees

23% SMALL TO MEDIUM SIZED BUSINESSES compared to Cornwall's average of 16%. Stable business unit base with opportunity to encourage the growth of small businesses towards medium size.

BUSINESS TYPE % BY NUMBER OF BUSINESSES

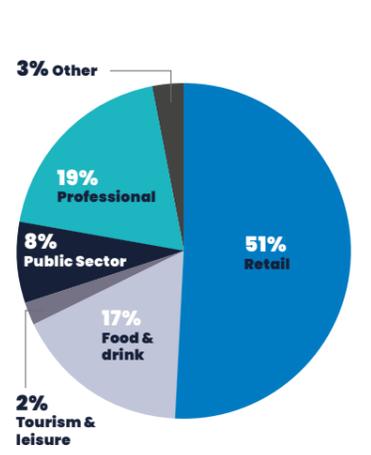
Newham & Port of Truro

(Source: Newham BID)



Truro City Centre

(Source: Truro BID)



Need to connect the steady stream of skilled talent, entrepreneurial start-ups and relocators with workspace offering a unique quality of life, super-fast broadband and a capital city experience.

TRANSPORT INFRASTRUCTURE

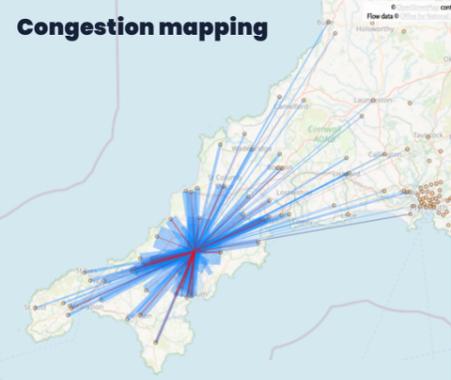
MODERATE TO HIGH TRAFFIC CONGESTION



75% of workers (17,000 people) travelling into Truro from outlying areas to access work. At peak times and during the tourist season, Truro suffers from moderate to high traffic congestion.

(Source: DataShine: Commute)

Congestion mapping



CYCLE NETWORK

“We, the businesses, organisations, schools and colleges in and around Truro want our city to be a vibrant place to live, work, study, meet and do business.”

Truro Cycling Charter



ACTIVE TRAVEL

19.2%

of employees within Truro use active travel links to access work compared with **11.4% regionally** and just **8.9% nationally** demonstrating demand and a need to improve these.

12%

of the trips in Truro are now walking.



24.3%

Truro households with no access to a car is **24.3%** compared with **18.9%** regionally indicating the demand for sustainable transport links such as walking or cycling links.

30%

increase in cycling as a result of investment infrastructure on the A390 corridor.

(Source: Town Data Dashboard).

TOP 2 PRIORITIES

- 1** Cleaner society – less pollution
- 2** Reduction in traffic and encouraging public transport / cycling / walking

“The Cornwall We Want” Consultation 2020 exercises show a large demand for more investment in cycling

SURGE IN CYCLING DURING LOCKDOWN

Sample survey of 500 residents revealed that people wanted ‘...reduced traffic with more cycling and walking...’

(Source: Cornwall Council)

“Busiest period for bike sales and repairs in their 50-year history”

Clive Mitchell Cycles, Truro



Improve air quality, enhance health and wellbeing and improve the experience of living in the city by creating a modal shift away from cars and on to walking and cycling.

ARTS & CULTURE



Cornwall is home to more accredited museums than any other region. Via audience databases, cultural organisations are in regular contact with 50% of all households in Cornwall

Collective youth programmes within Truro reach over

30,000

young people each year

800,000

visits pa

to The Hall for Cornwall, Truro Cathedral and Royal Cornwall Museum



Four in five respondents (79%) expressed concern that museums and galleries may not survive the coronavirus lockdown.

(Source: Cornwall Museums Partnership Public Attitudes Survey 2020)

SKILLS

54%

Truro is strong in its skills offer with a higher proportion (54%) of level 3 and 4 qualifications than Cornwall as a whole (37%)

(Source: Inner Circle Consulting –Truro Socio-Economic Baseline)

Truro’s Further and Higher Education provider is one of the best colleges nationally, rated Outstanding by Ofsted, classified TEF Gold and regularly features at the top of national performance tables not just for achievement but also on how learners from all groups make progress regardless of their starting points.



Truro College is also Cornwall’s only representative in the new South West Institute of Technology partnership and will shortly open a new Centre for Engineering and Robotics in Truro. To deliver all these initiatives Truro College works closely with local businesses and employers with their apprenticeship offer having some of the highest national success rates.



Opportunities to enhance the existing offer and widen its impact.

TOURISM



Whilst Truro has the potential to attract more tourists, without significant interventions its projected growth compared with other Cornish destinations is only marginal.

(Source: Visit Cornwall projections)

Offer a rejuvenated and picturesque destination attraction that’s on everyone’s itinerary when visiting Cornwall!



Truro identified as ‘tech hotspot’

(Source: Tech Nations Survey 2018)

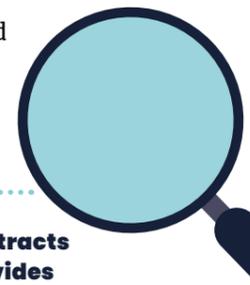
Increasing demand for **flexible workspace** to accommodate fast growing digital and Creative Industries



The Royal Cornwall Museum holds **450,000** objects

in its collection. Identified as untapped value and potential as a contemporary heritage asset.

(Source: Cornwall Museums Partnership Public Attitudes Survey 2020)



Culture and vibrancy attracts people into the city, provides important employment, skills and social functions.

OUR STRENGTHS, CHALLENGES & OPPORTUNITIES



HIGH RETAIL EXPOSURE

STRENGTHS

Retail Hub

The key retail centre, with its characterful ambience and, mix of independent and national retailers – a real USP for Cornwall. Truro is not a clone of other towns or cities

CHALLENGES

Issue 1: High Street turmoil

Threatened by competition from out-of-town shopping sites, internet sales, costs of rates and rent and the recent but ongoing pandemic

Issue 2: Decreasing footfall

Data shows that footfall has decreased over time and compounded by increasing vacant premises during 2020

OPPORTUNITIES

- 👍 Repurpose empty units for alternative commercial use and creating residential live/workspaces
- 👍 Provide new reasons to visit Truro driving footfall into the city to enable smaller retail premises to prosper and new businesses to be established future proofed for a post COVID city lifestyle



CORNWALL'S CAPITAL CITY

STRENGTHS

Cornwall's Only City

A strong place to position itself more prominently as Cornwall's capital city. Truro has the infrastructure and creative potential to become a cultural capital

CHALLENGES

Issue 4: Not behaving like a city should

Lack of intensity of activity or the profile that might be expected of a city or County capital; it does not behave like a city should or offer a city experience. As Truro's residential population increases, resolving this becomes more important.

Issue 5: Lack of appeal as a destination with a USP

Through underplaying historical and aesthetic assets, Truro lacks focus and its current key USP – retail is declining



PRODUCTIVITY AND EMPLOYMENT

STRENGTHS

Employment and Administrative Centre

Provides employment opportunities for 30,000 people and contributes £1.2b GVA to Cornwall's £9.5b pa. Truro is the civic, retail and health centre for Cornwall with headquarters for public, private and voluntary sector organisations

CHALLENGES

Issue 3: Commuters leave Truro after 5pm to detriment of evening economy

OPPORTUNITIES

- 👍 Provide more opportunities for people to live and work in the city
- 👍 Opportunity to bring health and wellbeing goals further into the city's night-time economy plans
- 👍 Consider repurposing squares, greens and parks as outdoor seating to be used by hospitality businesses
- 👍 Tap into existing investment and new cultural opportunities for art, light and sculpture trails to entice customers back on to the high street and increase the likelihood of spending locally

OPPORTUNITIES

- 👍 Provide a reason to visit and explore to help drive footfall and visitor spend
- 👍 Increase indoor and outdoor recreational opportunities
- 👍 Provide the infrastructure to enable a greater diversity of activities and events which appeal to affluent middle aged and young people including a vibrant night-time economy.
- 👍 Enable The Hive at Pydar



TRANSPORT INFRASTRUCTURE

STRENGTHS

Transport hub central to Cornwall

Well-connected via roads with key spinal routes, mainline railway station and bus station. Demand for Active Travel from local people evidenced by recent surveys

CHALLENGES

Issue 6: Key roads become congested at peak times

As the main employment centre attracting 17,000 commuters daily, roads around Truro become congested at peak times adding to pollution

Issue 7: Poor cycle and footpath connectivity into city

Despite demand as an Active Transport area, connections via cycle/foot are poor and disjointed. Roads around city separate the river from Lemon Quay and access via water is limited. Population expansion when housing is built to the west of Truro will create more demand on infrastructure

OPPORTUNITIES

- 👍 Create greener and more sustainable ways of travel to and within the city supporting clean growth
- 👍 Connect the river to the city



ENVIRONMENT – NATURAL AND BUILT

STRENGTHS

Attractive built and natural environment

Built

Compact environment, medieval core largely intact, stunning architecture, cobbled streets including opes; Lemon Street and Walsingham Place has some of the best-preserved Georgian architecture, West of Bath. Neo-Gothic Victorian cathedral, large conservation area – 280 listed buildings

Natural

River City with a port responsible historically for Truro's growth and status. Natural environment, rich with wild areas such as Daubaz Moors. Formal recreational areas of Boscawen Park, Hendra Park and Victoria Gardens with modern play areas and riverside walks. Truro's horticultural excellence has been recognized through awards such as Britain in Bloom



HOUSING

STRENGTHS

Sought after area

Demand for living in Truro currently from an older demographic

Space above city centre shops exists for conversion to residential

CHALLENGES

Issue 8: Paucity of housing in the city at affordable prices

House prices and rents are higher than in other Cornish towns and disproportionate to local Truro salaries discouraging property ownership particularly amongst young people

Despite 'space above the shop', Truro lacks residential housing in the heart of the city that could support the local economy and revive night-time economy

OPPORTUNITIES

- 👍 Create more housing in the city in periphery areas no longer used for retail or above shops and in the longer term, 300 homes at Pydar (pledge to include 35% affordable housing and a variety of tenures)

CHALLENGES

Issue 9: Turning our back on our water

Poor use of its natural assets; key asset, the Port disconnected to the city centre and not utilised as a leisure asset. Tidal river is silted up with a navigable channel at Town Quay only at high tide

Issue 10: Poorly designed events space

Lemon Quay or 'The Piazza', Truro's key and largest outdoor events space is poorly designed, lacks focus, wind-swept with poor public realm and devoid of any greenspace or trees. Sheltered space is hard to find either on Lemon Quay or elsewhere in the city. Historically, Lemon Quay would have been a 'market-place' for intense social activity close to the water

OPPORTUNITIES

- 👍 Reconnect with the water to realise economic, environmental and social opportunities and positioning Truro as a River City
- 👍 Create green vibrant events spaces enabling a wide programme of events to take place under cover and to encourage 'café culture'

LEISURE, COMMUNITY, RECREATION AND EDUCATION

STRENGTHS

Strong sense of community pride

Pride in city living culture, with residents contributing voluntarily to activities and ambience e.g. Christmas in Truro is unrivalled with spectacular lighting displays and City of Lights events parade benefitting businesses and drawing in thousands of people

Recreational facilities

Truro's Skate Park provides an outdoor facility for younger people with Truro Bowling Centre a weather-proof alternative and parks for recreation

Education

Highly successful skills offer from Truro College and a city centre business hub

CHALLENGES

Issue 11: Poor recreational facilities particularly for young people in city

Compared with Newquay and Falmouth, Truro is seen as a place for older people and not for children and young people. Main sports facilities are at Threemilestone, 3 miles west having limited economic benefit to the city centre

Issue 12: Skills gaps exist and tech opportunities are not being grasped

18% of Truro's population have no qualifications. The pandemic has demonstrated gaps in health and social care skills and 22% of Cornwall's construction workforce are over 50

Issue 13: No community focal point – Hub

Despite a relentless community spirit, there isn't a central venue where local people can get together to strengthen links, share stories, work collaboratively, learn new skills and have their say in how their city is shaped. Overall, Truro lacks indoor event space for gatherings and there is no comparative 'village hall' space for a city of 20,000 people

OPPORTUNITIES

- 👍 Improve leisure and recreational facilities for all
- 👍 Enable city residents to share in the city's prosperity and connect those who may feel disadvantaged or those who feel disengaged to a wider network of support
- 👍 Provide a facility for hosting training in a supportive environment enabling local people to gain new skills and qualifications as well as engaging people in new apprenticeship opportunities
- 👍 Enable The Hive at Pydar, destined to become a student hub developing skills for a future economy including film, television, games and animation

ARTS & CULTURE

STRENGTHS

Cultural assets and anchor institutions

Cultural anchor institutions include The Hall for Cornwall who have secured £26 million to transform the facility, Royal Cornwall Museum and Art Gallery, Truro Cathedral and art deco Plaza cinema. Collectively, they receive circa 1m visitors a year

The Old Bakery Studios hosts live music, comedy and other events. Parks also host events such as Truro Day and within the city centre, an annual Food Festival and City of Lights lantern parade (attracts over 30,000 people to the city)

CHALLENGES

Issue 14: Cultural assets are hidden, not celebrated and could be strengthened

Truro's cultural assets are hidden and not profiled as well as they could be; the city is missing an opportunity to build a heritage 'brand' and digital programme for the city to improve the destination offer

Issue 15: Events in Truro are limited and not coordinated

Most notable ones take place within a small window around Christmas. Lack of indoor/weatherproof venues. Lack of coordinated events programme

OPPORTUNITIES

- 👍 Restore, enhance and reconnect Truro's hidden assets to provide more reasons to visit Truro increasing footfall
- 👍 Upgrade infrastructure on Lemon Quay, Boscawen Park and via Truro Community Hub to provide indoor and outdoor opportunities to host regular events enabling a planned annual events programme.
- 👍 Transform The Royal Cornwall Museum into a contemporary heritage asset including a digital programme
- 👍 Kickstart the Pydar Street/The Hive development through land remediation leading to a thriving creative quarter and a place for tech and digital businesses as well as open spaces for community use. 'The Hive', a digitally focused and new innovative learning environment led by Falmouth University is part of the development

THE IMPACT OF COVID-19

Cornwall has been hit hard by the effects of the pandemic; the impacts are believed to be more severe than other parts of the country due to our dependence on the seasonal visitor economy along with high levels of self-employment.

According to the Centre for Cities and University of Southampton research, Truro ranked 562 most at economic risk from the impact of COVID-19. However, other towns such as Newquay were ranked number 10 – given Truro's relationship with its local towns and communities, Truro has a role to play in supporting other places and providing job opportunities for residents of these towns in the future. Additionally, our city centre is made up of business sectors worst affected by COVID-19 including retail and hospitality.

Figures for the Truro and Falmouth constituency show that by 5th July 2020, 3,379 business grants had been claimed valued at circa £37 million; this makes our constituency the 45th highest in England illustrating the number of small businesses within our area and the fragility of our economy.

A survey carried out by the Cornwall and Isles of Scilly Local Enterprise Partnership indicated that 85% of businesses across the county had experienced reduced sales, bookings or demand for their services and 78% have experienced cashflow issues. The same survey indicated that Truro businesses had furloughed or laid off more staff (26% of respondents) than elsewhere in Cornwall (22% of respondents).



Lemon Quay and Farmers Market pre COVID-19

Analysis carried out by Tortoise Media early on in the pandemic led to the following statements – 'Cornwall may be the biggest economic British loser from the lockdown' and 'the challenge now is not just to level up but to rebuild our social infrastructure in the communities that need it most'.

At the end of June, sales from the same week the previous year were down 56% for Truro.

Estimates for Cornwall suggest that 65,000 jobs could be at risk, the majority of which are in sectors key to Truro's economy and include food and retail.



Research undertaken by Cornwall Council suggest that the Cornwall's GVA could be down by as much as 22%.

Many organisations have commented on COVID recovery in respect of place; 'Place based recovery' a report by Grant Thornton in August 2020 calls for a bold and brave response and highlights the need for town centres and high streets to be reimagined, refocused and transformed as well as encouraging new forms of tourism, both opportunities which Truro is well placed to grasp.

It's clear that during the pandemic people have been desperate to be 'connected' whether that is through meeting socially distanced or via digital means. With that has come an enthusiasm to look to the future, think 'local' and play a role in designing their own places, something that retail guru, Bill Grimsey encourages in his Build Back Better document, a Covid-19 supplement published in June 2020.

The growth in cycling and walking has also been evident during the pandemic with resident surveys confirming demand for improved routes and bicycle repair and sales businesses having experienced more demand than ever before.

Allowing local people to develop their places to give them a stake in their own town centres whilst putting sustainability and environment at the heart of everything are two recommended measures that resonate with our Town Investment Plan and our vision for a 'Connected River City'.

STRATEGY

OUR VISION

By 2030, Truro will be a *'Connected River City'* worthy of being Cornwall's capital and fulfilling its potential as a modern economic, social, environmental and cultural capital for Truro residents and the wider Cornwall community.

OUR STRATEGIC AIMS

How we will deliver our vision of a Connected River City

We will achieve our vision through three strategic aims

Connected Living

Green Transport; Truro Harbour and Lemon Quay

Connected Workspace

The Hive at Pydar; New Life for City Buildings

Connected Experience

Boscawen Sport and Recreation Hub; Truro Community Hub



Connect water, open spaces and open enabling people to meet, enjoy arts and cultural events, access indoor and outdoor leisure opportunities and be more in tune and connected with their environment

Connect city and its cultural assets through celebrating, enhancing and developing our anchor institutions connecting a revitalised Lemon Quay with the Pydar development allowing people to explore every part of the city

Connect redundant, empty or derelict buildings with business entrepreneurs and their innovative ideas to invest in Truro by repurposing buildings for a modern-day use

Connect Truro residents with the opportunities and support they need following COVID-19 enabling them to meet, collaborate and play a key role in shaping Truro's future

Connect Truro businesses with a 24-hour audience increasing footfall within the city centre by creating more affordable housing within the city centre

Connect Truro residents with alternative and green ways to travel to and within the city for work and leisure by providing new walking and cycle routes and a bridge

“The proposals look very exciting and will add tremendously to both the facilities and the community offering for the people of Truro and its surrounding area.”

David Hendry, Chair, Cornwall Music Festival



PROJECT ONE

TRURO HARBOUR AND LEMON QUAY

Truro Harbour and Lemon Quay is about reinvigorating our neglected waterfront and community spaces to create vibrant, attractive, weather-proof and green event areas reconnecting people with our water and attracting new audiences from the length and breadth of Cornwall.

Two key elements:

1. Truro Harbour: transforming this area for modern day leisure use alongside a vastly improved and reimagined events space creating a destination for residents, business owners and visitors unlocking a wide range of commercial and leisure opportunities.

2. Lemon Quay: reimagining Truro’s main public space with a part roof cover to create a weather proof vibrant community, arts, performance, leisure and events space enabling Truro to host an exciting programme of co-ordinated events. New furniture and landscaping will create green space at the heart of the city adding to Truro’s appeal as a vibrant city complementing the retail offer.

The project will deliver:

- Dredged and restored harbour
- New berthing facilities, pontoons and ferry terminal access
- Connected harbour quays with 3 walkway bridges and promenades
- Live/work accommodation
- Boat owner service and a cycle hire facility
- Upgraded events space at Lemon Quay with roof, green landscaped areas and new furniture
- Repurposed space at The Old Bakery Studios housing new businesses and creating jobs

Early funding has enabled this theme to start its journey with the introduction of city centre infrastructure such as seating, planting, bike racks and mobile stage and performance equipment.

Truro Harbour and Lemon Quay



IMAGE: POYNTON BRADBURY WINTER COLE ARCHITECTS

Strategic Aim	Connected Living
Key Issues/Context issues	<p>Issue 1: High Street turmoil</p> <p>Issue 2: Footfall within the city is decreasing</p> <p>Issue 3: Commuters leave city after 5pm to detriment of evening economy</p> <p>Issue 4: Not behaving like a city should</p> <p>Issue 5: Lack of appeal as a destination with USP</p> <p>Issue 9: Turning our back on our water</p> <p>Issue 10: Poorly designed events space</p> <p>Issue 15: Events in Truro are limited and not coordinated</p>
Outputs	<ul style="list-style-type: none"> • New berthing facilities • 3 walkway bridges and promenades • Pontoons • Quayside commercial services building • Ferry terminal • Public realm upgraded at Lemon Quay and Harbour • Cycle hire facility • Old Bakery Studios – 12 new business spaces and 40 jobs • Navigable channel at Town Quay
Outcomes	<ul style="list-style-type: none"> • Well designed and green events spaces at Lemon Quay enabling people of all ages to come together to enjoy annual events, music, drama and ‘café culture’ in a safe, fun and vibrant environment close to the water and existing cultural anchor institutions e.g Hall for Cornwall • Historic and neglected waterfront reinvigorated and enhanced – people and businesses reconnected with water
Impacts (related to vision)	<ul style="list-style-type: none"> • Visitor numbers increased through a thriving retail, hospitality, arts, culture and entertainment offer with an energy and buzz around the city • A waterfront and historic river environment reconnected to the city centre with easy pedestrian and cycle access from all parts of the city
Timescale/Milestone	<p>Long Term – within five years</p> <p>Total Capital Project Costs – £14.27 M</p> <p>Town Deal Ask – £8.6 M (including project management of £178,350K)</p> <p>Match Funding – £5.84 M</p>
Lead body	Cornwall Council
Partners	Truro City Council Schroders
Accelerator Funding linkages	<p>Upgraded infrastructure – seating, planters, bike racks on Lemon Quay, street market infrastructure and mobile stage and performance equipment</p> <p>Christmas lighting</p>

PROJECT TWO



Truro Community Hub will provide a new community space where all residents can meet, learn new skills, access support, volunteer, gain work experience, meet employers, enjoy leisure and cultural activities and feel part of our evolving city.

The Hub will be based in the repurposed Wesley Hall, part of Truro Methodist Church, a grade 11 heritage asset cementing the role of this landmark Methodist building as part of a more culturally alive and connected community, accessible to all.

The Hub will be just that; a central place where Truro people of all ages, backgrounds, faiths and orientations can connect with each other, be part of a wider network of community support and be part of shaping their city's future as well as improving their own quality of life. A key part of The Hub will be its role in providing information on the progress of Towns Fund projects.

Local people will be able to find out what is planned, get involved, learn new skills, connect with employers, meet other people and volunteer to support other projects. Truro Community Hub also adapts an existing city building for a new modern purpose.

The low carbon, modern designed hub will provide:

- Lifelong learning and training opportunities
- Concerts, music rehearsals, lectures and conferences
- Community café along with changing places facilities
- Outdoor terrace and roof garden
- Multi-purpose meeting rooms for activities including health clinics, counselling, youth groups, dementia friendly events, foodbank, street pastors
- Bike parking and electric vehicle charging
- High tech digital equipment and catering facilities for up to 120 people



Strategic Aim	Connected Experience
Key Issues/Context issues	Issue 12: Skills gaps exist and tech opportunities are not being grasped Issue 13: No central community hub
Outputs	<ul style="list-style-type: none"> • Upgraded community space in a landmark building of 1,453 SqM • Increase in breadth of local skills offer • Changing Places facility • Electric vehicle charging • Bike parking • Outdoor terrace and roof garden • Increased and closer collaboration with employers • High tech digital equipment and catering facilities for up to 120 people
Outcomes	<ul style="list-style-type: none"> • Wide range of health and wellbeing support • A community hub that belongs to the people of Truro • Access for residents to learn new skills, access training, work experience • A place for local people to go to share concerns and collaborate in a supportive environment
Impacts (related to vision)	<ul style="list-style-type: none"> • Socially connected city enabling everyone to play a key role in shaping their own future and that of the city
Timescale/Milestone	Short Term – within 1 year
Costs	<p>Total Capital Project Costs – £3.81 M</p> <p>Town Deal Ask – £1 M (including project management of £47,625)</p> <p>Match Funding – £2.81 M</p>
Lead body	Truro Methodist Church
Partners	
Accelerator Funding linkages	<p>Bike racks in city centre</p> <p>Refurbishment of St Clement Street Centre brings a city centre building back into use</p>



PROJECT THREE

GREEN TRANSPORT

Sustainable Transport creates a local active travel network with better connected, healthier and more sustainable communities by supporting people to change how they move around Truro by widening their healthy and clean travel choices.



The project includes a key cycle link between Threemilestone and Truro and an iconic lifting bridge between Newham and Boscawen Park and seeks to encourage people to walk and cycle for short trips and lead to a less polluted, less congested city with reduced traffic noise and more people centred streets.

The project triggers economic, social, environmental and health transformations for Truro enabling easy commuting, encouraging healthy and active lifestyles and contributing towards clean growth.

Through accelerator funding, bike racks have been installed around the city to kick start this project.

The project elements include:

- Linking cycling and walking paths including the Newham Trail and connecting communities to the West of Truro to the city including Threemilestone, Highertown and Langarth enabling green travel to and from Truro College and The Royal Cornwall Hospital
- Pedestrian and cyclist paths along the riverside at Newham
- Cycling and walking rising bridge between Boscawen and Newham, an iconic landmark within Truro
- Safe cycling sections along the A390, main road from Truro

Top: Boscawen Park Tidal Riverside
Below: Newham to Boscawen lifting bridge



Strategic Aim	Connected Living
Key Issues/Context issues	Issue 6: Key roads become congested at peak times Issue 7: Poor cycle and footpath connectivity into city
Outputs	<ul style="list-style-type: none"> • 9 new and upgraded cycle/footpaths • 1 new cycle bridge across river
Outcomes	<ul style="list-style-type: none"> • Increase use of green transport infrastructure • Sustainable walking and cycling routes to provide commuter and leisure opportunities • Health and fitness benefits supporting work/life balance • CO2 saved
Impacts (related to vision)	<ul style="list-style-type: none"> • Better connected city • Less air pollution • Less congestion • Less traffic noise • More people centred streets • Healthy and active residents • Reduced car dependency • Increased active travel
Timescale/Milestone	Medium Term – within 3 years
	Total Capital Project Costs – £6.6 M
	Town Deal Ask – £4.58 M (including project management of £82,500)
	Match Funding – £2.1 M
Lead body	Cornwall Council
Partners	Truro Rivers Working Group CIC
Accelerator Funding linkages	Bike racks in city centre



PROJECT FOUR



THE HIVE AT PYDAR

The Hive at Pydar will bring together education, research, innovation, business, entertainment and community facilities in a unique environment, and will become a hub for the creative industries, creating jobs and wealth, while ensuring top talent stays in Cornwall.

Pydar will transform the creative economy of Truro. It will be home to 'The Hive', a digitally focused and entrepreneurial new innovative learning and living environment that will help create jobs in high-growth, high-value business that will benefit Cornwall's wider economy.

The Hive will be a hub for the screen and digital sectors focusing on film, television, games and animation but with an emphasis on entrepreneurship, providing a new model of 'living, learning, working and playing'. It will be home to students, researchers and entrepreneurs from Falmouth University as well as local digital start-ups.

The Hive at Pydar

The new building will be created by autumn 2024:

- Opportunities for higher education students to learn new skills leading to high value jobs
- New companies created within the creative and digital sectors
- Existing companies supported
- New jobs created and safeguarded
- New products or services

The Hive will support Truro to become a destination city with young people living, studying and working in the city centre creating a 'Soho' atmosphere. This will reinvigorate the entire Truro economy introducing a younger audience who will also support the night-time economy.



Strategic Aim	Connected Workspace
Key Issues/Context issues	<p>Issue 4: Not behaving like a city should</p> <p>Issue 5: Lack of appeal as a destination with USP</p> <p>Issue 12: Skills gaps exist and tech opportunities are not being grasped</p>
Outputs	<ul style="list-style-type: none"> • New innovative and learning environment created – 3,819 SqM • New specialist equipment • Integrated shared workspace and innovation facilities – 1,555 SqM • Increased and closer collaboration with employers
Outcomes	<ul style="list-style-type: none"> • Jobs created in high growth, high value businesses • Hub for screen and digital sectors created bringing students living, learning, working and playing in the city • 750 higher education students studying in the new facility • 40 new companies • 500 jobs created or safeguarded • 50 new-to-firm products or services • 40 new companies supported • 100 existing business supported
Impacts (related to vision)	<ul style="list-style-type: none"> • Young people in the city contributing towards a thriving retail, hospitality, arts, culture and entertainment offer with an energy and buzz around the city
Timescale/Milestone	Long Term – within 5 years
	<p>Total Capital Project Costs – £34.5 M</p> <p>Town Deal Ask – £1 M (including project management of £12,500)</p> <p>Match Funding – £33.5 M</p>
Lead body	Cornwall Council
Partners	Falmouth University



PROJECT FIVE

NEW LIFE FOR CITY BUILDINGS

New Life for City Buildings will improve access to and celebrate Truro's heritage whilst repurposing Truro buildings, maximising space and enabling flexible usage to ensure our buildings are future proofed for modern day use.



PHOTOS: POYNTON BRADBURY WYNTER COLE ARCHITECTS

Recognising the wealth of historical buildings and the value of Truro's cultural assets to our visitor's experience, this project will position Truro as a cultural capital.

Responding to the empty spaces above shops and on the edge of the city, this project is about refurbishing and repurposing buildings to add vitality to the city centre.

There are two key elements to this project:

1 Transforming the Royal Cornwall Museum into a contemporary heritage asset and a carbon neutral museum in the heart of the city. Improved access, new exhibition space and a digital learning lab will create a first-class heritage offer attracting 100,000 visitors each year.

2 Funding scheme for landlords prioritising the use of vacant buildings and other spaces to create:

- Residential accommodation in the city particularly above shops
- Flexible workspaces and studios
- Letting rooms for overnight stays
- Apprenticeship opportunities within the construction trade

An early project to repurpose the St Clement Centre and Threemilestone Community Centre is being delivered using accelerator funding.



Royal Cornwall Museum

Strategic Aim	Connected Workspace
Key Issues/Context issues	<p>Issue 1: High Street turmoil</p> <p>Issue 2: Footfall within the city is decreasing</p> <p>Issue 3: Commuters leave city after 5pm to detriment of evening economy</p> <p>Issue 8: Paucity of housing in city at affordable rates</p> <p>Issue 14: Cultural assets are hidden, not celebrated and could be strengthened</p>
Outputs	<ul style="list-style-type: none"> • Remediation and development of unused buildings x 65 • Delivery of quality residential space in city centre x 65 • Contemporary heritage asset created at Royal Cornwall Museum • Increase in amount of affordable commercial x 27 • Increase in the amount of shared workspaces x 12 • Grants to support owners of enterprises x 24 • Repurposed space of 5,000 Sq Metres • Construction jobs work valued at £10M • Construction apprenticeships
Outcomes	<ul style="list-style-type: none"> • Repurposed buildings supporting business growth and start-up incubation units • New commercial and creative uses of redundant spaces and community assets • Decrease in empty units • Contemporary heritage asset with a digital programme delivered via Royal Cornwall Museum
Impacts (related to vision)	<ul style="list-style-type: none"> • A City where people choose to live thanks to great use of space and increase in affordable and central residential properties • Night-time economy revitalised • Thriving city centre with few vacant units and increased footfall • Heritage 'brand' for the city
Timescale/Milestone	<p>Short Term – starting within 1 year</p> <p>Total Capital Project Costs – £14 M</p> <p>Town Deal Ask – £4.18 M (including project management of £175,000)</p> <p>Match Funding – £10 M</p>
Lead body	Truro City Council Royal Cornwall Museum
Partners	Cornwall Development Company Truro City Council Development Company
Accelerator Funding linkages	Refurbishment of St Clements Street Centre brings a city centre building back into use Threemilestone Community Centre



PROJECT SIX

BOSCAWEN SPORT AND RECREATION HUB

Boscawen Sport and Recreation Hub will create a ‘go-to destination’ in Boscawen Park providing Truro residents and visitors of all ages with new leisure and recreational opportunities across a range of indoor and outdoor facilities.



New waterfront ‘boardwalk’ – with views over Truro River toward the Cathedral

Building on Truro’s national reputation as a city of bloom, there will be a ‘winter garden’ which will become a horticultural showcase for the city creating jobs.

The project elements include:

- Sports Hub to include an indoor children’s play area, climbing wall and fitness suite.
- Botanical house and horticultural showcase
- Improved changing facilities and surfaces for the sports pitches
- Hospitality area including a bar and café
- Extended play area with more natural play
- Creation of a wildlife sanctuary in the creek

- Enhanced viewing area for the river from a boardwalk.
- Hard surfaced area for bootcamp/outdoor fitness classes
- Water jets and splash play area
- Enhanced performance space for outdoor events
- Remediation works to the eroding riverbank, enhancing the footpath and cycleways for improved access facilitated by the iconic bridge

Early funding has enabled this theme to start its journey with the proposals for Boscawen Pavilion, introduction of City Centre infrastructure such as bike racks and mobile stage and performance equipment.



Boscawen Park Sport and Recreational Hub

Strategic Aim	Connected Experience
Key Issues/Context issues	<p>Issue 4: Not behaving like a city should</p> <p>Issue 5: Lack of appeal as a destination with USP</p> <p>Issue 11: Poor recreational facilities particularly for young people</p> <p>Issue 15: Events in Truro are limited and not coordinated</p>
Outputs	<ul style="list-style-type: none"> • Indoor Climbing Wall • Covered area for performance and outdoor exercise • Botanical and Horticultural Showhouse • Enlarged changing facilities • Playing surface • Studio for fitness and sports clubs • Viewing of area • Remediation of abandoned nursery • Remedial works to the eroding riverbank
Outcomes	<ul style="list-style-type: none"> • Recreational space created for the whole community including young people • Well designed and green recreational and leisure space enabling people of all ages to come together to take part in sport and events in a safe, fun and vibrant environment close to the water • 40 jobs
Impacts (related to vision)	<ul style="list-style-type: none"> • Visitor numbers increased through a thriving retail, hospitality, arts, culture and entertainment offer with an energy and buzz around the city • Improved recreational offer for young people in the city
Timescale/Milestone	Medium Term – within 3 years
	<p>Total Capital Project Costs – £7.76 M</p> <p>Town Deal Ask – £5.57 M (including project management of £96,950)</p> <p>Match Funding – £2.28 M</p>
Lead body	Truro City Council
Partners	Royal Horticultural Society
Accelerator Funding linkages	Bike racks and mobile stage and performance equipment together with Pavillion



HOW WERE THE PROJECTS SELECTED?

Getting the views of people from the community is extremely important to us, that's why we're listening to people living, working, investing in and visiting the city. Our Truro Towns Fund bid has been informed by a wide and ongoing consultation of conversations, ideas and feedback. The best answers for local people has come from local people.

Before getting started we asked ourselves 'what do we already know, what surveys, consultation and analysis already exists?'

We reviewed information from partners such as Truro City Council, Truro, and Newham & Port of Truro Business Improvement Districts as well as wider spatial strategies, programmes and investment.

Further details are outlined on page 40 and within the Community Engagement appendix. Using this valuable feedback, our Towns Fund Board has actively filtered through project ideas, met with proposers, developed their ideas, checked out prospective project outputs and outcomes and ensured that projects under consideration link strongly to economic regeneration and transformation aligned to the Town Funds Guidance.

Initially, our Board started by establishing two project sub-groups one to develop projects (project development group), and the second one (project assessment group) to 'test' that projects met the Town Funds criteria. In other words, providing another layer of scrutiny. This approach to selecting projects was road tested with the launch of the accelerator projects opportunity.

When looking at larger projects arising from ideas submitted by members of the residential and business community as well as those already under development, these were identified and slotted under a series of project areas with a Board member leading each one. The 'theme lead' set up smaller working groups comprising Board members and other key stakeholders depending upon the project. In this way the projects have benefitted from input, largely voluntary from a wide range of different people and stakeholders.

This opportunity has come at a brilliant time – Truro has passed a massive test in the past year of moving in and out of lockdowns, and when retailers have been able to open, we have had strong trade. We can now use this experience to build a high street offer that's relevant for the next 10-20 years.

Kristian Fleming, Inhabit, Chair, Truro BID

Truro and Kenwyn Neighbourhood Plan consultation, Lemon Quay



Newham & Port of Truro BID represents circa 130 businesses and over the past 7 years has invested £0.5m into the business district



I have been in businesses on Newham for 30 years and it is now much better than it used to be. A lot of that progress is down to the BID. Newham isn't perfect and there is still more to do but the BID has made a significant difference. I believe we need to keep that momentum going!

Russell Dodge, Business Location Services Ltd and Newham BID Committee Member

Projects in scope were listed on the Truro Towns Fund website (www.trurotownfund.com) and people were encouraged to have their say via a feedback form online. Projects were also promoted via on and offline communication channels including the media and printed newspapers.

At our Board meeting in September 2020, it was agreed to merge the development and assessment groups to form a single sub-group of the Board called the Project Assurance Group (PAG) for the main projects under consideration as part of our Town Investment Plan; this was agreed to be a more efficient modus operandi allowing the Board to work more collaboratively on assessing and shortlisting projects.

The Project Assurance Group invited proposals from project leads which were submitted by the end of September for consideration by members of the Project Assurance Group. These were discussed and scored using a criteria that matched the requirements of the Town Funds Guidance and Truro Vision and Aims that had been agreed at our July 2020 meeting.

Initially, projects had to meet some primary tests before being scrutinised further. The key tests were:

- **Transformational** – projects had to demonstrate how they aligned with our Truro Towns Board vision and aims as well as the Intervention Framework with particular reference to the economic outputs and outcomes.
- **Deliverable** – projects had to be worked up to a level that allowed them to be deliverable within the timescales set by the Towns Fund guidance e.g. fully deliverable by March 2026. Conceptual projects or those without clear lead bodies were not shortlisted.

- **Affordable** – project costs were considered in terms of the likely costs, rationale for costs and match funding also making some early judgements around likely benefit-cost.

The project portfolio was agreed at the October 2020 Board meetings with some minor modifications made at the November 2020 Board meeting once further project information had been provided. The projects were confirmed as those presented in our Town Investment Plan.

Some of the projects not making the short-list were deemed to be able to proceed without the Towns Fund (e.g. marine hub at Newham where the Harbour Authority will prepare land for commercial marine uses with their own funding sources) or 5G (where Cornwall Council intend to install the necessary infrastructure). Other projects will remain under appraisal for consideration under other funding programmes or to be signposted to more appropriate funding sources.

During autumn 2020, extensive development of short-listed projects continued with detail confirmed around outputs, costs, match funding and delivery. Project lead bodies were also identified.

Potential delivery risks were assessed alongside mitigations. Costs for each project were ratified by quantity surveyors and match funding secured.

An exercise to understand the Benefit Cost Ratio of each project was carried out in January 2021.



Far left: Truro BID represents circa 400 businesses and over the past 10 years has invested £3.4m into the City centre

Left: Early Towns Fund project development ideas (Aug 2020)

Before getting started we asked ourselves 'what do we already know, what surveys, consultation and analysis already exists?'

WIDER SPATIAL STRATEGIES, PROGRAMMES, INVESTMENTS

Our Investment Plan links to wider Truro and Cornwall strategies, programmes and investments.

CORNWALL AND ISLES OF SCILLY LOCAL ENTERPRISE PARTNERSHIP

Developed in partnership with government, the Cornwall and the Isles of Scilly Local Industrial Strategy (LIS) was endorsed by the Local Enterprise Partnership and Cornwall Council in March 2020.

The LIS highlights 'place' as one of the five drivers of productivity, seeking a 'thriving network of connected and innovative businesses, equitable communities and productive systems, all capitalising on the strengths and opportunities of our cultural assets and natural capital'. The TIP and all 6 projects respond directly to Cornwall and the Isles of Scilly's place ambitions, which focus on:

- Access to enhanced natural and cultural capital, green spaces and improved biodiversity for all to promote wellbeing and productivity.
- Resilience to climate change impacts directly and indirectly, ensuring greener, safer, healthier and resilient communities and businesses.
- Empowered, equitable, connected and circular local economies that all members of the community contribute to and benefit from.
- Regenerated vibrant towns and town centres providing important functions relevant to the residents and business community, as well as its historic, natural and cultural assets.

In addition, TIP projects respond to additional priority interventions within the LIS:

- **LIS priority:** Infrastructure - A modal shift from private cars to public transport, car sharing, cycling and walking for residents and visitors alike. (Project: Green Transport)
- **LIS priority:** Business Environment - greater connectivity and networking for businesses, both physically and digitally, to enable improved access to knowledge transfer, business support, academic expertise, training and finance; including creative and cultural engagement within hubs - avoiding silos based on sectors and encouraging diversity and expression. (Project: New Life for City Buildings; Truro Community Hub; The Hive at Pydar)

- **LIS priority:** Creative economy: using our cultural distinctiveness, innovation and creativity to improve productivity through our innovation, ideas and creative expression, (Project: The Hive at Pydar; New Life for City Buildings)
- **LIS priority:** Infrastructure - a fully connected economy, built environment, and transport system powered by a zero-carbon smart grid and accessible green infrastructure. (Project: Truro Harbour and Lemon Quay; Boscawen Sport and Recreation Hub.)
- **LIS Priority:** Ideas - productive connections across sectors, linking businesses with academia and other relevant skills development initiatives (Project: The Hive at Pydar)

CORNWALL COUNCIL

Cornwall Local Plan 2010 – 2030 – sets out Cornwall Council's strategic policies. Three objectives are complementary to our TIP:

- **Objective 2:** 'Enhance the cultural and tourist offer in Cornwall and to continue to promote Cornwall as a year-round destination for tourism and recreation'
- **Objective 3:** 'Provide and enhance retail provision within our towns and City with a regional and subregional status that adds to economic growth and provide opportunities to improve existing facilities for better economic performance'
- **Objective 8:** 'Promote development that contributes to a healthy and safe population by providing for opportunities for walking and cycling and ensuring the appropriate levels of open space and the protection and improvement of air quality'

Cornwall Maritime Strategy highlights that ports and harbours are vital to Cornwall's character and maritime history, important contributors to the economy serving as gateways into and out of the region and providing a base for trade and employment serving local, national and international markets. One of Cornwall Council's priorities to create a healthy and resilient community is to use a place-based approach that incorporates the community to build sustainable, healthy, safe, and vibrant coastal communities. Objectives that fit with our TIP include:

- support regeneration initiatives including the creation of employment and business opportunities that maintain and enhance the viability and vibrancy of coastal communities.

- Promote coastal walking and cycling as a means of healthy and enjoyable transport
- Ensure that ports and the coast accommodate the provision of leisure/recreational activities
- Seek solutions to better connect people with waterfront land, beaches, the sea and estuaries including walkways and cycle routes

Connecting Cornwall 2030 – includes the following vision matching our green transport project, 'Our transport system will connect people, communities, businesses and services in a way that is reliable, efficient, safe, inclusive and enjoyable'. Underpinning this vision is the aspiration to support economic prosperity by improving transport links, encouraging healthy active lifestyles and ensuring our communities are safe and enjoyable places to live.

Local Walking Cycling Infrastructure Plan for Truro – the case for better connected sustainable transport around Truro is made in the Truro Local Cycling and Walking Infrastructure Plan published February 2020 <https://www.cornwall.gov.uk/transport-and-streets/sustainable-transport/truro-local-cycling-and-walking-infrastructure-plan/>

PRIVATE SECTOR COMMISSIONED REPORTS OR STRATEGIES

'Covid-19, Build Back Better' by retail guru, Bill Grimsey – makes the case for encouraging less use of the car and more use of walking and cycle paths to access our town and cities

Truro Business Improvement District Business Plan 2017 – 2020 includes the vision 'to position Truro, the capital of Cornwall, as a leading destination for tourism, business visitors and local people through creating a vibrant, well connected, well marketed and well-presented great little City'. This vision was supported by 94% of business levy payers during consultation on their priorities for Truro. The investment through the TIP enabling our city to be regenerated will allow Truro BID's more modest resources (circa £240K p.a.) to deliver superb events, marketing, signage, street marshals and other activities prioritised by the business community.

Newham Business Improvement District 2018 – 2023 includes the vision 'to improve and raise the profile of Newham & Port of Truro through making it more attractive, accessible, safer and better promoted'. This vision was supported by 100% of businesses; similar to Truro BID, the investment through the TIP will support Newham BID to create a vibrant, well connected and higher profile trading environment.

TRURO CITY COUNCIL

The Truro and Kenwyn Neighbourhood Plan ratified by the people of Truro at a referendum in November 2016 has a vision that resonates with our Town Investment Plan, making Truro a successful and vibrant place, economically, culturally and socially. Specifically, the following sections match our aspirations:

- **Environment:** 'good quality amenities will be important for the quality of life afforded by the community' and 'green infrastructure will be pivotal in reducing the need to use cars, increasing journeys by foot and cycle and, subsequently, reducing local congestion and unnecessary carbon emissions as a result'
- **Transport:** 'New access ways and areas should be opened up to increase the usage of sustainable transport'
- **Economy and Jobs:** 'repurposing buildings - including living above the shop, is one of the keys to a sustainable and resilient high street economy for Truro'; 'the focus for non-food retail and leisure should be in the City centre, where it can be accessed by a variety of means of transport and support other town centre businesses and uses'; 'there is a need to provide proactive support for employment including advice for those with no IT access or skills'; 'The Newham employment area is located close to the City centre, but is a significantly underutilised resource. Over 1000 people work in the area, but many feel that the area is poorly connected to the City centre, despite its close proximity'
- **Housing:** 'To maintain a compact City and to increase residential presence in the City centre, the reuse of previously developed land must be a priority. This ranges from the reuse of empty accommodation over shops to redevelopment of disused buildings and underused sites'; 'House prices relative to income are a huge problem in the Plan area. It is essential, therefore, that new housing development meets local housing need, including affordable housing'
- **Leisure and Culture:** 'Better physical recreation opportunities. This includes better walking and cycling trails, crossing facilities for pedestrians and cyclists'
- **Community uses:** 'Facilities should not only be limited to those designed for certain age groups. A desire to create new community halls in the city centre and new developments' and 'The quality and opportunity for accessing cultural and community centres, services and facilities should be enhanced by improvements to existing facilities and appropriate new provision where it is required'
- **Historic Environment:** 'The history goes beyond the heart of the conservation area. Our policies seek to ensure that historic assets are respected, recognising the wealth of architectural and archaeological features across Truro and Kenwyn'

ENGAGEMENT

“Our chance to dream of a city re-imagined”
Truro Voice, November 2020

92%
OF RESPONSES
SUPPORTIVE OF THE
VISION FOR TRURO

OUR STARTING POINT

Delivering solid community engagement in a world where it's not safe to interact with people face-to-face certainly has its challenges, but the Truro Towns team was in a strong position to tackle this.

Truro is a city that's experienced plenty of community consultation – from 2018 Truro Place Shaping Project 'Truro 2030-Thriving River City' to more recent surveys to explore city centre pedestrianisation.

Carrying out the consultation in 2018 in a pre-COVID world, the "Love Truro" team were able to carry out physical consultations over a six-month timeframe meeting over 60 individuals face to face and reaching 120 organisations. A 'festival of ideas' was held over the May bank holiday in 2018 reaching young people and families in Truro, an audience who often do not engage in consultations.

The purpose of the 2018 consultation was to identify:

- What is great about the city?
- What is missing in the city?
- How could it be improved?

Truro Place Shaping Consultation feedback included the need to:

- Encourage more people to live in the city and reduce car use and reliance
- Reconnect the city with its rivers creating more people focused activity at the water's edge and celebrating natural assets
- Create more reasons to visit Truro, creating 'memorable experiences'
- Create facilities for everyone such as halls or meeting places
- Strengthen the cultural offer in Truro including food, music and performance opportunities
- Improve sustainable transport and promote opportunities for walking and cycling
- Recognise the importance of green spaces in the city and create more colour and interest in the public realm
- Support new types of flexible workspace in the city
- Enhance the built environment, reinforcing the beauty and diversity of the city

Therefore we were able to adopt themes and priorities that the people of Truro really care about. Opportunities to remodel and enhance some of our city's most cherished facilities, such as Lemon Quay, Boscawen Park and to reconnect with our rivers, have already gained solid public support.

The team are particularly proud of our work with local media partners to share our plans which has been instrumental in winning the hearts and minds of the public. The Truro Voice and Cornwall Live news media have firmly got behind us and supported us to gain feedback.

And it doesn't stop here – as part of our ongoing communications and community engagement, we're looking forward to getting out there onto the streets and into public spaces to keep asking the question – what do you want for Truro's future?

“Lemon Quay is an incredible space that could be transformed to become more vibrant and a pull for shoppers to enjoy the city.”

Nicky Whittaker, Hotelier, Merchant House

“Truro currently doesn't make the most of its water connections. I like living in Truro and enjoy running, and I'm all for cycling. Health and wellbeing is an important part of my lifestyle in the city.”

Trevor Lee, Trevor Lee Media

Truro Place Shaping Consultation 2018

LEMON QUAY

CONSTRAINTS + ISSUES:
- Poorly defined by low buildings on the North side of the space

TOWNS VISION	REASON	TO ACHIEVE	WHY
PEOPLE - Create an area of high quality and vibrant activity at the water's edge and celebrating natural assets	- Being and living in the city - Revitalising the city - Creating a vibrant and diverse community - Improving the quality of life - Enhancing the city's reputation - Creating a sense of place - Supporting the city's economy - Improving the city's environment - Creating a sense of community - Supporting the city's culture - Improving the city's infrastructure - Creating a sense of pride - Supporting the city's heritage - Improving the city's safety - Creating a sense of belonging - Supporting the city's diversity - Improving the city's accessibility - Creating a sense of excitement - Supporting the city's innovation - Improving the city's resilience - Creating a sense of hope - Supporting the city's future - Improving the city's sustainability - Creating a sense of joy - Supporting the city's well-being - Improving the city's health - Creating a sense of peace - Supporting the city's happiness - Improving the city's quality of life	- Revitalising the city - Creating a vibrant and diverse community - Improving the quality of life - Enhancing the city's reputation - Creating a sense of place - Supporting the city's economy - Improving the city's environment - Creating a sense of community - Supporting the city's culture - Improving the city's infrastructure - Creating a sense of pride - Supporting the city's heritage - Improving the city's safety - Creating a sense of belonging - Supporting the city's diversity - Improving the city's accessibility - Creating a sense of excitement - Supporting the city's innovation - Improving the city's resilience - Creating a sense of hope - Supporting the city's future - Improving the city's sustainability - Creating a sense of joy - Supporting the city's well-being - Improving the city's health - Creating a sense of peace - Supporting the city's happiness - Improving the city's quality of life	- Revitalising the city - Creating a vibrant and diverse community - Improving the quality of life - Enhancing the city's reputation - Creating a sense of place - Supporting the city's economy - Improving the city's environment - Creating a sense of community - Supporting the city's culture - Improving the city's infrastructure - Creating a sense of pride - Supporting the city's heritage - Improving the city's safety - Creating a sense of belonging - Supporting the city's diversity - Improving the city's accessibility - Creating a sense of excitement - Supporting the city's innovation - Improving the city's resilience - Creating a sense of hope - Supporting the city's future - Improving the city's sustainability - Creating a sense of joy - Supporting the city's well-being - Improving the city's health - Creating a sense of peace - Supporting the city's happiness - Improving the city's quality of life

WIDER BENEFITS:
- Reconnect the city centre with the river
- Improve the built environment on the Pannier Market

PEOPLE
PROSPERITY
PLACE

Media Coverage 2020

Truro Voice
REVEALED: GARDEN VILLAGE BLUEPRINT
HELP US SHAPE FUTURE OF CITY
FIVE KEY PROJECTS FOR CITY REVIVAL
WINDFALL FOR ARTS AND CULTURE, PAGE 2

Community Engagement Report 2021 Appendix

COMMUNITY ENGAGEMENT
“Our chance to dream of a city re-imagined”
Truro Voice, November 2020
TRURO
A CITY CONNECTED

#MYTOWN

The Government's MyTown campaign generated more than 100 responses from people in the community. This reflected many popular ideas that are now represented in Truro's project portfolio.

“BUILD A LOCK TO KEEP WATER IN THE RIVER”

“RIVER MARINA”

“CONVERT THE RETAIL SPACE INTO HOMES”

“CLEAN, GREEN AND OPEN FOR BUSINESS”

“MAKE BETTER USE OF THE PIAZZA”

“BETTER CYCLING INFRASTRUCTURE”

“REGENERATE LEMON QUAY”

“MORE INVESTMENT IN SPORTS FACILITIES”

COMMUNICATIONS & ENGAGEMENT PLAN



Our communications and engagement strategy was a targeted, digital-first approach to stakeholder engagement that sought specific feedback across projects, sectors and Truro's geography used to shape project development.

Where we couldn't reach stakeholder groups through a targeted or face-to-face approach, traditional and face-to-face communications was used to gather quantitative and qualitative feedback.

Given the challenges of physical engagement during the pandemic, a targeted, digital-first approach to stakeholder engagement was applied that sought specific feedback across projects and was subsequently used to gather quantitative and qualitative feedback and to shape project development.

Website – Set up a dedicated website <https://www.trurotownfund.com/>

This website gave people the opportunity to engage with the process, give feedback on project ideas or suggest new ones as well as shaping the Truro Vision through the 'Have your say' page. As part of this we also asked if people supported our Vision for the Future.

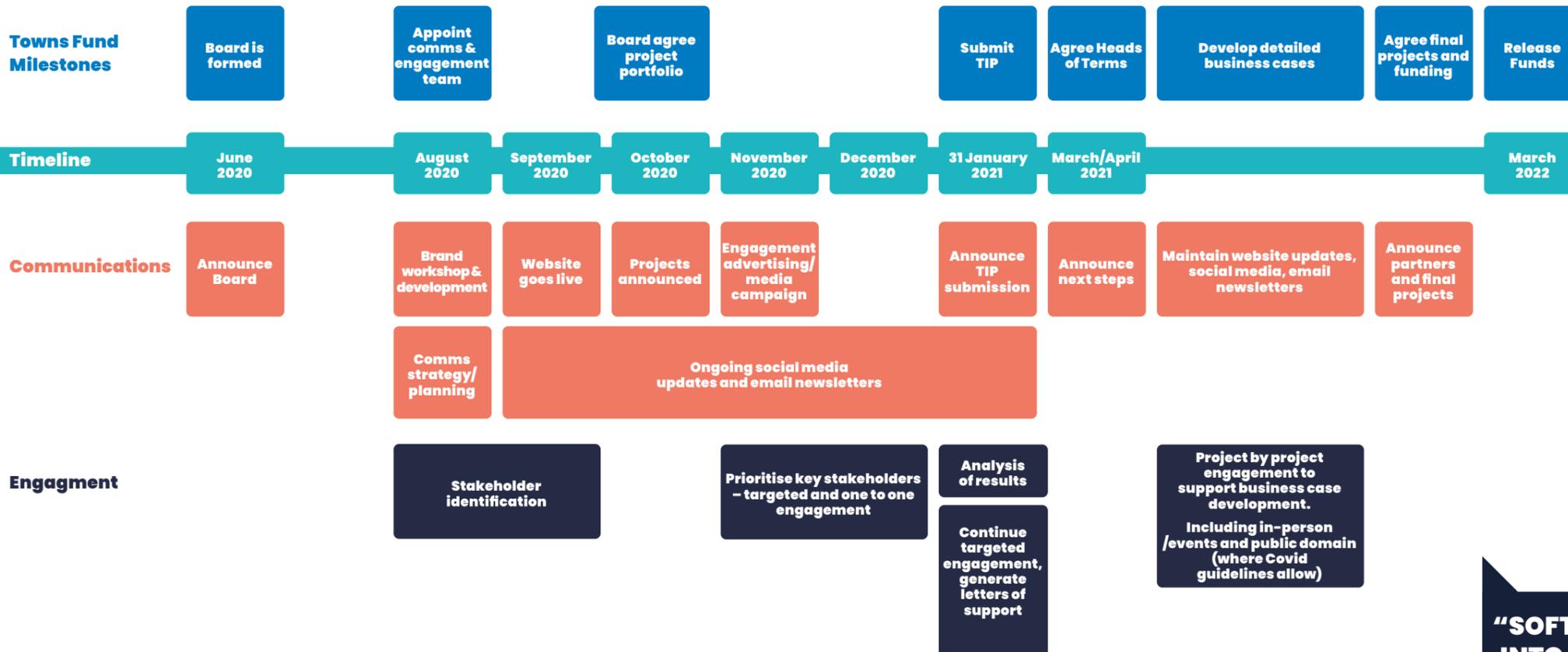
Proactive Engagement – Developed a stakeholder map (appendix) of groups and individuals to proactively approach. This was representative of Truro by sectors, geography and demographics (businesses including SMEs as well as major employers, residents including those in outlying estates, charities and community groups including those linked to sports and wellbeing, arts and culture and hard to reach groups who don't traditionally engage, young people and older adults)

Social Media – Promoted Vision for Truro and the opportunity to engage via social media - across Facebook, Twitter, Instagram, LinkedIn.

Media and Digital Communications – We used media and digital communications to reach stakeholder groups, highlighting and driving opportunities for feedback on projects and overall vision. Media coverage included several front-page articles in the West Briton and Truro Voice newspapers including a double page spread featuring projects and initial funding awards from the accelerated funding scheme.

Pivoting through COVID-19 – To gain feedback on project themes, we had planned to execute physical engagement in Truro during late October/November using retail and business partners that naturally have high footfall. We planned to install feedback boxes and distribute leaflets with tear-off questionnaires. However, the introduction of the second lockdown in November resulted in a revised engagement plan. We worked with our media partners to execute an advertising campaign using banners and a cut out feedback coupon was also used to allow people to engage in a traditional way and to complement digital feedback.

TIMELINE



“LIKE THE IDEA OF EXTENDING THE WILDLIFE AREA”

“EXCELLENT PROPOSAL THAT MAKES CYCLING AROUND THE RIVER A DESIRABLE ACTIVITY FOR RECREATION AND HEALTH”

“TRURO NEEDS TO IMPROVE ITS COMMUNAL SPACES”

“SOFT, GREEN LANDSCAPING TO TURN LEMON QUAY INTO AN ATTRACTIVE, COFFEE CULTURE AND SOCIAL AREA FOR LOCAL PEOPLE AND THE TOURISTS”

DELIVERY

Our Towns Fund Board is committed to working with Cornwall Council as the accountable body, our lead bodies, partners and stakeholders to ensure successful development and delivery of our Town Investment Plan.

TRURO TOWNS FUND FINANCIAL PROFILE AND LEAD BODY

PROJECT	LEAD BODY	KEY PARTNERS*	STAKEHOLDERS	TOTAL PROJECT CAPITAL COST	MATCH FUNDING	PROGRAMME MANAGEMENT	TOWN FUNDS 'ASK'
 Truro Harbour and Lemon Quay	Cornwall Council	Truro City Council	Truro BID, Environment Agency, Harbour Authority	£14,268,000	£5,842,000	£178,350	£8,604,350
 Truro Community Hub	Truro Methodist Church Trustees		Community groups	£3,810,000	£2,810,000	£47,625	£1,047,625
 Green Transport	Cornwall Council	Truro Rivers Working Group CIC	Walking and cycling groups, Newham BID	£6,600,000	£2,100,000	£82,500	£4,582,500
 The Hive at Pydar	Cornwall Council	University of Falmouth		£34,500,000	£33,500,000	£12,500	£1,012,500
 New Life for City Buildings	Truro City Council Royal Cornwall Museum	Development Company (CIC) to be established	Landlords and agents, Truro BID	£14,000,000	£10,000,000	£175,000	£4,175,000
 Boscawen Sport and Recreation Hub	Truro City Council	Royal Horticultural Society, Cornwall Council	Truro Sports Club users	£7,756,000	£2,282,000	£96,950	£5,570,950
TOTAL				£80,934,000	£56,534,000	£592,925	£24,992,925

OUR TOWNS FUND ASKS

We are seeking

£25m

to deliver this exciting new future for our city

Total project costs are

£81.5m

of which **£56.5m** will be match funding

Intervention rate of 31%

*Key partners and stakeholders will be critical to the delivery of projects ensuring that they are engaging with private sector businesses, statutory agencies or local groups as appropriate to make sure the project realises its ambitions, continues to have a reality check with its beneficiaries and has appropriate consents.

GOVERNANCE AND PROJECT MANAGEMENT

Our strong partnership working ethic will continue through this journey. The ongoing delivery of the Truro Town Investment Plan will be governed by the Truro Towns Fund Board, which will continue to include representation from the public, private and third sectors.

The Board will:

- Continue to set and agree strategic direction and priorities
- Review and support progress of agreed objectives, including the delivery of the identified priority projects
- Oversee evaluation activity
- Make recommendations to the accountable body.

Cornwall Council, the lead Council for the Town Deal, will be the accountable body for all Cornwall Town Deals. Cornwall Council will have responsibility for managing and administering funds on behalf of the Truro Towns Fund Board, reporting on performance, and ensuring appropriate governance and assurance are in place. Cornwall Council are in a unique situation with four Town Deals. With this comes the opportunity to combine efforts and resources that complement and support all four towns. With this in mind, Cornwall Council will achieve economies of scale by providing a Programme Management Office (PMO) function as part of future delivery arrangements that supports all four towns and delivers against the Town Investment Plan objectives. A management fee 1.5% of will be added to the programme for this function and this is included in each project TIP.

The PMO will oversee the delivery of the Truro Town Deal projects and advise the Towns Fund Board on progress.



ACKNOWLEDGEMENTS

Truro Towns Board would like to thank everyone who has contributed towards this plan – a plan that could not have been submitted without the collective support, energy and commitment of so many people.

Our thanks to our enthusiastic community of Truronians including business leaders, individual business owners, residents, community groups, voluntary sector organisations, our anchor institutions and statutory bodies who gave feedback to identify the strengths, issues and opportunities and for sharing their aspirations to improve our city.

A final thanks for the many contributions in the form of quotes, designs, photographs, narrative or evidence to support our proposals.



We are thinking BIG for the future of our great little city; developing plans which will help transform Truro into a confident capital, fit to lead Cornwall into a successful and prosperous future.

Yma towlow BRAS dhyn ni rag agan cita vyghan marthys y'n devedhek; ow tewlel towlow hag a wra gweres orth treusfurvya Truru yn penncita awenek, meur hy omgyfyans, gwiw dhe ledya Kernow war-tu ha devedhek sewen ha golusek.

TRURO

A Connected River City

Truro Town Investment Plan

