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# Strategic Regeneration Framework

For

## Fishguard and Goodwick



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April 2019

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# Introduction

- 1.1 BE Group, BDP and CBO Transport has prepared five Strategic Regeneration Framework documents on behalf of Pembrokeshire County Council, to guide the regeneration of five town centres; Tenby; Pembroke; Pembroke Dock; Milford Haven; and Fishguard and Goodwick.
- 1.2 Each Strategic Regeneration Framework contains the following main elements:
  - The identification of interventions that will significantly enhance the vitality and viability of the town centre
  - The identification of major development opportunities (referred to as Flagship Sites)
  - An Action Plan setting out the key steps necessary to implement major projects including the requirements for and likelihood of external funding.
- 1.3 The framework will guide the development and management of the towns and highlights realistic and deliverable opportunities to secure investment in town centre developments and infrastructures. It will guide decisions about the development and management of town centres, as well as helping in developing a cohesive long term strategy for Pembrokeshire.
- 1.4 This document's key purpose is to set out the key opportunities for Fishguard and Goodwick – both in terms of key development opportunities (Flagship Sites) and in terms of identifying other opportunities for the towns, which are highlighted under a number of key themes. In addition, the Fishguard and Goodwick Action Plan sets out a number of more specific actions that are recommended to be the focus for Fishguard and Goodwick going forward in order to drive regeneration and economic development in the short, medium and longer term.
- 1.5 The Framework is an overarching document, and should be used as a basis to guide regeneration and economic development. The ideas, opportunities and projects contained in the SRF and Action Plans are not exhaustive lists, and they are not set in stone. Rather, based on the consultation and evidence undertaken and gathered, it is felt they should be the key focus going forward. The SRF can be

used to provide the evidence to justify the commission of additional, more detailed feasibility work for these different development opportunities and projects, and others that may evolve in the future.

# The Regional Context

2.0 This chapter provides the strategic context pertinent to Pembrokeshire. It provides a brief overview on the policies and the core socio-economic fundamentals of the County and, where available, Fishguard and Goodwick. The policy framework includes County-wide planning and specific planning for the town centre.

## **Vibrant and Viable Places – A Regeneration Framework, Welsh Government (2003)**

2.1 Vibrant and Viable Places is a regeneration framework that was produced by Welsh Government in March 2013. The vision was *“that everyone in Wales should live in well-connected vibrant, viable and sustainable communities with a strong local economy and good quality of life”*.

2.2 Welsh Government defines regeneration as *“an integrated set of activities that seek to reverse economic, social, environmental and physical decline to achieve lasting improvement, in areas where market forces will not do this alone without some support from government”*. The key principles that the programme will operate are Partnership, Strategy and Sustainability.

2.3 Even with the country estimated to have £2-4 billion less capital available for spending than the last decade, Wales is still determined to invest £15 billion over the coming decade into growth and jobs in the country.

2.4 The Framework recognises that the approach to regeneration must adapt to changes with shopping habits, especially with the rise in internet shopping and out-of-town retail spaces, and decline of town centres. An approach to regeneration which is more evidence based is important and a mixture between ‘people-based’ and ‘place-based’ regeneration.

2.5 There is a growing need for town centre regeneration to focus on town centre’s becoming the hubs of economic development, and to be the catalyst for improvement in employment, leisure and public services.

### **Well-being of Future Generation (Wales) Act, 2015**

2.6 The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the 44 public bodies listed in the Act think more about the long-term, improve relationships with communities and each other, look to prevent problems and take a more joined-up approach.

2.7 To ensure all public bodies are working towards the same vision, the Act puts in place seven well-being goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales.

2.8 The Act also puts in place a 'sustainable development principle' which advises organisations how to meet their duty under the Act. Public bodies need to make sure that when making their decisions they take into account the impact they could have on people living their lives in Wales in the future.

2.9 The Act outlines five things that public bodies need to consider to demonstrate that they have applied the sustainable development principle:

- **Long term** – The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
- **Prevention** – How acting to prevent problems occurring or getting worse may help public bodies meet their objectives
- **Integration** – Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- **Collaboration** – Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
- **Involvement** – The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

### **Environment (Wales) Act, 2016**

2.10 The Environment (Wales) Act puts in place the legislation needed to plan and manage Wales' natural resources in a more proactive, sustainable and joined-up way. It delivers against Welsh Government's commitment to introduce new legislation for the environment and positions Wales as a low carbon, green economy, ready to adapt to the impacts of climate change.

2.11 The act will create significant economic, social and environmental benefits for Wales. It has been carefully designed to support and complement ongoing Welsh Government work to help secure Wales' long-term well-being, so that current and future generations benefit from a prosperous economy, a healthy and resilient environment and vibrant, cohesive communities.

2.12 The key parts of the act are:

- **Part 1:** Sustainable management of natural resources – enables Wales' resources to be managed in a more proactive, sustainable and joined-up way. It also helps to tackle the challenges we face and is focused on the opportunities our resources provide.

- **Part 2:** Climate change – provides the Welsh Ministers with powers to put in place statutory emission reduction targets, including at least an 80% reduction in emissions by 2050 and carbon budgeting to support their delivery. This is vital within the context of our existing UK and EU obligations and sets a clear pathway for decarbonisation. It also provides certainty and clarity for business and investment.
- **Part 3:** Charges for carrier bags – extends the Welsh Ministers' powers so that they may set a charge for other types of carrier bags such as bags for life. It also places a duty on retailers to donate the net proceeds from the sale of carrier bags to good causes.
- **Part 4:** Collection and disposal of waste – improves waste management processes by helping us achieve higher levels of business waste recycling, better food waste treatment and increased energy recovery. This will help to decrease pressure on natural resources while also contributing towards positive results for both the economy and the environment.
- **Parts 5 & 6:** Fisheries for shellfish and marine licensing – clarifies the law in relation to shellfisheries management and marine licensing.

- **Part 7:** Flood & Coastal Erosion Committee and land drainage – clarifies the law for other environmental regulatory regimes including flood risk management and land drainage.

**Welsh Government – Prosperity for All – The National Strategy, 2016**

2.13 The Programme for Government, Taking Wales Forward, outlines the commitments that Welsh Government will deliver over the next five years to help drive improvements and build a Wales that is:

- Prosperous and secure
- Healthy and active
- Ambitious and learning
- United and connected.

2.14 Welsh Government’s long-term aim is to build a Wales that is prosperous and secure, healthy and active, ambitious and learning, and united and connected. The Programme for Government, Taking Wales Forward, sets out the headline commitments we will deliver between now and 2021. This strategy takes those key commitments, places them in a long-term context, and sets out how they fit with the work of the

wider Welsh public service to lay the foundations for achieving prosperity for all.

2.15 Taking Wales Forward provides clarity about Welsh Government’s pledges for this Assembly term. Set out in four chapters, it outlined the main commitments that will make a difference to the people of Wales, despite the impact of a decade of cuts to the Welsh budget, and the uncertain impact of Brexit.

2.16 The four key themes of this strategy are the same as those in Taking Wales Forward. The vision for each theme is set out, showing how they will contribute to prosperity for all, and how delivering in a more integrated and collaborative way can enhance the well-being of the people of Wales.

- Prosperous and Secure – The aim is to drive a Welsh economy which spreads opportunity and tackles inequality, delivering individual and national prosperity. This will enable people to fulfil their ambitions and enhance their well-being through secure and sustainable employment. This can be achieved by breaking down the barriers many face to getting a job, and creating the right environment for businesses to grow and thrive.

- **Healthy and Active** – The aim is to improve health and well-being in Wales, for individuals, families and communities, helping to achieve the ambition of prosperity for all, taking significant steps to shift the approach from treatment to prevention.
- **Ambitious and Learning** – The aim is to instil in everyone a passion to learn throughout their lives, inspiring them with the ambition to be the best they possibly can be. A prosperous Wales needs creative, highly skilled and adaptable people, so our education from the earliest age will be the foundation for a lifetime of learning and achievement.
- **United and Connected** – The aim is to build a nation where people take pride in their communities, in the Welsh identity and language, and in Wales' place in the world. This will be achieved by building the vital links that make it easier for people to come together, for the economy to grow, and for Wales to become a confident nation at ease with itself.

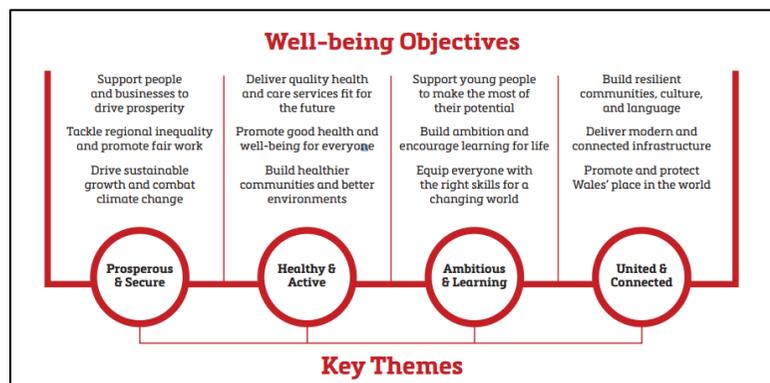
2.17 In developing the strategy, five areas are recognised as having the greatest potential contribution to long-term prosperity and well-being. These priority areas reflect the times in people's lives when they may be most in need of

support, and when the right help can have a dramatic effect on their life course.

- **Early Years:** an individual's experiences in childhood play a significant part in shaping their future, and are critical to their chances of going on to lead a healthy, prosperous and fulfilling life.
- **Housing:** the bedrock of living well is a good quality, affordable home which brings a wide range of benefits to health, learning and prosperity.
- **Social Care:** compassionate, dignified care plays a critical part in strong communities, ensures that people can be healthy and independent for longer, and is a significant economic sector in its own right.
- **Mental Health:** one in four people in Wales will experience mental ill health at some point in their lives, getting the right treatment at an early stage, coupled with greater awareness of conditions, can in many cases prevent long term adverse impacts.
- **Skills and Employability:** the better people's skills, the better their chances of getting fair, secure and rewarding employment, and the stronger the skills base is in Wales, the more chance we have of attracting new businesses and growing existing ones to improve prosperity. These

are by no means the limit of government’s activities, and therefore it is important to not lose sight of the day to day running of vital public services, while adapting and improving them to reflect this new approach.

**Figure 1 - Prosperity for All: the national strategy – Well-being Objectives**



Source: Welsh Government, 2016

### South West Wales Regional Retail Study 2017

2.18 The study has been prepared to help inform both plan-making and decision-taking across the three authority areas of Pembrokeshire, Ceredigion and Pembrokeshire Coast National Park, and assist in the development of planning policy; particularly in relation to future retail provision.

2.19 A survey of 1,600 households was commissioned as part of the study, which helped to identify shopping patterns for different types of retail categories and identified where retail expenditure is directed to, including key foodstores and town centres. An assessment of the need (or ‘capacity’) for new retail (convenience and comparison goods) floorspace up to 2036 was also carried out, identifying need at strategic level and for key centres in each authority area.

2.20 The market share analysis for Pembrokeshire County and Pembrokeshire Coast National Park shows almost all of resident catchment convenience expenditure is retained in Pembrokeshire County and Pembrokeshire Coast National Park as a whole. Key food stores in Haverfordwest account for the majority of retained convenience expenditure. Smaller centres in Pembrokeshire County and Pembrokeshire Coast National Park (including Pembroke Dock, Pembroke, Milford Haven, Fishguard and Tenby) attract a smaller proportion of convenience expenditure which reflects a more limited offer in convenience provision compared to larger centres.

2.21 For comparison goods, the catchment for Pembrokeshire County and Pembrokeshire Coast National Park as a whole

retains a relatively high proportion of expenditure for all comparison goods (60.1 percent). Leakage from the catchment is mainly directed to Carmarthenshire. At centre level, Haverfordwest attracts the greatest proportion of expenditure from the catchment, which reflects the centre's role as a sub-regional town centre. Within the Pembrokeshire Coast National Park area, Tenby attracts the greatest proportion of comparison goods expenditure.

2.22 At a strategic level, the capacity assessment identifies up 1,244 sqm net of new comparison goods retail floorspace in 2031, increasing to 4,973 sqm net by 2036. The majority of the forecast capacity is directed to Haverfordwest (up to 2,916 sqm net by 2036). No new convenience floorspace capacity is identified over the study period.

2.23 In terms of accommodating growth, the study concluded the following for Fishguard and Goodwick, which is relevant to this Regeneration Framework:

*Fishguard*

2.24 Forecast need for new retail floorspace in Fishguard is largely confined to potential opportunities for new comparison goods floorspace. Demand for retail space is likely to be limited to

independent retailers. The centre has seen a number of closures in the town in recent years, including in the food and drink and hotel sectors, which are clearly important to the overall economy. There is therefore a qualitative need to maintain/improve the retail offer and leisure offer in the town to ensure it remains attractive to the tourist trade and support the overall vibrancy, attractiveness and viability of the centre. This highlights the potential to promote tourism, with priorities directed to bringing vacant units and sites back into use.

2.25 In terms of other recommendations, no specific changes are required to the town centre boundary. Instead the emphasis should be on promoting retail and leisure development proposals that will enhance and strengthen the centre. The development of the Old Junior School and adjoining land will be an important element of this as it will improve the development offer in the centre and boost investor confidence

***Pembrokeshire Local Development Plan 2013-2021 (adopted 2013)***

2.26 The Local Development Plan provides the framework for decisions to be made up until 2021 on how land is used and developed, for example what type of development is appropriate or desirable for Pembrokeshire's economy,

communities and environment and how best to secure resilience to climate change and to bring forward affordable housing through the Planning System.

2.27 The Plan establishes a Vision based development strategy and policies to guide the development and use of land in Pembrokeshire from adoption to 2021. It provides the policy context for directing development to appropriate locations, conserving the natural, built and historic environment and providing a basis for rational and consistent decision-making on planning applications. The base date for the Plan's land use allocations is 2011.

2.28 The LDP vision for Pembrokeshire includes 'creating a network of strong urban and rural communities in Hub Towns, Service Centres, Service and Local Villages and the Strategic Objectives to deliver this vision include 'Regenerating town centres' and 'Supporting the development of the distinctive role of Pembrokeshire's towns especially within the Haven Hub'. Fishguard and Goodwick is defined as a Hub Town along with Pembroke, Pembroke Dock and Milford Haven. It is worth noting that Tenby is within Pembrokeshire Coast National Park and therefore not considered in this document.

2.29 The Plan states that the economic base of the County has changed in recent years, and the tourism sector is now the largest industry and employer. However, there is an issue in that many tourism jobs are seasonal. There is consequently a need for the County to diversify to become a year-round industry in order to provide employment opportunities consistently throughout the year. There is an opportunity, and need for Pembrokeshire's regeneration projects to help achieve this.

2.30 In terms of Fishguard and Goodwick, the town needs improvements to retail provision and employment opportunities to reduce the number of locals having to travel elsewhere for employment and shopping. Despite two sites being identified for employment -the former Dewhirst factory site and the land behind Parrog, the Dewhirst site now has planning permission for residential development. Goodwick should not undermine local town centre (Fishguard), but should maintain its current service provision for its local community.

2.31 The plan states that any new development must consider the towns' current character and environment, and not allow the development to significantly impact upon this or cause a

detrimental increase of pollution for the town. Respect must be given to each town's individuality in terms of scale of growth and rate of development.

- 2.32 Furthermore, traffic must be managed so development does not significantly impact the current services available, whilst ensuring accessibility to the new site. In addition, any new/improved infrastructure and services, must be funded by the development.
- 2.33 Lastly, the Plan affirms that tourism must be centred towards using the distinctiveness of the locality to provide year-round services and employment.

## Fishguard and Goodwick's Context

- 3.1 Fishguard and Goodwick are twin settlements with a resident population close to 5,500 people. Reflecting the scale of the towns themselves, Fishguard town centre is very compact. It extends from the intersection of West Street, High Street, and Main Street with this being the main focal point – known as 'The Square'.
- 3.2 Goodwick is a small town that overlooks Fishguard Bay. The harbour is the main industry in Goodwick, and the terminus for both the Stena Line passenger ferry, which runs directly to Ireland, and is increasingly a stopping off point for cruise ships. In 2012 Fishguard and Goodwick railway station in Goodwick re-opened to serve the two towns, harbour as well as the wider North Pembrokeshire area.

### *Day to Day Activities*

- 3.3 Being relatively isolated from other towns, Fishguard has a greater variety of shops and services than would be expected for a town of its size. Most shops are concentrated along High Street (east) and West Street (south) and include a Co-op

supermarket, a Boots chemist, a Peacocks clothes store, and a range of independents including a delicatessen, grocers, and opticians. There is a building society, and a number of estate agents, but no longer any banks operating in the town centre following the closure of its final bank (Barclays) in May 2018. The post office on West Street, lies at the edge of the main retail area. At the time of survey in November 2017, there were six empty units within the primary retail area, but more noticeable are levels of vacancy just outside the main shopping area on The Square, Main Street, and West Street.

- 3.4 The Town Hall lies in the heart of the town centre and is the principal public building. It includes meeting and exhibition space and library, and is also the location for the Thursday market and houses the Last Invasion Tapestry, created to mark its 200<sup>th</sup> Anniversary. Other community buildings in and around the town centre include a number of churches and chapels, the POINT Youth Centre, Transition Bro Gwaun (TBG) located within the Gateway Club and the Fishguard Health Centre on Ropewalk. Local schools and the leisure centre lie outside the town centre, but due to the town's size are all within walking distance.

3.5 Many upper floors appear to be in residential use but some upper floors appear to be vacant. Buildings in full residential use become interspersed among commercial buildings outside the main retail area. There are few office premises in the town centre, although some first floor office use on West Street.

3.6 Goodwick has a small number of businesses, located in both the old town around Goodwick Hill, and close to the harbour facing the Parrog. These comprise shops, pubs and guest houses. Also along the waterfront, is a County Council owned building, within which the Sea Trust run the Ocean Lab, a small sea-life centre (Sea Môr Aquarium) and research base studying local marine life. Alongside the Ocean Lab is a privately run café.

### ***Environmental Quality***

3.7 Much of Fishguard's built fabric dates between the early 18th and late 19th century and there has been very little development in the town during modern times. The town centre has consequently retained its historic character, evidenced by narrow winding streets, colourful facades, and great variety in building form and roofscape.

3.8 The condition of buildings varies, with unoccupied premises generally showing the greatest signs of disrepair. Those buildings with the most detrimental impact on the character of the town centre include two vacant pubs (including the part refurbished Abergwaun Hotel), and a cluster of residential and commercial properties on Main Street. Recent signs of investment and maintenance are noticeable on West Street (east frontage) and Main Street (north frontage).

3.9 The refurbished Royal Oak, facing the town centre, was the location of the signing of the surrender by the French following the Last Invasion of Britain in 1797.

3.10 Public space is quite limited due to the dominance of through traffic and the town's narrow streets leave little room for pedestrians to linger. A small landscaped seating area on the east side of West Street provides the only refuge from traffic – 'The Square' is no more than a roundabout. Public realm materials are of standard highway design and insensitive to the character of the town. Lota Park sits next to the town centre but it has no significant relationship to the town centre.

3.11 Goodwick has evolved from a small fishing village to an industrial base linked to the harbour, and today there is a contrast between traditional housing in the older area of the hillside and that of the modern working area nearer the harbour.

### ***Movement and Transport***

3.12 The experience for pedestrians is very poor and largely unsafe due to the town's narrow streets. There is a lack of room to accommodate all modes of traffic, so pedestrians must compete for space with cars, lorries and buses, with pedestrians sometimes having to negotiate their way through two way traffic. Such a situation also impairs the desirability of cycling through the town centre. The new Chimneys Link will deliver a new one way system around the town centre, and this work is underway.

3.13 When arriving by car from the north, west, and south, the need to drive through the centre can be avoided due to the presence of car parks outside the most congested parts of the town. Access from the east, however, forms part of the A487, which connects Fishguard (and the port at Goodwick) to the West Wales coast. The bridge at Lower Fishguard known as

Lower Town and a number of tight bends create a particular pinch point from this direction. Pedestrian movement is also an issue and there is a call for a new footbridge there.

3.14 The harbour and recently reopened railway station are located in Goodwick, about 1 mile north of Fishguard town centre so not within a comfortable walking distance. Rail services connect from Fishguard and Goodwick Station to Swansea and Carmarthen with some timed to link with the Stena Line Ferry. A bus service runs from the square to the station, connecting the two. Other local bus routes are served from the bus stop on the square, outside the Town Hall. These link to towns and rural communities, there is an active Transport Forum promoting different forms of transport for the towns.

### ***Attractions***

3.15 Although the settlements of Fishguard and Goodwick do not sit within the Pembrokeshire Coastal National Park, they lie adjacent to it and the National Park is therefore a key attraction. Furthermore the Pembrokeshire Coastal Path can be accessed from both Fishguard and Goodwick and is a popular destination for walkers and wildlife lovers.

3.16 The 180 seat Theatre Gwaun is a significant draw for the town, and hosts films, cinema and live satellite links to London shows, and is one of the venues used for the Fishguard Folk Festival every May. Lower Town (walking distance from the town centre) was used as the film location of Under Milk Wood. The Fishguard Tapestry is within the Town Hall in a specially created hall, accessed through the Library. It would benefit from a higher profile signage both inside and out of the Town Hall. The recently opened Fishguard and Goodwick Heritage Centre in Fishguard town centre is a community project run by volunteers to share memories and celebrate the area's rich cultural and natural history.

3.17 Despite the loss of a number of public houses in recent years, the number of restaurants appear to be increasing. The town's leisure offer is also complemented by a range of interesting independent shops. In and around the town centre there are a number of hotels, guest houses, bed and breakfast accommodations, and also a backpacker's hostel. There is also a tourist information centre in the Town Hall.

3.18 The coastline and Marine Walk are very attractive, and appeal to nature lovers and walkers from far and wide. Whales, dolphins and porpoises can regularly be spotted at the coast, along with a rich and varied birdlife. The Sea Môr Aquarium at Goodwick is home to a variety of marine creatures, representing the diversity of life found in Welsh waters. Highlights include moon jellyfish, spider crab, conger eel and rock pool adventure tank, where children can touch starfish, anemones and small crabs.

3.19 St Mary's Church and Holy Name RC Church contain attractive stained glass. St Mary's in particular, partly because of its central position and the presence of the memorial stone to Jemima, is the second most visited place in Fishguard according to the Fishguard and Goodwick Chamber of Trade and Tourism.



-  Primary retail area
-  Secondary retail area
-  Occupied A class use
-  Unoccupied building
-  Community use
-  Visitor attraction
-  Listed building / structure
-  Conservation area boundary
-  Traffic issues
-  Car park
-  Poor pedestrian environment
-  Public green space
-  Railway station

**Key Assets and  
Regeneration Opportunities**  
Fishguard & Goodwick  
Pembrokeshire SRF

# Key Assets and Regeneration Opportunities

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Walkable and compact scale.</li> <li>• Good range of local facilities for a town of its size.</li> <li>• Characterful townscape.</li> <li>• Signs of recent building investment.</li> <li>• Theatre Gwaun – one of only two theatres and only three cinemas in Pembrokeshire.</li> <li>• Rich and varied wildlife, particularly along the coast.</li> <li>• Language and culture.</li> <li>• Good independent shops and eateries.</li> <li>• Attractive coastal villages at Goodwick and Lower Town close to the harbours.</li> <li>• Transport links including the re-opened railway station.</li> <li>• Community appetite to help regenerate the twin towns.</li> </ul>	<ul style="list-style-type: none"> <li>• A number of empty and poorly maintained retail properties.</li> <li>• Limited public space.</li> <li>• Streets dangerously dominated by traffic.</li> <li>• Poor quality public realm.</li> <li>• Pinch points accessing the town from the east.</li> <li>• Railway station not within walking distance of Fishguard.</li> <li>• Limited local supply of new housing.</li> <li>• Links between Fishguard and Goodwick are poor, although volunteers are promoting Fishguard to cruise visitors.</li> <li>• Brand, image and promotion.</li> <li>• Limited public transport between the towns and into central locations.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Chimneys Link road and one way system will reduce the impact of traffic making streets feel safer and more comfortable for town centre visitors.</li> <li>• Scope to reduce the size of carriageways on West Street and High Street and significantly upgrade the public realm.</li> <li>• Scope to recreate the Town Square as part of highway/public realm works.</li> <li>• Highway and public realm works may boost developer confidence and investment in empty and poorly maintained properties.</li> <li>• Scope to better integrate the park into the town centre as part of the development of the primary school site and introduce new town centre residential development.</li> <li>• Scope to maximise the Theatre Gwaun as a town centre asset.</li> <li>• Opportunity to increase visitor attraction at Goodwick, through development of waterfront and water-based activities, and also the attraction of cruise ships and other visitors</li> <li>• Opportunity to provide accommodation for the youth hostel market.</li> <li>• Scope to further promote the rich history and heritage of towns.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited retail capacity could thwart the current redevelopment plan for the former primary school site.</li> <li>• There doesn't appear to be a public realm scheme proposed for West Street and High Street, which would fail to capitalise on the opportunity created by the new link road.</li> <li>• West Street and High Street will still remain part of the primary trunk road network, which may pose limitations on improving pedestrian priority.</li> <li>• It is unlikely that a business case can be met for enhancing road access from the east.</li> <li>• Decision by Stena to withdraw from Goodwick Marina scheme could have a negative impact on Goodwick.</li> <li>• Long term vacant premises reduce the vitality of the centre</li> </ul>

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| <ul style="list-style-type: none"><li>• Scope to look a smaller marina development, other tourism based initiatives in Goodwick that focus upon coastal landscapes and wildlife.</li></ul> |  |
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## 4.0 Rationale for Regeneration in Fishguard and Goodwick

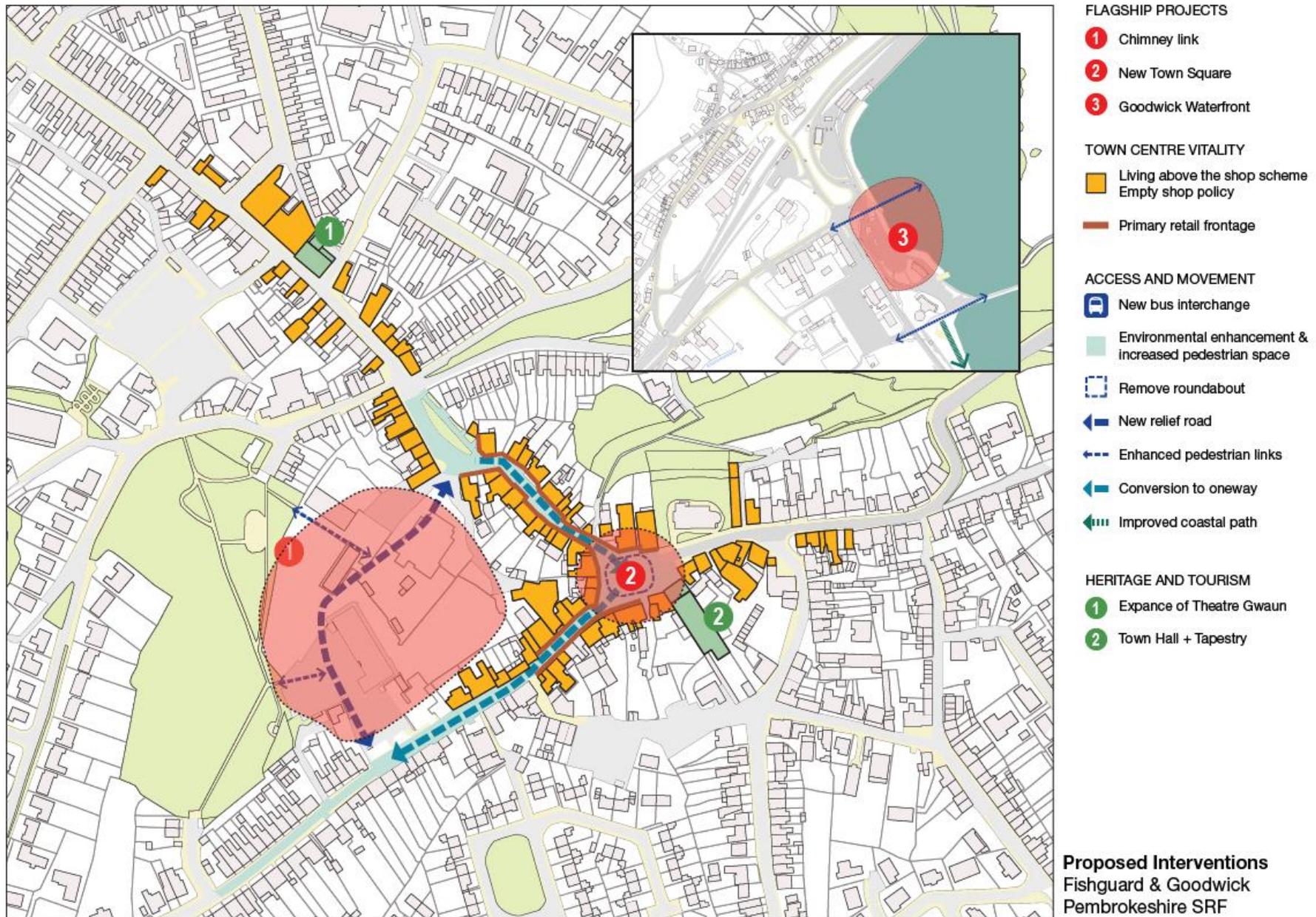
- 4.1 As the only hub towns in North Pembrokeshire, the twinned settlements of Fishguard and Goodwick play an important service role. The regeneration and improvement to the towns would be greatly beneficial to the local economy, and reduce the need for residents to travel to other areas for work, shopping and entertainment.
- 4.2 Fishguard and Goodwick benefit from a spectacular coastal location, with rich sea and bird life and stunning scenery including the Preseli Hills. However, the rich sealife is not widely promoted and the towns have the potential to promote themselves further, capture more of the holiday makers that visit the surrounding local area, and attract new visitors with a more environmental focus. With regular ferry and cruise ship passengers passing through the town, further promotion of the town and its attractions could increase visitor numbers and boost the local economy.
- 4.3 Following the decision by Stena to withdraw from the long anticipated Goodwick Marina scheme, new ideas for regeneration at Goodwick must be considered in order to ensure that the town can thrive despite it being a disappointing and challenging time. Its position along the coast must be seen as a key asset, as it provides a real opportunity for Goodwick, and could provide a mix of waterfront and water-based activities.
- 4.4 Fishguard already has a good variety of shops, with a number of independent retailers. Both Fishguard and Goodwick have a number of eateries that showcase the impressive local produce. However, there is potential to build on this, and there are also a number of vacancies in Fishguard, which spoil the image and vitality of the town, and this needs to be addressed. Similarly, many first floor premises stand empty, and encouraging 'over the shop' living could improve vibrancy in Fishguard. With hopes for an extension to the popular Theatre

Gwaun (which also provides cinema screenings and community space), there is opportunity to create more of an evening economy, and this should be explored. Additional town centre employment would be beneficial for both Fishguard and Goodwick, particularly given its rural location and the distance to other towns.

- 4.5 The local area has rich history, and Fishguard’s impressive Last Invasion Tapestry marks the 1797 invasion by Napoleon’s French troops defeated by local militia at the Battle of Fishguard. However, at present this history, and the Tapestry itself are not promoted effectively and again is something that could be improved.
- 4.6 There are issues with traffic dominance in the Town Centre, and opportunities to create a more pleasant experience for pedestrians. Links between Fishguard and Goodwick could also be improved, and this would especially help the two towns to benefit from each other.
- 4.7 Reflecting the points above, the Strategy is structured under the following sections.
- 4.8 The objectives and outcomes of these sections are overlapping; however grouped under these sections it is apparent that a Strategy for the regeneration of Fishguard and Goodwick must be multi-faceted.

<b>Providing New Development/Re-development (Flagship Sites)</b>
<b>Focus on Goodwick Waterfront</b>
<b>Enhancing Town Centre Vitality</b>
<b>Improving Movement and Access</b>
<b>Promoting Heritage and Tourism</b>
<b>Developing Employment and Skills Opportunities</b>





## Providing New Development/Re-development (Flagship Sites)

**Objectives:** Support the redevelopment of underutilised and vacant sites, encouraging the introduction of a mix of uses to assist in the diversification of the town centre.

**Rationale:** There are three key areas within Fishguard and Goodwick that are not meeting their potential – the area comprising the Chimneys Link development, Town Square and Goodwick Waterfront. The redevelopment and improvement of these areas will create more attractive space, provide new employment opportunities, and improve the town centre for both residents and visitors. Due to the recent decision by Stena to withdraw from a much anticipated Marina scheme, opportunities at Goodwick have been assessed separately, and are detailed in the following section.

### **Opportunities:**

#### ***Chimneys Link Development***

The Chimneys Link development is a key regeneration project for Fishguard, that will help stimulate the regeneration of the town. The project, which is already underway, is comprising the redevelopment of 1.5 ha of land, the construction of a new link road, the demolition of several buildings (including the old junior school, which has already been demolished), and the creation of a development site with potential for residential, health and retail use.

In order for the town to benefit from the new road, it is important that all the associated new development is appropriate for the town, and therefore this development must feature in this regeneration framework as a flagship project.

Initial plans show a predominance of retail development to maximise capital receipts, required to fund the highways works. The town could support limited new retail use, but it is vital that any retail has the layout to allow for flexible arrangements and various floorplates. Uses such as a mix of commercial, health or community benefits would be appropriate to support the retail component. Residential or commercial uses could also be developed on the first floor, possibly overlooking Lota Park. In addition, the layout should allow for new public space to be delivered, providing a focal point for the town and improving the linkages through the town.

**Figure 2 - Chimneys Link Development Conceptual Plan**







**Precedent Image – Castlefields Village Square, Runcorn**



**Precedent Image – Jubilee Square, Leicester**

### **Town Square footway improvements**

With the widening of the footways leading into the Town Square, the introduction of new surfaces could create a more positive pedestrian experience, and improve the public realm in the original Town Square outside the historic Royal Oak public house, providing a place for outside seating or events, for example outdoor markets, and also provide a stronger focus for the Town Hall and market hall.



- Development of new surfaces to improve pedestrian environment
- Improved public realm
- Introduction of outside seating/event space at Abergwaun Hotel and Royal Oak
- Improved surfacing on High Street and Main Street
- Improvements to buildings on High Street and Main Street.





**Precedent Image – Altrincham, Cheshire**

## Focus on Goodwick Waterfront

Following the decision by Stena to withdraw from the long anticipated Goodwick Marina scheme, it is vital that alternative opportunities are identified to ensure that the area can prosper. There is huge potential at Goodwick to develop additional uses at the waterfront, to increase activity, generate footfall and encourage economic development. There is also opportunity for further land to be considered as part of a framework of future development – including the former lorry park adjacent to the train station. Increasing activity at Goodwick would encourage visitors (including the increasing number of cruise passengers that dock at the Port of Fishguard) to explore the town, spend longer here, and therefore increasing secondary spend.

In order to assess opportunities, a number of uses have been considered, and additional consultations undertaken where appropriate.

Potential Use	Comments
Wildlife tourism	<p>The Sea Trust is based at Goodwick's Ocean Lab, where it undertakes sealife research and survey work alongside running the Sea Mor aquarium, however there is potential for more to be made of the important asset and to increase visitor numbers.</p> <p>No wildlife excursions run from Goodwick, despite the rich and interesting local sea life (including dolphins and porpoises) and this could be a key visitor attraction. To enable such activity, access into the water in the form of a slipway or floating pontoon would have to be developed, to allow safe access that is not dependant on the tide.</p> <p>Goodwick Moor is operated by the Wildlife Trust of South and West Wales, and is a key environmental asset, home to a wide range of wildlife including birds, dragonflies and otters. It is currently inaccessible to the public due to vandalism. Consultation with the Wildlife highlights that there is not felt to be potential for a visitor centre or further development here, it is however vital that the walkways are repaired and public access is regained. There are several ideas to ensure that the nature reserve is better managed, with one idea being to ask local businesses to sponsor a new walkway, and another being the introduction of volunteer dog wardens that can monitor the reserve and educate its users.</p> <p>There is also potential for Goodwick to become a location for birdwatching and wildlife visitors, and has potential to attract visitors all year round. Goodwick should continue to promote its rich birdlife through the Visit Pembrokeshire website.</p>
Boat tourism, Watersports and Beach Area	<p>Although plans for a 450-berth marina have now been abandoned, there is still potential for a smaller scale marina to be developed at Goodwick, to provide permanent access to the water, as well as a stopping-off point for boat users travelling around south west Wales.</p>

	<p>Furthermore, no water sports or activities take place at Goodwick, in part because there is no water access at present. A purpose built 'Dive Centre' was developed alongside The Ocean Lab, although this has not been in use for a number of years. Owned by PCC, this building alongside the Ocean Lab provide the ready-made infrastructure to kick-start new activities, and promote Goodwick as a tourist destination. There is also potential for school and community groups to use the facilities alongside visitors.</p> <p>Consultation with a number of different stakeholders highlighted a good potential for water activities at Goodwick, and there are several local businesses that operate close by (including Lower Town) because Goodwick is not an option at present. Consultation also emphasised potential for a new sandy beach area to be created on the waterfront (by dredging the channel) to provide an additional attraction for locals and visitors for low-key recreation and educational use to the unspoilt rural beach beyond the breakwater.</p>
Visitor Accommodation	<p>With the large numbers of ferry passengers passing through the Port of Fishguard every year (300,000 in 2017), the potential for a new waterfront hotel has been assessed. However, at present feedback from several national hotel operators stated that the local visitor population is too small for a new 'national branded' hotel to be viable at present. However, consultation with members of the Chamber of Trade and Tourism highlighted the capacity for a small number of additional small boutique hotels/bed and breakfasts to meet demand in high season (between April and September)</p> <p>Occasional camping are provided on sports pitches alongside the Phoenix Centre at times when the towns welcome large amounts of visitors (e.g. the Wales Triathlon). There is also view that the towns could support additional backpacker's accommodation (e.g. low budget hostels).</p>
Restaurant development	<p>Due to its stunning setting, as well as because the availability of a vast amount of good quality, local food and drink products, the potential for a high class/fine dining restaurant has also been assessed. However stakeholders in the hospitality sector recommended this would be difficult to develop at present, due to current low footfall, and an increasingly competitive and difficult market. However the consultations also highlighted the potential for a good quality family focused pub/restaurant at Goodwick. Nonetheless, feedback from a larger pub/restaurant operator suggests the local population will not support a national brand at present, and therefore for the short-medium term, a local operator may be the most viable option.</p>
Heritage Attraction / Visitor Centre	<p>There are differing opinions regarding the potential for the development of a visitor centre or heritage attraction at Goodwick. Whilst some feel there is potential for a visitor attraction, with ideas including the relocation of The Last Invasion Tapestry to Goodwick, and an attraction to celebrate the Charterhouse Lifeboat, others feel that nature and the environment should be the focus of investment into Goodwick. PCC must consider if it should aim to focus investment on nature, or encourage the development of a heritage attraction too.</p>

Education/Research	The Sea Trust undertakes sealife research and monitoring, and there is potential for this to increase. The Trust already has links to Swansea University, as well as many local schools in the area, and it feels that the education focus has potential to increase, if investment is made.
Port of Fishguard	The Port is both a ferry terminal for the Stena Line route to Ireland, and also a base for the cruise ships visiting Pembrokeshire. The town already liaises with the port, and operates to attract visitors to Fishguard and Goodwick. Increased waterfront activities can enhance the visitor experience to these cruise visitors.

**Figure 3 – Goodwick Waterfront Conceptual Plan**





Existing Image



Precedent Image – Svendborg Harbor, Denmark



Precedent Image - Zwartsluis Netherlands

## Enhancing Town Centre Vitality

**Objectives:** To increase activity levels in Fishguard and Goodwick, to entice and lengthen visitor stays and to improve the town centre offer for residents and tourists.

**Rationale:** Fishguard and Goodwick have suffered from low footfall and poor accessibility particularly around Fishguard town centre. The proposed road improvements, the potential to develop Goodwick Waterfront and the increase in cruise trips can provide a strong economic base for developing the twin towns.

**Opportunities:** The improved access around the town centre will create a much better visitor experience. In recent years a number of new independent businesses have set up in the town, but vacant properties still feature. A strategy should be developed to encourage further businesses to invest in the town and to encourage property owners to take a more flexible approach to letting vacant property. This 'empty shop

policy' should explore the possibility of short-term lettings, pop-up uses for shops, and a collective approach to marketing the town centre, involving owners, agents and the town team.

There are a number of cafes, pubs and restaurants serving the local and visitor population, particularly during the day, and there are also several local independent businesses promoting local produce. With a number of strong local food producers such as Preseli Gold Sausages, Gwaun Valley Meats and local micro-breweries, Fishguard and Goodwick should champion this cluster of local producers, working with Pembrokeshire County Council's Food Officer.

There is no family focussed food offer in Fishguard or Goodwick, and potential for a family pub/restaurant to be developed, perhaps along the waterfront at Goodwick. The towns also have a very limited evening economy, and particularly in Fishguard there is potential for cafes and restaurants to offer evening meals, possibly linked to visits to the popular Theatre Gwaun. In addition, there are plans to extend the Theatre, which would improve the facility and increase visitor numbers.

The Town Hall and Market are an important focus for the town centre. The building is multi-functional with library, information centre and also the Tapestry, which depicts the Last Invasion of Britain, is housed there. The Hall is well used on Market days, but use at other times is limited. Increased use of the Town Hall should be encouraged, and its prominence improved through signage and street furniture design. The building has potential to become the focal point for the Town Square.

Development of the area around the Co-op and the former junior school should complement the town centre function, and the provision of retail floorspace should be limited to prevent it competing with the vacant floorspace in the town centre. There is unlikely to be demand for large format retail stores, and the marketing of proposed shop units should be aimed at occupiers that could widen town centre activities, such as restaurant uses. Alternative uses that could generate a mix of commercial, health or community benefits should also be considered here.

The number of cruise ships visiting Fishguard and Goodwick increased to 19 during 2017, with 28 expected in 2018. Whilst many of the visitors will take organised coach trips away from the towns, some prefer to stay locally. The Fishguard Bay Welcome initiative to meet, inform and transport cruise visitors from the harbour to Fishguard increases the number of visitors to the town, and therefore benefits the local economy. This initiative is currently run by volunteers and there is scope to further support, and improve the service.

Furthermore, Fishguard and Goodwick town information is inadequate, non-existent, or inaccurate on several cruise websites, and this needs to be addressed. Facilities for visitors, which, in some cases are marketed, should be further promoted, and opening hours should be reviewed and extended where feasible – for example the Town Hall and Tapestry (with limited opening hours), and cafes and restaurants (which predominantly close in the evening). One way in which the towns could be better promoted is through the linking or consolidation of the Fishguard Bay Welcome and GoFishguard websites, both of which provide comprehensive information for the cruise visitors. There is also potential for Fishguard and Goodwick's attractions and businesses to better promote themselves through social media and the Fishguard Bay phone app.

Fishguard has seen little new residential development in recent years. The allocated site to the south of the town has remained undeveloped with high infrastructure costs and low capital values contributing to the inertia. Bringing new residential development into the heart of the town is a key way to help improve the vitality of the town. Recent interest for the former junior school site provides some evidence that small sites can generate demand, and sites around the town centre should be considered. This may include the Chimneys Link site as part of a wider mixed-use development, and further research and testing should be undertaken as part of the site marketing.

With a number of vacant shop premises, landlords should be encouraged to be more flexible with flexible, allowing shorter term lets and pop-up shops. Furthermore the potential for Pembrokeshire County Council to relax planning restrictions on town centre properties should be explored. This could allow change of use from retail to other workplace uses such as workshops. A 'Living over the Shop' initiative could also bring upper floors back into use. Many of the upper floors already appear to be in residential use, but a detailed survey of space will identify opportunities.



## Improving Movement and Access

**Objectives:** To improve accessibility, linkages and the pedestrian experience of Fishguard and Goodwick

**Rationale:** The narrow streets and footpaths within Fishguard town centre are dangerous and difficult to use, and are in need of improvement. Access to other areas also need improvement, including pedestrian routes to Goodwick and road routes to Lower Town where the trunk road also narrows causing difficulties to road users and pedestrians alike.

**Opportunities:** The Chimneys Link road scheme will bring substantial improvements to Fishguard town centre, introducing a managed one-way system and wider footpaths. The town can benefit, not only from the road improvements, but also from associated development around the Co-op and former junior school site, the Town Square and also along the improved routes of West Street and High Street. New surfaces and street furniture should also improve the visitor experience and can help to attract new businesses and customers. PCC and the Town Team should embrace these improvements through marketing and collaboration, and work together with building owners and their agents to encourage new occupiers.

A longer term policy is needed to improve the A487 at Lower Town, and provide safer visitor access, and this should be explored.

Fishguard and Goodwick is served by public transport along major routes, with regular bus and train services. With a new rail franchise set to be take control of services from October 2018, is it important that PCC and the Transport Forum engage with them at the earliest opportunity, to encourage appropriate services going forward. The more rural areas are more difficult to serve regularly, however the Transport Forum has been a strong advocate in the development of a range of modes of transport solutions. The Forum should be fully supported to ensure Fishguard is accessible for both the local population and visitors and tourists.

The Pembrokeshire Coast Path which passes through the town in the form of the popular 'Marine Walk' attracts walkers all year round, and is part of a wider network of paths in the area. These are reasonably well signposted, but the town centre is sometimes by-passed. PCC should review the signage and routes particularly from Goodwick and Lower Town.

## Promoting Heritage and Tourism

**Objectives:** To protect and promote Fishguard and Goodwick's rich heritage and history, enhance the town's tourism offer and encourage ferry and cruise ship passengers to explore the town.

**Rationale:** Fishguard and Goodwick have a rich heritage linked to its historic use as a fishing harbour and its place in history as the location of the Last Invasion. The Coastline and offshore waters and rich countryside such as the nearby Preseli Hills are also impressive natural assets. Furthermore the Pembrokeshire Coastal National Park surrounds the towns, and Pembrokeshire Coastal Path runs through both Fishguard and Goodwick. These features draw in a mix of visitors each year. The nature of the visits are not restricted to the holiday season, unlike other seaside towns. Thus further promotion of this part of Pembrokeshire to those seeking a range of historic, environmental and also activity based holidays and breaks should be encouraged. Furthermore, with daily ferry crossings and an increasing number of cruise ships docking at the Port of Fishguard there is potential to capture these passengers and visitors.

**Opportunities:** There is strong promotion of the area already using the tag line 'The Fishguard Bay', but the area should become synonymous with wildlife and its dramatic coastline. In this respect Fishguard should not undersell itself. For example, the Go Fishguard website has a photograph of a dolphin on its home page, however whale, porpoise and dolphin watching is not included as an activity, and rather it is referred to in the 'Ocean Lab' tab. Although there are no physical wildlife/birdwatching 'attraction' to generate income for visitors, these visitors spend money on accommodation and food and drink, and this secondary spend is extremely beneficial to the local economy. The potential for Fishguard and Goodwick to become known as 'The Gateway to Pembrokeshire Coastal National Park' should be explored and encouraged, given its position in relation to the National Park, and proximity to the Coastal Path.

The historic links to the Last Invasion are promoted, but again in an understated way. The Town Hall houses the Tapestry, created last century to commemorate the event, but it is hidden away beyond the library and with low key signage, and reliant on the opening times of the Town Hall,

i.e. only half a day at the weekend during winter months. The Town Council recognise the significance of the Tapestry and the extension of opening times from April 2017 to include Fridays has seen around 1,800 extra visitors (on Fridays) since that date, including visitors from cruise ships. The Town Council have therefore committed to maintain these extended opening times for the year 2018/19.

Fishguard and Goodwick hosts three different music festivals each year including an International Music Festival, which runs for ten days and uses a number of different venues, Aber Jazz and Fishguard Folk Festival . These festivals are highly regarded, with internationally recognised artists performing. However they are not reaching their full potential, and should be promoted on a wider scale. Music is clearly a draw to the area, and should be supported and promoted to increase visitors, and secondary spend. Furthermore, if out of season events can be introduced this can help make Fishguard and Goodwick an all year round destination for visitors. Locally produced food and drink is also a means of attracting visitors, through the manufacture and promotion of local produce, both to visitors and also through local pubs cafes and restaurants.

The waterfront at Goodwick is underused with few activities running from there, and there is potential for a range of activities/attractions such as water sports, boat trips and charters for fishing and wildlife watching. The surrounding area is being promoted for water activities such as surfing, paddle boarding, ocean ski racing and kayaking, and Fishguard and Goodwick could become better known as a nationally important location.

The Ocean Lab is a key asset for tourism and education and the opportunity exists to develop it further. The Wales Triathlon also takes place along the Parrog, and in Fishguard Bay at Goodwick, attracting hundreds of competitors and spectators into the town. Additional events could be programmed alongside this to capture the additional visitors and create a carnival atmosphere – as happens in Tenby when Ironman Wales takes place.

Goodwick has limited arts and community facilities, although The Phoenix Community Centre does provide sports facilities and community hall.

There is a range of visitor accommodation in Fishguard and Goodwick including guesthouses, hotels, a caravan site and a handful of self-catering houses. In peak season there is demand for additional guesthouse accommodation. There is also a need for more good quality self-catering accommodation. The opportunity for permanent camping facilities should also be explored.

## Developing Employment and Skills Opportunities

**Objectives:** To encourage local business growth and expand skills in Fishguard and Goodwick.

**Rationale:** The provision of small managed work space would provide the opportunity for local entrepreneurs to establish in the town. Furthermore, there is potential for Fishguard and Goodwick to diversify the skills base of its population through the development of partnerships between local colleges and businesses. This is particularly important for the towns due to their rural location, and reliance on other towns for employment.

**Opportunities:** The potential for small office and workshop space should be explored. Such workspace could provide start-up accommodation for local entrepreneurs, and potentially additional employment opportunities for young people once they leave school/college. Local businesses have little choice for new ventures, and the private sector is unlikely to lead on the provision of new space. Office space could be provided within one of the vacant shops or bank buildings, and the potential should be explored. There is also the opportunity to include some accommodation as part of the Chimneys Link development, perhaps over the shop units, with the higher value uses cross-subsidising employment space.

New industrial space developed on a speculative basis is unlikely to be financially feasible. Where opportunities arise in older industrial locations, PCC should seek to work with owners to promote smaller industrial units.

Employment and training opportunities are already promoted to the local population through partnerships with Ysgol Bro Gwaun and Pembrokeshire College, but there is also potential to develop partnerships or apprenticeships further with local employers, such as working with local hotels to provide hospitality training and/or experience. The College can have a strong role in development of skills and job creation in Fishguard and Goodwick and across the County. Whilst it has no base in Fishguard, it has some local links, but these could be stronger and a co-ordinated programme of engagement with local employers and youth groups could help strengthen these.

# FISHGUARD AND GOODWICK ACTION PLAN

In terms of the recommended actions set out below it is vital that the appropriate town centre stakeholders work together to ensure that actions are progressed and achieved. It is also important that the local community are involved in the design and delivery of developments, to ensure they are well supported and well used.

Activity	Lead	Timescale	Resources/Funding Options
<b>Flagship Project – Chimneys Link</b>			
Undertake market assessment to understand need and demand for variety of uses including retail, residential and community	PCC	Short	PCC
PCC to produce development brief for the site to ensure the site is developed appropriately and to maximise benefit to the town. This will seek to enhance the environment and bring in commercial, residential and community uses, with re. Funding is essential, but consideration should be given to private sector involvement in an innovative way.	PCC	Medium	Private /NHS
<b>Flagship Project – Introduction of new Surfaces in Town Square</b>			
Improve public realm and install street furniture to produce public realm in the original Town Square outside the historic Royal Oak public house, providing a place for outside seating or events, for example outdoor markets, and also provide a stronger focus for the Town Hall and Market Hall.	Trunk Road Agency/ PCC / Fishguard and Goodwick Town Team/ Fishguard and Goodwick Town Council	Medium – Long	PCC / Private
<b>Focus on Goodwick Waterfront</b>			

Activity	Lead	Timescale	Resources/Funding Options
Investigate potential to create an all year round, permanent access to the water from the waterfront at Goodwick to enable water activities and boat trips to run from Goodwick	PCC/Stena Line/ Fishguard and Goodwick Town Council/Private Sector	Short- Medium	PCC /Private
Encourage/promote the reuse of the Dive Centre building	PCC	Medium	PCC
Explore potential of scheme for local businesses to sponsor/fund the new walkway at Goodwick Moor to enable nature reserve to re-open, and to encourage sense of community ownership.	Wildlife Trust of South and West Wales/ Fishguard and Goodwick Town Team	Short	Wildlife Trust of South and West Wales Private
Assess potential for new family focused restaurant / opportunity at Goodwick	PCC / Private Sector	Medium-Long	Private
Undertake flood risk assessment for the landward side of the beach, with particular emphasis on the eastern end, and understand potential impact on any new development or activities.	PCC	Short	PCC
<b>Enhancing Town Centre Vitality</b>			
Develop a marketing strategy for the town which is linked to ferries and cruise ships – encouraging additional passengers to visit the town	PCC / Stena Line / Cruise ship operators / Chamber of Trade and Tourism / Town Team	Short	Stena Line/ Cruise ship operators Rediscovering Ancient Connections (The Saints) Ports, Past and Present
Investigate potential to appoint a Development and Marketing Officer for Fishguard and Goodwick.	Fishguard and Goodwick Town Team/ Fishguard and Goodwick Town Council	Short	PCC

Activity	Lead	Timescale	Resources/Funding Options
Promote local produce through links to retailers, hotels, restaurants and other food outlets	Fishguard and Goodwick Town Team / Local Retailers and Restaurateurs/PCC	Medium	Fishguard and Goodwick Town Team Private
Develop links with food and drink initiatives e.g. Pembrokeshire Produce Mark. Link to Pembrokeshire Food Park, once it is developed.	PCC	Medium	PCC Food Officer
Encourage partnership and consolidation of various different community groups.	Fishguard and Goodwick Town Council / Fishguard and Goodwick Town Team / PCC	Short	Fishguard and Goodwick Town Team
Develop an empty shop policy – exploring the possibility of short-term lettings, pop-up uses for shops, and a collective approach to marketing the town centre	Fishguard and Goodwick Town Team / local landlords / local agents / PCC	Medium	PCC Fishguard and Goodwick Town Team
Investigate potential for water based activities at Goodwick – perhaps linked to the Ocean Lab	PCC / Sea Trust	Medium	Private
Produce a ‘living over the shop’ scheme and work with town centre property owners and RSLs to provide affordable housing to local people.	PCC	Medium	PCC
Encourage increased use of Town Hall, including potential private sector lease of space	PCC	Medium	PCC
<b>Improving Movement and Access</b>			
Improve pedestrian and vehicular signage/routes between Fishguard and Goodwick	PCC	Short	PCC
Review Coastal Path signage and routes particularly from Goodwick and Lower Town.	PCC / PCNPA	Medium	Coastal Communities Fund PCNPA

Activity	Lead	Timescale	Resources/Funding Options
<b>Promoting Heritage and Tourism</b>			
Improve links with ferries and cruise ships and encourage further passengers to visit the town – one means of which could be a Tourism Ambassadors scheme	PCC / Aberystwyth University / Fishguard and Goodwick Town Team / Stena Line / Cruise Ship Operators	Short	Rediscovering Ancient Connections (The Saints) Ports, Past and Present
Improve marketing and promotion of Last Invasion Tapestry and uphold extended opening hours	PCC / Last Invasion Trust / Fishguard and Goodwick Chamber of Trade and Tourism / Fishguard and Goodwick Town Council	Short	PCC Rediscovering Ancient Connections (The Saints) Ports, Past and Present
Encourage, support and build on the programme of all year round events, building on success of festivals e.g. Folk Festival and Wales Triathlon and improve promotion of these events.	PCC/ Festival Organisers	Medium	Rediscovering Ancient Connections (The Saints)
Work with the Phoenix Centre to explore potential of developing camping facilities on the fields adjacent to the centre	Phoenix Centre	Short	Private
Work with PCPA to promote Fishguard and Goodwick as towns at the 'gateway to the national park'	Fishguard and Goodwick Town Team / PCPA / Fishguard and Goodwick Town Council	Short-Medium	PCPA
<b>Developing Employment and Skills Opportunities</b>			
Undertake a market demand assessment to assess the requirement for small business space in the town.	PCC	Medium	PCC

Activity	Lead	Timescale	Resources/Funding Options
Investigate potential for Pembrokeshire College to deliver outreach course or training to Fishguard and Goodwick and work with the College to improve links with local businesses to develop apprenticeships and meet local employment needs.	PCC / Pembrokeshire College / Ysgol Bro Gwaun / Fishguard and Goodwick Town Team	Medium	Pembrokeshire College
Explore potential for local businesses to provide training opportunities for young local people.	Fishguard and Goodwick Town Team / Fishguard and Goodwick Chamber of Trade and Tourism	Medium	Private (Local Businesses)
Encourage the renaissance of traditional skills through training, and public activities	PCC / Aberystwyth University / Fishguard and Goodwick Chamber of Trade and Tourism / Fishguard and Goodwick Town Team	Short	Rediscovering Ancient Connections (The Saints)