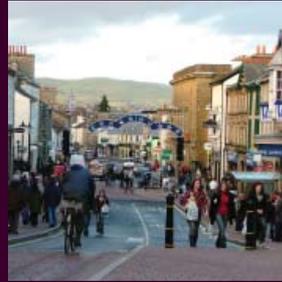


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# KENDAL ECONOMIC REGENERATION ACTION PLAN Final Report



June 2007

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# CONTENTS



1. Introduction: Setting the Context
2. Economic & Policy Context: Regeneration Challenges
3. Existing Regeneration Projects & Why Intervene in the Kendal Economy?
4. The Vision for the Kendal Economy in 2017 & Priority Themes
5. Action Plan
6. Delivering the Action Plan & Next Steps

**Kendal Economic Regeneration Action Plan: Baseline Report** (Separately Bound)

## FOREWORD

**O**n behalf of the Steering Group, I am delighted to present the **Kendal Economic Regeneration Action Plan**. The Action Plan has been based on a very **extensive process of consultation and involvement**, led by the Douglas Wheeler Associates team, with the Steering Group and a wide range of public sector partners, voluntary organisations and in particular residents and businesses in Kendal. Four workshops, including two events at Kirkbie Kendal School, have been undertaken.

Therefore the Action Plan focuses on a clear **firmly evidenced based economic development agenda** for Kendal that has emerged from the research, analysis, consultations and workshops.

Implementing the Action Plan will improve the economic performance of the town and in particular the focus on **'improving value added' of businesses** will have a direct positive impact on the actual contribution that individual businesses make to the Kendal, East Cumbria and Cumbrian economies. The Action Plan is ambitious and challenging and will make a real difference over the next ten years. Our 2017 Vision for Kendal: is: **'an economically dynamic, culturally vibrant European-class contemporary town with a thriving and distinctive town centre located in one of Europe's greatest landscapes'**

The Action Plan goes on to identify priority projects and establishes how key initiatives can be **integrated** and delivered to maximise value for money. The Action Plan priority projects and actions will **strengthen Kendal's role** as a distinctive destination and key service centre in East Cumbria. Effective leadership and a new tangible commitment to local economic development will be essential in order to accelerate implementation of the Action Plan. This includes giving more priority and resources to improve delivery of priority projects and more engagement with education and training agencies. In particular **one body needs to be tasked with delivering the Action Plan**.

Finally, this is an Economic Action Plan for **Kendal and all stakeholders** and not just the public sector or the 'economic development community'. In moving forward it will be essential to seek **greater influence on functions vital to economic development** but not primarily driven by it, particularly spatial planning, transport and education.

**Councillor Geoff Cook**  
Chair of Kendal Economic Regeneration Steering Group

June 2007

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# 1 INTRODUCTION: SETTING THE CONTEXT



The Douglas Wheeler Associates Team (DWA Team) was commissioned in early January 2007 by the Kendal Regeneration Steering Group to prepare the Kendal Economic Regeneration Action Plan. The Steering Group comprises representatives from Cumbria County Council, South Lakeland DC, North West Development Agency, Cumbria Vision, Kendal Town Council, Local Strategic Partnership, Kendal Partnership, Kendal Retail Association, the CBI, Chamber of Commerce and Federation of Small Business.

Kendal is a very attractive, historic market town and key service centre set in a high quality natural environment on the edge of the Lake District National Park, with good strategic road and rail links to the M6 and the West Coast Main Line. The town offers an impressive range of independent and national businesses and facilities for residents and visitors. The town plays an **important strategic role** in East and South Cumbria. In recent years the once very strong **local economy has underperformed** with the loss of a significant number of high value jobs in the financial and manufacturing sectors only replaced to some extent by lower value and part time jobs in the retail and hospitality sectors. The traffic improvement scheme has resulted in very strong **concerns from independent retailers about the economic health** of the town centre. There is also a severe **shortage of good quality, well located serviced employment sites** in Kendal.

Since the 1970s there has also been an increase in the number of **affluent retirees** into South Lakeland, drawn by the lifestyle attractions of the Lake District. As a result, retiree expenditure has generated significant wealth with more than 40 % of those living in Kendal classed as 'comfortably off' compared with 34% for South Lakeland and 27% for Cumbria. The influx of older working-age and retired people, together with lower birth rates, has resulted in an **ageing population**. This trend has been exacerbated by a net **outflow of the young working-age population**, especially amongst males.

An important aspect of this demographic shift has been a **loss of talent and higher skilled labour**, especially amongst South and East Cumbria's younger working-age population. **Graduate retention is particularly low** in the county generally. Cumbria's limited pool of labour, especially at higher skills levels, severely **hampers the development of a knowledge economy** and inhibits indigenous growth and the attraction of inward investment.

## Steering Group Brief

Against this complex and challenging backdrop, the purpose of the Action Plan is to focus on economic activity within Kendal and identify actions which will **strengthen Kendal's role** as a key service centre in South and East Cumbria. The Action Plan establishes a ten year **vision, identifies priorities** and examines how key initiatives can be **integrated** and delivered to maximise value for money. The aim is to build on and fill any gaps in the already existing base of recent research, studies and previous consultations as well as to take account of proposals that are currently being considered or underway. Two public consultation and schools workshops have been used to involve local people and discuss the regeneration opportunities.

The Action Plan makes the **business case for investment in Kendal** to politicians, public sector partners and the private sector.

## Approach To Action Plan: Principles

The Steering Group agreed that four principles should drive the approach to the preparation of the Action Plan namely:

### i. Hard Economic Focus

The approach includes more than twenty **business interviews and a review of Kendal's economic performance**. The review has used a wide range of published data sources in addition to the 2001 Census.

### ii. Action Plan: Realistic Number of Projects & Level of Detail

There is now some **urgency to develop and implement** a realistic number of well considered focused economic development initiatives and tangible physical projects. The aim is to consolidate on what has already been achieved in Kendal, accelerate economic regeneration and strengthen Kendal's role as a key service centre serving a wide rural area. The Action Plan has been developed in detail for the agreed priorities to include a **strong business case**.

### iii. Delivery

A review has been undertaken of the effectiveness of the key partnerships and regeneration groups in Kendal and a **robust delivery structure is recommended**.

### iv. Consultation & Involvement

The Action Plan has been based on a very extensive process of consultation and involvement with the Steering Group and a wide range of public sector partners, voluntary organisations and in particular residents and businesses in Kendal. **Four workshops** (includes two events at Kirkbie Kendal School) have been undertaken. The first public workshop held at Kendal Town Hall on 13 February was attended by more than 110 people. The workshop began with an initial distillation of issues, confirmation of positive and negative aspects of Kendal before going on to identify ideas, principles and actions that would 'make a difference' and finally starting to build a consensus around what Kendal could be like in 2017.

The second public workshop was held on 23 April at Kendal Town Hall. The workshop brought together 54 residents, businesses and agency representatives. Much of the discussion took place in eight informal groups focussing on the emerging vision for the Kendal economy in 2017. The groups then discussed the initial projects that had been developed under the themes of adding value to business, investing in the town centre, boosting enterprise and promoting economic infrastructure. The vision in Section 4 and the themes and projects in Section 5 have been refined to reflect the discussion at the workshop. There was positive agreement across all the groups on the need for **strong leadership and a champion** to deliver what was seen as a 'coherent and joined up Action Plan'. A full record of all of the four workshops is contained in the Baseline Report.

The emerging Action Plan has also had regular press coverage in the Westmorland Gazette with articles, letters and a Kendal Regeneration Online Forum.



## Baseline Report

A separately bound Baseline Report was prepared at the end of Stage One (Research & Appraisal) and updated in May 2007. The Baseline Report highlights the substantial analysis that has been undertaken and the conclusions from the main tasks namely:

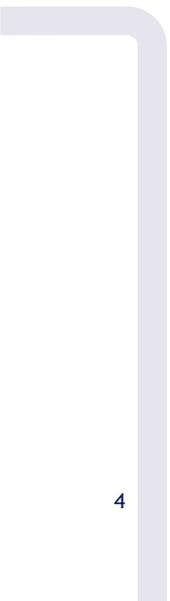
- Review of Strategies & Stakeholder Consultations
- Economic Performance
- Business Interviews
- Property Market Appraisal
- Townscape Analysis
- Access Mobility & Parking Appraisal
- Market Towns: Best Practice Review
- Summary of Public & School Workshops

## Action Plan: Structure

The Kendal Economic Regeneration Action Plan is presented in the following five sections:

- Economic & Policy Context: Regeneration Challenges
- Existing Regeneration Projects & Why Intervene in the Kendal Economy?
- The Vision for the Kendal Economy in 2017 & Priority Themes
- Action Plan
- Delivering the Action Plan & Next Steps





## 2 KENDAL: FUNDAMENTAL ECONOMIC ISSUES

### KENDAL: FUNDAMENTAL ECONOMIC ISSUES

The Baseline Report has identified a series of seven fundamental economic issues that Kendal needs to face early in the twenty first century. The evidence on market failure from the Baseline Report is considered in more detail in Section 3: Kendal Economy: Why Intervene? In summary the fundamental economic issues are:



#### 1. Demographics: Kendal's Growing But Ageing Population

Kendal has a growing population, currently 27,900 with a predicted rise in 59+ age. Retiree expenditure has generated significant wealth within Cumbria, and the influx of older working-age and retired people, together with lower birth rates, has resulted in an ageing population in the county as a whole. This will have particular consumer, cultural, health and well being requirements in the future. Moreover, the ageing population and decline in working-age people means that East and South Cumbria will have a large dependant population. This could result in significant strains upon social and health services, to the detriment of overall economic prosperity.

The most important aspect of this demographic shift has been a loss of talent and higher skilled labour, especially amongst South and East Cumbria's younger working-age population. Graduate retention is particularly low in the county generally. Cumbria's limited pool of labour, especially at higher skills levels, severely hampers the development of a knowledge economy and inhibits indigenous growth and the attraction of inward investment.

#### 2. Kendal Lags in the Development of Knowledge-Based Employment

Kendal has lost a significant number of high value jobs in the financial services (Axa Provincial, Scottish Provident) and manufacturing (K Shoes, Goodacre Carpets) and has lagged in the development of knowledge-based employment, such as in higher value service activities, which are necessary for the longer-term economic dynamism and vitality. Tourism is very important in the local economy but there has been a marginal fall in visitor numbers, a largely static local business performance and reduced visitor satisfaction levels. The response needs to be targeted initiatives to continue to improve the Kendal visitor offer including the quality of the food/hospitality and retail offer and increase the number of higher spending visitors who are staying longer in Kendal.

Kendal has a lower than average proportion of higher level occupations amongst its workforce, providing further evidence of low knowledge-intensity within the general economy. The local economy has a high representation of low value added sectors & low representation of high value added sectors. There is a need to promote business start up and growth as well as inward investment by business in higher value added sectors that are attracted to the superb environment and high quality of life in Kendal.

Achievement and attainment statistics show that Kendal schools performed well against the Cumbria and England averages. Kendal College has recently achieved a good or outstanding grading from Ofsted/ALI. There is a need to ensure greater engagement with Kendal's education providers who will play a crucial role in economic development in the future and to maintain high levels of achievement.

### 3. High Economic Activity Rates & Low Unemployment

South Lakeland and Kendal have high economic activity rates and very low levels of unemployment. This is particularly due to the prevalence of female, part-time employment, mainly in tourism, retail, hotels and restaurants, and in personal and protective occupations, such as health and care work. Many of these occupations have tended to generate relatively low earnings. Kendal has **low unemployment** that raises challenges for local businesses in recruiting and emphasises the need to invest in continuing to improve skills and training so as to retain good staff.

### 4. Housing Affordability Gap

Kendal has lower incomes set against relatively high house prices resulting in a **significant housing affordability gap** particularly for young people who want to remain in the area. The ratio of house prices to average earnings in 2005 was around 1:7.5 and is increasing.

### 5. Business Start Up & Independent Retailers

Self-employment in South Lakeland generally is high, though only amongst males, largely accounted for by the agricultural sector. **Boosting enterprise & business start up will be essential** because Kendal has **slightly fewer very small businesses** than the national and county average but more in the 11- 49 employee group. Self employment is very much behind rates in Keswick and Windermere and probably reflects the historic dependency on major employers like Axa Provincial, Scottish Provident and K-shoes.

Independent retailers in the town centre, who are an important part of Kendal's distinctive retail offer, often have businesses whose turnover is very sensitive to changes in footfall, car parking arrangements, rents or other overheads.

### 6. Lack of Quality Serviced Employment Sites & Underused Economic Assets

There is a well documented **lack of good quality, well located, serviced employment sites in Kendal** and real evidence of 'pent up' demand and the constrained supply of sites and premises stifling inward investment opportunities. The situation is aggravated by the unique topography and historical pattern of settlement in Kendal.

Kendal has a number of **significant underused assets with real economic development potential** including the Canal Head area and the Riverside. There are major investment proposals being implemented at Riverside Place (K-shoes) and Kendal College and being progressed for Brewery Arts Centre and they need to be **better connected with the town centre**.

### 7. High Dependency on Car Travel

There is a **high dependency on car travel** in part resulting from the difficulties of providing public transport in the rural catchment area. Retailers in the town centre rely on shoppers using their cars and therefore there is a need to improve the quality and ease of use of car parks and promote park and ride. Consequently there is also a need to tackle peak time congestion in the town through a range of additional traffic management measures and by encouraging more people to walk, cycle and promote park and ride.

## POLICY REVIEW: SUMMARY

The Kendal Economic Regeneration Action Plan needs to sit within a complex framework of economic, social and physical policies, plans, funding programmes and priorities that span from the national, regional, Cumbria, South Lakeland District to the Kendal level. Effective integrated regeneration requires strategically driven action from agencies working at a variety of different scales.

The Action Plan has to be developed within this framework and this section briefly summarises the relevant regional, Cumbria and Kendal strategies and policies to highlight



the implications for the Action Plan. More than twenty relevant regional, Cumbria, district and Kendal policy and strategy documents have been identified and reviewed and these include:

## Regional

The **Draft Regional Spatial Strategy** identifies Kendal as a key service centre with a focus on securing inward investment and improving service provision. The recently published Panel Report (2007) on the draft Regional Spatial Strategy highlights the vision 'to improve economy of Cumbria' and give priority to improving access to employment, services and education/training facilities on foot, by cycle and by public transport, in Key Service Centres, especially Kendal.

The **Regional Economic Strategy** includes supporting objectives and actions with an emphasis on productivity and enterprise, utilising key assets, developing a skilled workforce and sustainable growth and private investment. There is a commitment to deliver plans that support sustainable growth within and adjacent to the Lake District National Park. There are also commitments to develop the University of Cumbria, diversify the economic base and support sectors with growth potential in the rural economy, improve the tourism product, invest in quality public realm, green space and environmental quality and to 'future proof' physical development projects to ensure that they meet the needs of future generations.

## Cumbria

Cumbria Vision's soon to be published **Cumbria Economic Strategy 2007 - 2010** focuses on promoting business, employment and enterprise, education/skills and infrastructure including town centres and identifies Kendal as one of seven area based plans that aim to improve Cumbria's infrastructure and also acknowledges the important contribution that this Economic Regeneration Action Plan can make to delivering rural priorities. **The Lake District Economic Futures Policy Statement** identifies Kendal as a location for knowledge based industries within the Kendal- Penrith M6 Corridor.

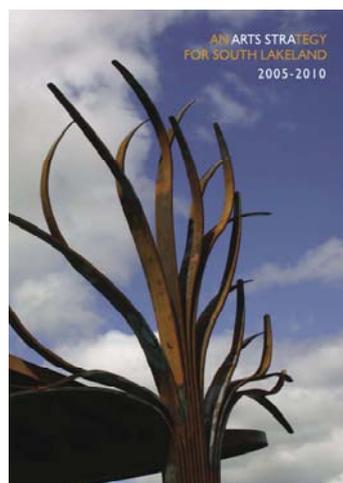
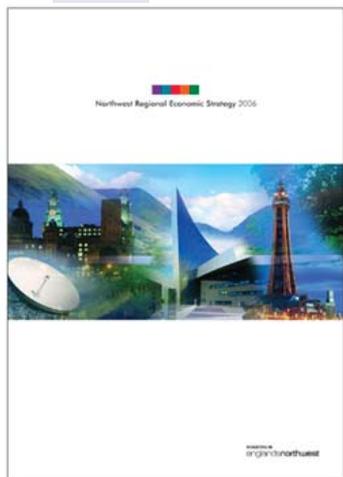
The Joint Structure Plan has a focus in Kendal on *sustainable development on a scale and nature appropriate to meet the needs of the local community* for housing, employment and services. **The Cumbrian Sub Regional Spatial Strategy** sets out the spatial planning framework for Kendal and to improve the economic base it recommends: development of Riverside Place/ K Village, provision of additional business park space, progressing the Lancaster Canal Restoration Project and improving access to new industrial and town centre opportunities by promoting the Kendal Northern Relief Road and a 'park and ride' initiative.

## District

The **Economic Development Strategy** for South Lakeland promotes a vision of '*a healthy & diverse economy which promotes enterprise and innovation maintains a skilled & educated workforce and contributes to the quality of life of the area*'. **The Cultural Strategy for South Lakeland 2005 - 2010** aims among other things to develop South Lakeland as a place where residents and visitors have the highest quality of opportunities to access cultural activities and facilities. **The Arts Strategy for South Lakeland 2005 - 2010** includes a vision that by 2010, South Lakeland will be a district in which the arts are *central to the cultural, economic and social well-being of its people*.

## Kendal

The Kendal Partnership Strategic Plan sets out a vision of a *traditional market centre* providing easy access to high quality services, business and leisure facilities for its inhabitants and the surrounding rural hinterland and the many visitors to the area. The town should provide a *wide range of distinctive shopping* and a broad range of *cultural and recreational activities* in an attractive setting that combines the *best of its history and architecture* with sensitive and *stylish new developments*. It should have a *broad mix of business activities* housed in *modern efficient premises*. **The Retail Association Action Plan 2006-2007** aims to make Kendal the 'area's number one shopping destination'.



## POLICY CONTEXT: OVERALL CONCLUSIONS

The policy review sets a very thorough sometimes **high level but consistent context** for the Kendal Economic Regeneration Action Plan. There is a clear commitment to maintaining Kendal's role as a **key service centre and sustainable economic development** in what is a particularly sensitive local environment. This includes a constraining planning regime predicated on ensuring that development is confined within the present town boundaries. The policy documents also identify some **essential pre-conditions** for successful economic regeneration in Kendal including:

- Promoting additional employment land and business park space
- Providing affordable housing
- Encouraging enterprise and business diversity
- Capitalising on the natural environment and heritage assets

## GOING FORWARD: LONG TERM TRENDS

The review of Kendal's current socio-economic and policy context suggests a largely supportive environment for appropriate economic growth, it is however vital to think ahead and assess the trends and changes that may have an impact on Kendal in the future. The future is uncertain but Kendal needs to take account of the following trends:

**The Lisbon & Gothenburg agendas:** Kendal, Cumbria and the North West Region need to be aware of the opportunities and threats presented by the **global economy**. In adopting an outward looking perspective, it is important to understand the North West Region and Cumbria's role within the European Union. The Lisbon and Gothenburg agendas commit the EU to becoming the 'the most competitive and **dynamic knowledge based economy** in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion'

**New skills and aptitudes:** Will be essential in the future with even greater demand for people with the skills needed by the services-based, knowledge economy (e.g. creativity, inter-personal and communication skills, team working skills etc.)

**Ever-greater role for new technology:** More than 79% of households in the UK now have mobile phones compared with 21% in 1997 and home internet connections have risen from less than 10% of household to over 53%. Lower costs and increasing capabilities and applications of technological and scientific innovations will create many opportunities as well as challenges. Companies throughout the world are continuously adopting advanced processes, product and information and communications technologies to maintain their competitive advantage

**Competition:** China and India are likely to nearly double their share of the world economy by 2017 and there will be increased competition across the whole economy, at all geographic scales, often facilitated by greater application of technology.

**New consumer markets and better service quality:** UK spending on services is overtaking that on goods. Consumers are clearly expected to demand a higher quality of service and be willing and able to pay for this. Established markets are maturing and becoming increasingly sophisticated. Local and regional niche markets are important for the food and tourism sectors and local companies need to move quickly to share in this market growth. How can Kendal businesses develop innovative, high value goods and services to offer these growing markets as well as respond to changes in visitor numbers and visitor behaviour as a result of external factors like 'road pricing'?

**Demographic and social change:** With rapid increases in the old age dependency ratio and with a 38% increase in the numbers of people aged 85, in the next ten years there will be rising expectations for public services. This could result in a more diverse and possibly fragmented society. As the population ages and generally becomes more prosperous, new markets are emerging and the characteristics of the labour force are changing.

**Importance of climate change:** With risks of increases in global temperatures of up to six degrees by the end of the century there will be significant behavioural and economic changes required to mitigate its effects.

### 3 EXISTING REGENERATION PROJECTS & WHY INTERVENE IN THE KENDAL ECONOMY?

This Section of the Final Report reviews the existing regeneration projects and initiatives that are underway or planned in Kendal, draws together conclusions and implications in the context of the Economic Regeneration Action Plan and offers strategic recommendations on two key projects. The Section also reviews the market failure evidence in the Kendal economy using the Baseline Report. The market failure evidence has been used to inform the vision for the Kendal economy in 2017 and has helped shape the themes and key projects of the Kendal Economic Regeneration Action Plan that are presented in Sections 4 and 5.

#### KENDAL: CURRENT REGENERATION INITIATIVES

Table 3.1 summarises the analysis of regeneration initiatives and projects that are underway or planned in Kendal. The aim is to identify the lead agency, uses and outcomes, current position, gaps/linkages and a recommended way forward in the context of the Kendal Regeneration Action Plan.

**Table 3.1: Kendal: Current Regeneration Initiatives**

Initiative	Lead Agency	Uses/Outcomes	Current Position	Gaps, Linkages & Blocks	KERAP Recommendations
1. Riverside Place: K Village International Outlet Shopping	CUSP Kennedy & Guinea Group	47,100 sq ft (sales): outlet shopping restaurants cafes  90 apartments  40 sheltered affordable flats  20,000 sq ft offices  500 parking spaces  £100 m	Started on site  Completion on 2009	Improve public realm connections to town centre via Kirkland & Highgate	Opportunity for complementary promotions with town centre
2. Kendal College	College Learning & Skills Council	IT facilities  Hairdressing  Student restaurant  Lecture theatre  Heritage Construction  £11.6m	Planning application Granted  Start on site 2007  Completion late 2008	College could play a stronger role in working with local businesses	Look to strengthen connections with local business
3. Brewery Arts Centre: Creative Industries Campus	BAC Proposal includes Connexions, Kendal College/ University of Cumbria	New galleries, classrooms/ auditoriums, 2 new cinemas, orientation building & outdoor performance space proposed.  Targeting conferences	Initial Feasibility Study funded by NWDA completed	Needs a robust Business Plan & delivery vehicle	Could be crucial component for the regeneration of Highgate  Implications for Allen Building which houses Kendal College's 'creative & performing arts' will need to be assessed.

**Table 3.1: Kendal: Current Regeneration Initiatives (Cont'd)**

<b>Initiative</b>	<b>Lead Agency</b>	<b>Uses/Outcomes</b>	<b>Current Position</b>	<b>Gaps, Linkages &amp; Blocks</b>	<b>KERAP Recommendations</b>
<b>4. Lancaster Canal Northern Reaches Restoration</b>	Lancaster Canal Restoration Partnership (LCRP)	<p>'Cultural Canal Quarter' with a mix of residential, shops, pub &amp; possible boutique hotel</p> <p>Total scheme forecasting 900 jobs</p>	<p>Issues and Options Masterplan for the Phase I completed</p> <p>Canal Head be designated as an Area Action Plan (AAP) under Local Development Framework</p> <p>Consultation period underway to be completed by July 2007</p>	Create east/west linkages (See below)	<p>More emphasis on: Connections to the wider area &amp; less on 'Cultural Quarter'</p> <p>Business space rather than residential</p> <p>Uses to complement town centre including Kirkland and Highgate</p> <p>Links to public transport services and both stations</p>
<b>5. South Lakeland Employment Land &amp; Premises Study</b>	SLDC	<p>Demonstrates very healthy demand for land and premises in South Lakeland</p> <p>Very high recorded figures for general industrial/manufacturing totalling in excess of 30,000 sq m</p>	<p>A follow up Employment &amp; Housing Land Search Study commissioned in April 2007 to:</p> <p>Identify range of locations &amp; sites</p> <p>Identify free standing local strategic economic site</p> <p>Detailed assessment of suitable sites</p>	Relate to Knowledge Based Employment Sites Study	Crucial for KERAP that a short list of sites is identified and progressed quickly
<b>6. South Lakeland Retail Study</b>	SLDC & Lancaster City Council	<p>Includes a Kendal 'health check' &amp; market research</p> <p>Expenditure capacity identified need/potential for one medium/large food store and 22,654 sq m gross of comparison floorspace in Kendal.</p>	SLDC to review recommendations/requirements as part of the Local development Framework (2006-2025)	-	Recommendations need very careful consideration to assess the possible impact on independent retailers in the town centre
<b>7. Knowledge Based Employment Sites Study</b>	NWDA	Assesses potential sites in Kendal area on market attractiveness, land ownership, physical constraints and acceptability in planning terms	Eleven sites considered in phase two: short list of four sites has now being identified) See Page 26)	Relate to Employment & Housing Land Search	Crucial for KERAP that priority sites are identified and progressed quickly and related to Employment & Housing Land Search Study. (above)
<b>8. South Lakes Gateway Project</b>	Westmorland County Agricultural Society	Rural Resource Centre & new Auction Mart, on land around the county show field site on the A590 near to Junction 36 of the M6.	<p>Planning application has now been submitted with a series of supporting detailed reports</p> <p>SLDC will probably refer the application to the Government North West Office, likely result in a public inquiry being held later this year</p>	Robust and detailed Business Plan required	Focus has to be on adding value to the rural economy and not on ancillary retail/business space that might help fund the proposals (See below)

All eight initiatives have implications for the Kendal Economic Regeneration Action Plan and a number of issues arise and need further consideration in particular:

- The Local Development Framework
- South Lakes Gateway Project
- Lancaster Canal: Canal Head Kendal

## Local Development Framework

SLDC is currently working on the Local Development Framework, (LDF), covering the area outside the two national parks. When adopted the South Lakeland LDF will replace the South Lakeland Local Plan. The LDF will cover the period 2006-2025 and will include three main Development Plan Documents, (DPDs), the Core Strategy, Allocations of Land DPD and Generic Development Control Policies DPD. The first document to be prepared will be the Core Strategy, which will need to indicate broad areas to meet housing and employment land development needs. Specific allocations will however be made in the Allocations of Land DPD.

SLDC have recently appointed, Gillespies as consultants to undertake a search and assessment of potential expansion of settlement boundaries for housing, economic and mixed use development. In relation to economic development, the study should further consider potential 'free standing' sites. The study will recommend an appropriate strategy for inclusion in the LDF to meet the development needs in the District outside the two national park areas up to 2025.

Clearly the LDF will be a crucial document in shaping and guiding development and investment in Kendal up to 2025. The DWA team conclude that it is vital for the Kendal economy that a range of potential brownfield and urban extensions for employment, residential and/ or mixed use development is confirmed as well as a 'free standing' local strategic economic site in the east of the District. The Steering Group in general and the 'project champion' will need to make a strong and consistent case as part of the LDF process and based on the Kendal Economic Regeneration Action Plan. The LDF should also identify the principle of developer contributions to Kendal Economic Regeneration Action Plan projects.

## South Lakes Gateway Project

The Westmorland County Agricultural Society Ltd objectives are to: 'promote and improve agriculture, horticulture, allied industries, rural crafts and the breeding of livestock, forestry and conservation and rural diversity and thereby sustain the rural way of life and our prized heritage'. The Society is promoting the South Lakes Gateway Project.

The Gateway Project includes a Rural Resource Centre and new Auction Mart, and would be situated on land around the county show field site on the A590 near to Junction 36 of the M6. A planning application has now been lodged with SLDC with a series of supporting detailed reports on economic impact, traffic impact assessment, archaeological and architect plans with costs of the proposed buildings. It is very likely that SLDC will refer the application to the Government North West Office, which will probably result in a public inquiry being held later this year.

At this stage the DWA team conclude that:

- Agriculture is still a fundamental part of the wider Kendal economy and the South Lakes Gateway Project should be supported on the understanding that the project has a very clear emphasis on the rural resources centre/new auction mart and will be a **'showcase for agriculture and the rural economy'** in the South Lakes in the twenty first century.
- The location will encourage car/vehicle borne traffic but there are **exceptional circumstances to justify the location** near the existing county show field
- As currently conceived, with its focus on agriculture and the rural economy, the Gateway Project will play a strong complementary role to the projects included in this theme of the Kendal Economic Regeneration Action Plan.

- The project focus has to be on **adding value to the rural economy** and not on ancillary retail/business space that might help fund the proposals and directly compete with Kendal town centre

## Lancaster Canal: Canal Head Kendal

The Lancaster Canal Restoration Partnership (LCRP) comprises

- British Waterways (BW),
- South Lakeland District Council (SLDC),
- Kendal Town Council,
- Cumbria County Council,
- Lancaster City Council,
- Lancashire County Council,
- Lancaster Canal Trust,
- Inland Waterways Association and
- The Waterways Trust.

The Partnership was formed to progress the restoration of the Lancaster Canal from Tewitfield near Carnforth, to its former terminus at Canal Head, Kendal. The ambition is to provide a more fitting northerly terminus for the existing extensive nationwide canal system and also to promote a significant regeneration opportunity on the east side of Kendal and the canal corridor to the south. The Canal restoration has been programmed in three Phases; the first Phase is the length through Kendal.

The Partnership successfully obtained funding of £745k from Rural Regeneration Cumbria, SLDC, BW and others and the consultants ARUP and EDAW were commissioned to prepare an Issues and Options Masterplan for the Phase I length. The masterplan has been completed and the vision is for a **waterside destination for culture, business and living**. This ‘canal quarter’ could include a mix of residential, shops, a pub/restaurant, and possible boutique hotel formed round a newly restored canal with links to Kendal Castle. The masterplan sets out four options that show different site areas developed for a mix of uses including various residential densities. Currently the area is in fragmented land ownership with at least eight different owners.

Based partly on the strategic importance of the area for Kendal, a recent decision has been taken to designate the whole area around Canal Head as an Area Action Plan (AAP) under the new Local Development Framework so that the scheme can be planned as a whole. SLDC have now agreed and approved using the AAP process, so that in due course the preferred Masterplan can be formalised at the end of the procedure in 2010. SLDC has also recently agreed that the options be put out for consultation. The consultation period has started and will be completed by July 2007. In due course a ‘preferred option’ will emerge. Meanwhile a number of the landowners have already submitted or are in the process of submitting planning applications.

At this stage the DWA team conclude that:

- The Canal Head AAP is a **significant strategic project for Kendal** and could potentially result in major investment and a significant number of jobs, up to 440 are forecast for Phase1. Clearly as a ‘waterside destination’ and a location for major events the project would appeal to visitors and benefit Kendal and South Lakeland economy.
- The **mix of uses** needs very careful consideration on the one hand to include a significant proportion of business space to respond to the demand that has been identified and highlighted in the Baseline Report and not necessarily to be driven by the need to increase the residential component and residential densities to reduce the requirement for public sector ‘gap funding’.
- The preferred mix of uses that emerges needs to be **compatible with the town centre and the Kendal Economic Regeneration Action Plan proposals** for Kirkland and Highgate and look to reuse some of the more important buildings and fabric of the area



- Canal Head must be designed to make a **clear pedestrian connection** that links across the river towards New Road (see project 4.2) and the town centre. The location on Aynam Road means that the development could form a key gateway to the town centre from the south. Serious consideration should be given to providing additional pedestrian capacity - potentially in the form of a new footbridge (Project 4.6) or as part of an additional road bridge. Ideally this would provide an alternative Northbound link to the town centre route via Kirkland/Lowther Street. As part of the AAP the potential for two way traffic over the river should be explored, including the possibilities of a revised/new road bridge
- The potential for tourist based **'park and sail'** could form a key element of the Canal Head proposals and a well designed **high quality multi storey car park** at the site could be used to maximise density of development while minimising 'take' of a valuable land. Canal Head should be encouraged to be 'transport sustainable' - reducing car borne attractiveness and encouraging non-car access.
- **Links to the New Road area** should be integral to the strategic thinking, particularly in relation to pedestrian and cycle routes and amenities. The area formed, either side of the river could in the longer term be a new gateway and focus for Kendal.
- Major highway network and strategic parking provision issues will need to be resolved and the development will need **good links to public transport** particularly Kendal Rail and Bus Stations and Oxenholme Station
- The opportunity to explore the option of establishing a **proactive 'special purpose property development vehicle'** with long term private funding (pension funds/individuals) to deliver the Canal Head project should be considered

## KENDAL ECONOMY: WHY INTERVENE?

The Kendal Economic Regeneration Action Plan has been prepared based on clear, evidence based justifications for specific projects. This Section introduces market failure, summarises the evidence from the Baseline Report for intervention and assesses market failure in the Kendal economy, establishes a rationale, to set the context for consideration of intervention options before arriving at a preferred broad option. The preferred option is then developed into a programme of specific projects that are summarised in Section 4.

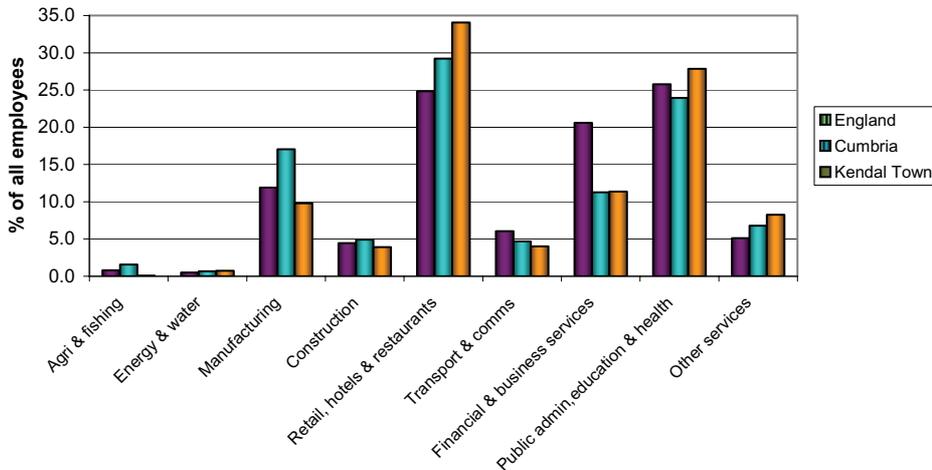
**Market failure** refers to those situations in which the conditions necessary for the achievement of the market efficient solution either fail to exist or are contravened in some way. Markets rarely operate efficiently and in practice markets can produce too much or too little of a good or service. In some cases markets fail completely so that certain goods and services may not be produced at all. The aim to guarantee the efficient and equitable provision of goods and services provides a **key rationale for government or other public sector intervention** in the economy. This however does not mean that it is always appropriate for government or other public bodies to intervene. Intervention is only justified if the **market fails to provide an appropriate level of goods and services**. The evidence from the Baseline Report is summarised under four headings:

- Supporting Business Innovation and Diversification
- Focusing on Town Centre
- Boosting Enterprise & Business Birth Rate
- Economic Infrastructure Requirements

### 1. Supporting Business Innovation and Diversification

**Evidence:** In 2004 there were estimated to be 17,000 employees in employment in the Kendal area (not including agriculture employees or any self employed). Over a third (6,700; 34%) of these were employed in the retail/hotels/restaurants sector with a further quarter (4,700; 28%) employed in public administration/education/health.

The Economic Profile below shows the sector breakdown of employment in Kendal compared with Cumbria and England in 2004.



Source: Annual Business Inquiry (NB: excludes farm-based agriculture in towns and self employment in all areas)

It can be seen from these figures that Kendal is more dependent than both Cumbria and England on the retail/hotels/restaurants sector. Like Cumbria, Kendal is significantly under-represented in the financial & business services sector but, unlike Cumbria, the town is also under-represented in manufacturing although there are a number of important local companies in specialist sectors like Gilbert Gilkes & Gordon: hydro-electric and James Cropper: specialist paper. The effect of this is that Kendal relies for much of its employment on low value added sectors and is not benefiting from the national growth in the high value financial services sector. There has also been a 14.6% decrease in agricultural employment in the Kendal area between 1995 and 2005 compared with 9.3% in Cumbria. This has had a significant negative multiplier effect on spending on goods and services in the local economy.

**Rationale:** A significant number of businesses in Kendal are engaged in the production and supply of standardised products or lower value services that compete in local markets on a cost basis and with lower levels of productivity. As a result they are particularly vulnerable to continued economic re-structuring. This is increasingly unsustainable and there is a real risk of further decline which will impact on local, Cumbrian and regional economic performance.

**Options:** Generic support across all sectors or targeted specialist sector support.

**Preferred option:** Target support to firms that are ready and willing to innovate and assist their investment in diversifying their products, processes, services or markets and align these firms to locally delivered wider Business Link support for growth and skill development. The Chamber of Commerce’s Kendal Affinity Groups have a vital role in being in a position to lead with this kind of initiative.



## 2. Focusing on Town Centre

**Evidence:** The Kendal traffic scheme and its lengthy implementation of the Kendal traffic scheme has led to strong concerns being expressed by the town centre businesses over the current economic health of the town. The main Kendal town centre shopping area has been recently surveyed by Carigiet Cowen and total of around 30 vacant units have been identified. Of these vacancies: three are unlet units in new developments, four are due to relocations of businesses to alternative premises within the town centre, three are now development sites awaiting redevelopment and the remainder are due to closures.

Part of the explanation for the vacancies lies in the usual ‘churn’ expected in the retail sector within any town centre. There is particular cause for concern however about vacancy rates in specific locations in the town centre and the evidence is that this includes the most southerly end of Highgate. Other issues include the increasing number

of charity shops, traffic circulation and congestion problems, parking, business rates, lack of a town centre manager, inadequate coach facilities and welcome and how to continue to attract visitors. The visitor economy makes a significant contribution by bringing additional spending into Kendal.

Discussions with the major shopping investors in Kendal highlighted the need to continue to work with partners to compete for 'market share' and ensure that retail turnover continues to increase. The developers of Wainwright's Yard, Maple Grove Developments Ltd, have recently secured planning consent for the redevelopment of a site behind Wainwright's Yard and Elephant Yard for a significant mixed retail development including a hotel.

**Rationale:** A thriving Kendal town centre is crucial to the wider South and East Cumbria economy and the town centre is an important employment location. The independent retailers are a vital part of the Kendal retail offer. Wealth generated by the independents is more likely to be retained in the local economy. Visitor spending is also significant injection into the local economy and it is essential that the value of this visitor spend is maximised.

CABE (Commission for Architecture and the Built Environment) in the 'Value of Urban Design' 2002, highlight the evidence that good design including investment in quality public realm in towns and cities bring very specific economic, social and environmental benefits to a range of stakeholders. This includes for example improving returns on investments, helping to deliver more lettable area, reducing whole-life costs, increasing workforce productivity and producing a regeneration dividend. Improved public realm in particular can increase value by creating the 'pitch' or the opportunity to sell. The regeneration dividend also includes a more vibrant public realm, more efficient movement, less crime, and improved health resulting in more social inclusion and cash savings for the public purse.

Options: No viable alternative

**Preferred option:** To develop an integrated programme with series of projects targeting intervention on Kendal town centre and the independent retailers. This should include targeted regional and sub-regional marketing and promotion with the aim of increasing local and visitor spend in the town centre, particularly from short break staying and inbound day trip visitors. The programme should include developing a coordinated campaign to encourage investment in public realm, improve connections between strategic parts of the town, appoint a town centre manager, promote events and improve tourism facilities.

### 3. Boosting Enterprise: Business Birth Rate & Business Survival

**Evidence:** Although Kendal has seen overall employment growth, there have been variations by sector. In particular, Kendal has seen a 17% reduction in financial services jobs between 2000 and 2004 (400+ jobs), largely due to the closure of insurance companies in the town. This is a high value sector which has grown nationally (4%) and regionally (17%) over the same period and the loss of these jobs from the Kendal economy is significant. Numerically the largest rises in employment have been in public admin/education/health (+900) and other services (+830).

In 2004 Kendal was estimated to have 1,400 business units (not including farm-based agriculture or self employment). The largest number of these (540; 38%) was in the retail/hotels/restaurants sector, followed by financial & business services (350; 25%).

Kendal also has fewer very small businesses than the national or county average but more in the 11-49 employee group. VAT registration/de-registration figures are not available below district level and so cannot be extracted specifically for Kendal. At the end of 2004 there were 4,925 businesses registered for VAT in South Lakeland, the highest number of which (1,050) were in wholesale/retail, followed by business services (940). This represents 29% of all Cumbria's VAT registered businesses.

There were 10 fewer business registered for VAT in 2004 than the previous year with losses in all sectors except construction (+20), hotels/restaurants (+20) and education/health/social work (+5). Evidence shows that business advice works and businesses that take up any form of advice report profits of double those who do not. (The Advice Dividend, Business Link, 2004).



**Rationale:** As one of the key drivers of productivity, enterprise is also a crucial element of Cumbria's adaptive capability. Creating a more entrepreneurial culture will strengthen Kendal's ability to adapt to change and create new paths of economic development. The recently announced Young Chamber initiative between Kirkbie Kendal School and the local Chamber of Commerce is an exciting opportunity to accelerate this kind of initiative. It will also seek to maximise the spillover benefits that are associated with enterprise education such as increased employability. There are a number of areas where the market fails for business starts in Kendal and the priority should seek to overcome information failure, the complexity around the provision of start up support and improve business survival rates.

**Options:** There is no viable alternative to direct involvement in business creation and promotion of an enterprise culture. HM Treasury, in the 2006 Budget, recognised the complexity of business support arrangements and has set a target for their simplification. As this is government policy there is no alternative.

**Preferred option:** Create a continuous path of enterprise education and awareness available to all in Kendal, linked to the provision of locally delivered start-up assistance for those who wish to access it. Create a coordinated long-term campaign to develop enterprise skills, raise the profile of enterprise and help people identify opportunities; focusing on people aged 35-55, particularly women. The 35-55 age groups are proven to have the capital, competence and ideas to successfully start a new business. This priority action seeks to overcome information failures that exist around the provision of business support.

#### **4. Economic Infrastructure Requirements**

**Evidence:** Kendal's opportunity for employment growth is constrained by the lack of a range of good quality, well located, serviced employment sites. Low vacancy rates and findings of the recent Employer Survey undertaken as part of the South Lakeland Employment Land & Premises Study, provides clear powerful evidence of a 'pent up' demand from employers for sites and premises. Inadequate supply is also frustrating inward investment opportunities. There are a range of requirements for sites and premises in Kendal, ranging from incubator/managed start up space and small workshop space to larger development sites. Kendal is also a very important employment centre for a wider area that includes South Cumbria and North Lancashire with more than 35% of the Kendal workforce commuting into the area. More people commute from Lancaster to Kendal than vice versa.

**Rationale:** There are a number of reasons that justify public intervention in the supply of sites and premises. The market fails to provide suitable sites for smaller companies because developers/investors cannot cover the site acquisition and costs involved in development or where the market is unable or unwilling to deliver on requirements. Supply constraints exist in Kendal because of the very sensitive environment; land values for housing are higher and therefore squeeze out employment uses. Land allocated in statutory plans is inadequate to meet market needs (a case of public sector failure) and physical and financial constraints prevent the operation of the market. The recently published Panel Report (2007) on the draft Regional Spatial Strategy highlights the need to give priority to improving access to employment in Key Service Centres, especially Kendal.

**Options:** Continued under-provision through the market or direct public intervention to ensure an adequate supply of sites.

**Preferred Option:** Proactive investment by the public sector where market failures exist will be essential. The aim is to develop land, property and facilities which maximise opportunities for collaborative innovation and inward investment by providing quality sites and buildings which support enterprise development. Priorities should include bringing forward new sites, upgrading existing. Undertaking master planning exercises and using Environmental Impact Assessments (EIA), to provide a holistic approach to the supply of employment land will also be essential because of the sensitivity of locations in Kendal.

It will be essential to ensure appropriate levels of infrastructure including transport, utilities and ICT for employment-related schemes, through assessing deficiencies and planning for infrastructure needs on proposed sites. Using development briefs and robust

local planning decisions to ensure appropriate provision will be essential. Proposed developments should:

- Be linked to priority sectors and maximise clustering benefits;
- Improve links between Kendal College/University of Cumbria and businesses;
- Encourage sustainable building design.

**Affordable Housing:** Developing a range of suitable; affordable housing accommodation available for all sectors of the community in Kendal needs to be an essential precondition of the Kendal Economic Regeneration Action Plan. This includes affordable housing for low wage earners, families, single people, the elderly as well as people looking to buy into the Kendal area. The pressure of second homes on the housing market cannot be ignored. Identifying suitable sites as well as initiatives such as ‘living over the shop’/ town centre living initiative, live - work developments, key worker homes and sheltered schemes will all be required.

## 5. Opportunities Driven Response to Market Failure

The Kendal Economic Regeneration Action Plan as well as responding to market failure will also to be **opportunities driven**. In the last ten years Kendal has been less able to ‘punch above its weight’ particularly with the 17% reduction in financial services jobs between 2000 and 2004 (400+ jobs), largely due to the closure of insurance companies in the town. Implementing the Action Plan will accelerate the economic performance of the town and in particular the focus on **‘improving value added’ of businesses** will have a direct positive impact on the actual contribution that the enterprise makes to the Kendal, East Cumbria and Cumbria economies. Improving the value added of goods and services produced in the Kendal economy will have a direct positive impact on **improving the ‘gross value added per head’ in Cumbria**.

The Table below highlights the opportunities that arise through the implementation of the Kendal Economic Regeneration Action Plan to deliver higher level economic development targets identified by the important partner agencies.

**Table 3.2: Action Plan: Delivering Economic Development Initiatives**

Lead Agency	Targets	KERAP Theme & Project	Hard Outcomes
1. North West Regional Assembly  Spatial Strategy for NW of England (2006)  Panel Report(2007)	Focus on promoting sustainable communities  Development in locations outside LDNP: benefit local communities & National Park  Key Service Centres: securing investment & improving service provision  Panel: vision include ‘to improve economy of Cumbria’  Panel: Give priority to improving access to employment, services and education/ training facilities on foot, by cycle and by public transport, in Key Service Centres, especially Kendal.	Promoting Economic Infrastructure  Boosting Enterprise  Investing in Town Centre	Ha of new business space provided  M2 of vacant space brought back into use  Project investment (£)  Leverage (£)  No of FT/PT jobs (direct, indirect, induced)

**Table 3.2: Action Plan: Delivering Economic Development Initiatives (Cont')**

Lead Agency	Targets	KERAP Theme & Project	Hard Outcomes
<p><b>2. Northwest Regional Development Agency</b> Northwest RES 2006</p>	<p>GVA growth Job creation Firm Formation Graduate qualifications CO 2 emissions Sustainable development adjacent to LDNP Growth &amp; innovation in tourism Support ICT usage Invest in quality business accommodation/workspace Invest in quality public realm in Key Rural Service Centres</p>	<p>Adding Value To Business Investing in Town Centre Boosting Enterprise Promoting Economic Infrastructure</p>	<p>GVA headline GVA per head No of FT/PT jobs (direct, indirect, induced) Self employment rates VAT registrations &amp; deregistrations Business survival rates Increase in people with graduate qualifications CO2 emissions ICT usage &amp; take up Number of events &amp; economic impact International &amp; domestic visitor numbers Tourism expenditure M2 of new/improved public realm</p>
<p><b>3. Cumbria Vision</b> Cumbria Economic Regeneration Action Plan 2007-2010</p>	<p>Improve productivity &amp; grow market opportunities through improved competitiveness of companies Develop an entrepreneurial culture Public sector development of sites &amp; premises Develop new technologies &amp; products in alternative and low - carbon technologies Increased marketing of Cumbrian food &amp; drink: support innovation &amp; efficiency improvements Maximise on indigenous and inward investing creative industries Develop new products &amp; processes in manufacturing Tourism workforce development Help businesses to start, grow and compete more effectively &amp; more profitably Develop education sector to increase number of high value jobs Compete for re-locations of Government functions University of Cumbria campus Knowledge transfer, research &amp; development</p>	<p>Adding Value To Business Investing in Town Centre Boosting Enterprise Promoting Economic Infrastructure</p>	<p>GVA headline GVA per head No of FT/PT jobs (direct, indirect, induced) Self employment rates VAT registrations &amp; deregistrations Business survival rates Increase in people with graduate qualifications ICT usage &amp; take up Number of events &amp; economic impact International &amp; domestic visitor numbers Tourism expenditure M2 of new/improved public realm Project investment (£) Leverage (£) No of FT/PT jobs (direct, indirect, induced)</p>

**Table 3.2: Action Plan: Delivering Economic Development Initiatives (Cont')**

<b>Lead Agency</b>	<b>Targets</b>	<b>KERAP Theme &amp; Project</b>	<b>Hard Outcomes</b>
4. Lake District Economic Futures Policy 2003	<p>Diversify economy &amp; provide better quality &amp; range of jobs</p> <p>Kendal identified as a location for knowledge based business in M6 Corridor</p> <p>High quality design improvements to public realm</p> <p>Focus on successful towns/town centres: live, work &amp; successful businesses and entrepreneurship</p> <p>Develop ICT/digital skills</p> <p>Develop high quality industrial sites &amp; business parks</p> <p>Improved public realm, public spaces &amp; facilities</p> <p>Support initiatives to develop creative talent</p>	<p>Adding Value To Business</p> <p>Investing in Town Centre</p> <p>Boosting Enterprise</p> <p>Promoting Economic Infrastructure</p>	<p>GVA headline</p> <p>GVA per head</p> <p>No of FT/PT jobs (direct, indirect, induced)</p> <p>Self employment rates</p> <p>VAT registrations &amp; deregistrations</p> <p>Business survival rates</p> <p>Increase in people with graduate qualifications</p> <p>Ha of new business space provided</p> <p>M2 of vacant space brought back into use</p> <p>Project investment (£)</p> <p>Leverage (£)</p> <p>No of FT/PT jobs (direct, indirect, induced)</p>

The Sections that follow summarise the vision, five key themes, the Action Plan and Conclusions.



# 4 THE VISION FOR KENDAL 2017

## KENDAL VALUES & DRIVERS

The vision describes the future for the Kendal economy. It aims to inspire, shape and direct the identification of priorities and themes for the Action Plan. The values that underpin the vision recognise the importance of:

- The distinctive setting, built and natural environment of Kendal and the high quality of life that the town offers
- Creativity, innovation and celebrating enterprise
- Higher productivity underpinning long term economic success
- Economic growth from within the Kendal area as a means to create wealth and well being for existing and new residents and businesses

The drivers that must be harnessed to realise the vision include a productive and growing economy, skilled and confident people and a town that enables, encourages and attracts business and people to flourish. The vision needs to reflect the distinctiveness of Kendal particularly the environment, the unique blend of history/retail choice/culture and recreation and the quality of life the town offers and not be seen as equally applicable to any town in Cumbria, England or elsewhere.

This is an **Economic Action Plan for Kendal and all stakeholders** and not just the public sector or the 'economic development community'. In moving forward it will be essential to seek greater influence on functions vital to economic development but not primarily driven by it, particularly spatial planning, transport and education.



### 2017 Vision

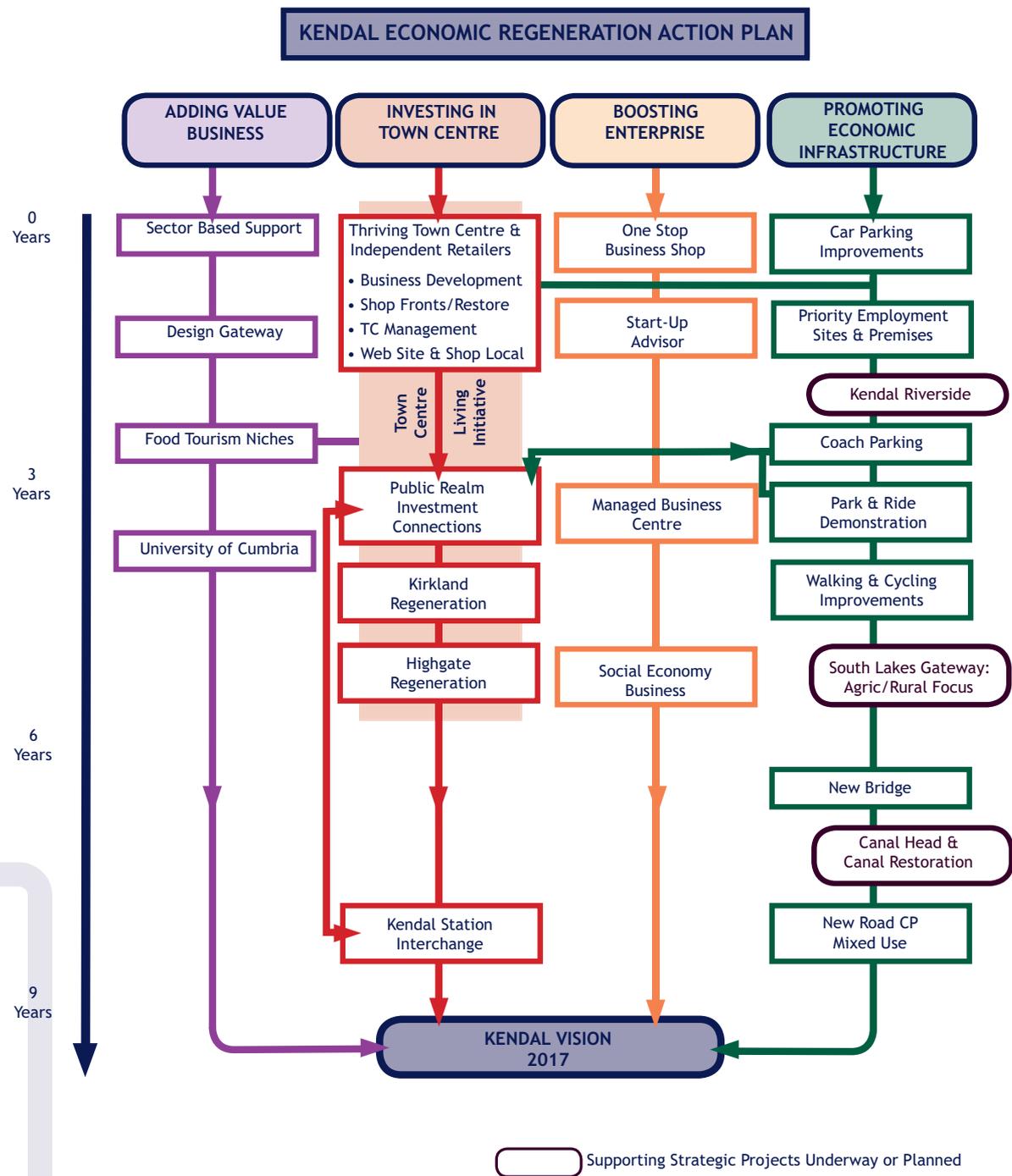
In ten years Kendal is:

**an economically dynamic, culturally vibrant European-class contemporary town with a thriving and distinctive town centre located in one of Europe's greatest landscapes, achieving its potential to deliver sustainable wealth and well-being for all its residents and admired for its flourishing businesses, successful university campus, enterprise and ambition of its residents, the quality of its built heritage and low carbon economy.**

The five themes that have been identified that will drive and shape the Kendal Economic Regeneration Action Plan and strengthen Kendal as a key service centre and help move Kendal to the 2017 Vision are:

- **Adding Value: Moving Businesses Up The Value Chain**
- **Investing in Kendal Town Centre: Strategic Projects**
- **Boosting Enterprise & Business Birth Rate**
- **Promoting An Excellent Economic Infrastructure**
- **Ensuring Leadership: Resources & Legitimacy**

The diagram below illustrates the structure of the Kendal Economic Regeneration Action Plan and the key projects, against an indicative time line.



## 1. ADDING VALUE: MOVING BUSINESSES UP THE VALUE CHAIN

Specialisation, with its accompanying productivity benefits, is a vital source of competitive advantage of towns and cities. Strong local economies are built on the success of a range of specialist economic activities that trade externally, earn valuable extra regional 'export income', support high value jobs and drive innovation and higher productivity. Section 3.1 has shown that the Kendal economy needs to move to provide more specialised and diversified goods and services, with a focus on added value, the knowledge economy and higher wage employment opportunities. The focus of this theme is not on high volume local market businesses.

An important pillar of a successful local economy is a skilled and adaptable workforce that is open to learning and deploying new skills. The aim is to promote a widespread culture of learning where people are motivated to learn and are able to do so by formal, informal, business and community routes and virtual networks. This will include schools, Kendal College, with its specialisms in hospitality & catering, creative and digital industries and 'heritage construction', the emerging University of Cumbria, other learning suppliers, employers, LSC, Connexions and the Business Education Consortium.

In the future innovation and a commitment to lifelong learning will be of the most important sources of competitive advantage in local economies. Much of the Kendal economy however, is in relatively low productivity activities which limits wages and workforce development and makes the economy vulnerable to competition. The priority projects in the Action Plan under this theme are:

- **Specialist Sector Based Support:** for high value economic and knowledge based activities in priority sectors including:
  - **key advanced manufacturing sectors** including specialist engineering like hydro-electric, specialist paper, nuclear and food and drink.
  - **knowledge intensive business & professional services**, tourism & hospitality, commercial digital & creative
  - **energy efficiency & environmental technologies:** related to above and by encouraging energy efficiency, new technologies and improved processes in all sectors the aim is to move to a carbon neutral Kendal. There is local interest in promoting Kendal as a 'transition town' to reflect this move. The environmental agenda applies to all businesses and cannot be an 'add on' to the economic action plan or concerned only with regulation and restrictions.
- **Design Gateway:** Kendal Centre Of Excellence In Design: With a focus on key sectors including advanced engineering and materials, aerospace, engineering construction and automotive, digital and creative, biotechnology, pharmaceutical and medical equipment, energy, environment , food & drink, business and professional services
- **Tourism: Food & Drink:** Packages: Co-ordinated initiative to strengthen Kendal's food offering throughout the tourism sector and improve Kendal's image as a destination where visitors can experience the best in local home-cooked produce
- **University of Cumbria:** will have an important role in helping to support the development of a stronger, more innovation-led business base in Kendal. The University needs to engage and support local businesses and the local community, and provide a very attractive offer to students wishing to either stay or come into the area to study. The Arkwright Scholarship could be used to ensure that local students take up places at the University.



## 2. INVESTING IN KENDAL TOWN CENTRE: STRATEGIC PROJECTS

The Economic Regeneration Action Plan recognises the importance of **thriving town centre** to the success of the wider Kendal/East Cumbrian economy in terms of employment, wealth creation and services and facilities for residents and visitors. Section 3.2 highlights that the retail sector in the town centre faces competitive pressure from for example out of town centre locations and the internet. **Independent retailers**, who are an important part of Kendal's distinctive retail offer, have to continue to innovate and invest to remain competitive. There is a particular need to provide additional support to the independent retailers in the town. To continue to flourish the town centre will require an **integrated approach** that promotes a series of related projects

The distinctive quality of the **built heritage** of Kendal town centre is also acknowledged however demolition, site clearance and loss of buildings in recent decades have seriously eroded the historic character of certain areas. There is also an opportunity to intervene to tackle the decline and increase in **vacant property** at the south end of the town centre around Highgate and to some extent Kirkland as a result of the move to invest in retail property at the northern end of the town centre around Stricklandgate. The Action Plan actively supports the new developments and major investment at Kendal Riverside/K-Village and Kendal College and the emerging proposals at East Kendal & Canal Head Lancaster Canal Restoration.

The Kendal **Conservation Area** needs to be managed as an 'economic asset' and a Conservation Area Appraisal & Management Plan prepared. This could be used as a basis for exploring the possibility of Townscape Heritage Initiative or 'Partnership Schemes in Conservation Areas' funding for projects in Kirkland and Highgate.

The priority projects in the Action Plan under this theme are:

### Independent Retailers: Marketing & Promotion

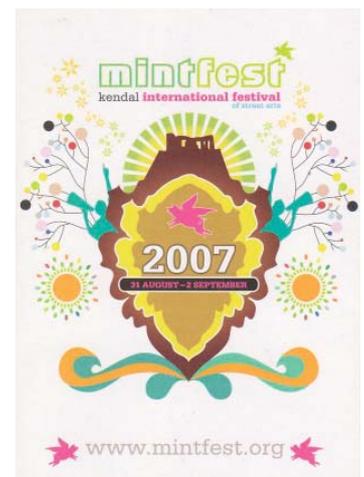
Short Term Projects include:

- Business development support and assistance on collaborative marketing: leaflets, web site and events
- Improvements to shop fronts/shop refurbishment
- Appoint a town centre coordinator
- Programme of quality events & promotions
- Radically improved web site
- Shop local promotions
- Specialist targeted events: street artists
- Focus delivery through town centre manger & Chamber/FSB
- Possibility of promoting a Business Improvement District
- Revitalise street and indoor market: to be managed as part of SLDC Culture & Economy Department and promoted as part of the visitor offer

**Vacant Property: Town Centre Living Initiative:** Targeting vacant property by implementing demonstration 'town centre living initiative' project and promoting availability of tax/capital allowances for owners. This initiative should be co-ordinated with the restoration of run down yards throughout the town centre and in Kirkland/Highgate in particular.

### Kirkland: Arts/Cultural: Live/Work

Kirkland has a long history as a distinct community, pre-dating the expansion of the Kendal to the north. This identity should be developed in a positive way to counterbalance the attractions further north in the town. Specific projects include:





- Environmental/public realm improvements, specifically, reducing the impact of traffic by reducing the carriageway width, forming loading bays and pavement areas, adequate pedestrian crossing points and upgrading lighting, street furniture and planting
- Promote and implement a shop front improvement scheme to build on the efforts of the Kirkland Partnership and help create a distinct cultural/arts led business environment
- Encourage restoration of run down historic yards
- Improve access to, and the setting of, the Parish Church and Abbot Hall
- Enhanced pedestrian links between Kendal Riverside/K-Village and Kirkland
- Improved pedestrian crossings at Nether Bridge

### **Highgate: Mixed Use Heritage Led Regeneration**

Highgate is an important town centre street, linking Kirkland with Stricklandgate and Market Place. Concerted effort is needed to reverse the commercial decline and re-focus activity by promoting a mix of retail/business/education/arts/cultural based initiatives. Specific projects include:

- Environmental/public realm improvements, specifically, reducing the impact of traffic by reducing the carriageway width, forming loading bays and pavement areas, adequate pedestrian crossing points and upgrading lighting, street furniture and planting
- Promote and implement the shop front improvement scheme
- Encourage restoration of run down historic yards
- Aim to introduce new mixed and business uses that could include a quality ‘boutique hotel’ while conserving character
- Promote public access/exploration through restoration of yards: interpretation, inviting signage/lighting at entrances from public areas

### **Expansion of Brewery Arts Centre: Creative Industries Campus**

This is an important component of the emerging Cultural Quarter and there is a need to support the Brewery Arts Centre’s ambitious proposals for a ‘creative industries campus’ that would involve Kendal College and the University of Cumbria. There will be opportunities to refurbish vacant property for ancillary uses and student accommodation and also to enhance links to rest of town centre.

### **Improved Linkage between Town Centre: Primary Retail, Canal Head and Kendal Castle**

Important strategic links that need to be improved include:

- Signage to attractions/landmarks
- Develop additional footbridge next to Miller Bridge
- In the longer term develop New Road Car Park into vibrant mixed use riverside commercial environment (business space/bars/café/restaurant)
- Integrate the improved east-west linkage with access to the river corridor

### **Kendal Station: Transport Interchange & Gateway**

There is a longer term opportunity to assess the development possibilities for comprehensive regeneration to:

- Reduce levels of vehicular traffic
- Provide additional coach parking
- Create physical and visual linkage to primary retail area
- Connect with cycle route
- Incorporate/build over Station Road

### 3. BOOSTING ENTERPRISE & BUSINESS BIRTH RATE

Section 3.3 highlights the importance to Kendal of a concerted effort to encourage new start businesses with growth potential and this together with provision to improve survival will be essential. Priorities include promoting a managed business centre and exploiting the availability of fast broadband, engaging with local schools, Business Education Consortium, Kendal College and the emerging University of Cumbria. (See Section 4.1 below). The Young Chamber Initiative between Kirkbie Kendal School and the local Chamber of Commerce is a good local example of this kind of initiative. The strategic use of the **Kendal Employment Development Fund**, which is managed by South Lakeland DC and provides start up grants, will also be a priority.

There will be a need for a higher profile location and to provide continuity of local business development advice/support in Kendal. This could also be a focus for a concerted inward investment marketing campaign targeting smaller knowledge base businesses and smaller scale public sector relocations. The priority projects in the Action Plan under this theme are:

- **Kendal: One Stop Business Shop: A high profile ‘one stop business shop’ in Kendal town centre** providing a coordinated locally accessible focus on enterprise, business start and providing business support services and showcasing ICT/broadband/home-working opportunities. Use a County/District owned vacant unit.
- **Start Up Advisor: High Growth Knowledge Based Start Ups: Dedicated part time start up advisor** based in Kendal in the ‘One Stop Shop’ providing start up advice and support to boost local business growth and enterprise and delivering a programme focusing on increasing the number and survival of **high growth knowledge based start ups**
- **Kendal Business Centre:** providing quality serviced and managed office and workspace units as part of the county/regional network.

### 4. PROMOTING EXCELLENT ECONOMIC INFRASTRUCTURE

Section 3.4 shows that Kendal needs to radically improve its economic infrastructure and in principle decisions need to be taken to establish an agreed programme of short, medium and long term priorities.

#### Delivering Employment Sites & Premises: Key Locations

An absolutely crucial aim is to bring forward a short list of strategic employment sites and premises to respond to the desperate shortage of good quality, well located, serviced employment sites capable of absorbing the ‘pent up’ demand which has already been identified. There is an urgent need to act on the conclusions and recommendations from the South Lakeland Knowledge Business Employment Land Search and the Employment and Housing Land Search Study. It is outwith the remit of the Kendal Economic Regeneration Action Plan to assess the individual sites however as a next step **specific actions to progress the short list below needs to be undertaken. At the same time it will be essential to ensure that a range and good choice of employment sites are progressed.** The sites will be required to accommodate general industrial and other uses to allow a wide spectrum of businesses to establish, expand or relocate.

After detailed appraisal and confirmed in the recently completed “Land Search and Assessment” the four top ranking ‘knowledge based employment sites’, in the vicinity of Kendal, are:

- Milnthorpe Road (East)
- Burton Road area (South)
- Milnthorpe Road (West)
- Canal Head



In view of the sensitive environment in Kendal and past experience, the specific actions should now include: to identify the exact site boundaries, initiate discussions with the land owner in parallel with undertaking the appropriate environment, design and traffic impact assessments to anticipate possible objections. Once the sites are confirmed it will be vital for the Kendal Economic Regeneration Action Plan stakeholders to present a clear and united case to progress the specific employment site in line with the Action Plan. In the medium term the Local Development Framework, which will establish the planning framework to guide development in South Lakeland, will formalise the status of individual sites.

## Transport & Access Initiatives

### The Kendal Context

The nature of transport in a small town like Kendal is that it is inter-related to all aspects of land use development and regeneration and that the transport impacts of all economic regeneration change need full consideration. Transport infrastructure and provision in Kendal should not be allowed to become prohibitive to development and economic regeneration. The traditional approach of ‘predict and provide’ for transport will also not be viable in Kendal, even if significant new infrastructure could be afforded, justified and built. Individual economic development investments and (re)development proposals like Canal Head should be judged on their overall contribution to the bigger transport picture for Kendal, not solely on the merits of whether the access junction can be accommodated without causing chaos on the network. A town centre residential development proposal, for example, should also be judged against the fact that it is likely to lead to greater sustainability in terms of reduced use of vehicles, access to local shops and so on.

A recent Cumbria Tourist Board Visitor Survey (2006) showed that 91% of visitors in South Lakeland had travelled by car or other motorised transport and only 4% had used the train as their main mode of transport. The evidence is that more efforts should be made to raise awareness of public transport connections to Kendal and to promote the easy access to the West Coast Rail line using Oxenholme Station.

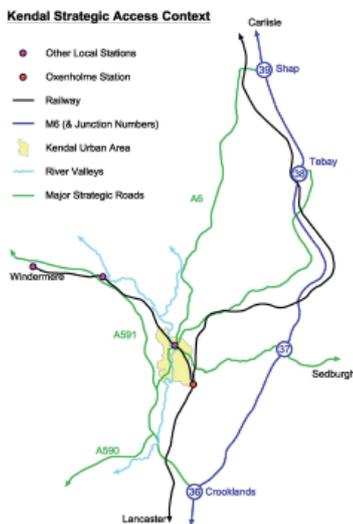
The Kendal Transport Plan tends to focus on shorter term schemes as opposed to clear principles and a longer term strategy/vision. At this stage a key omission from the Plan is that the lack of a detailed evidence base in respect of parking and parking space use. An urgent requirement therefore for Kendal is a full parking study, using up to date qualitative and quantitative data to confirm evidence based short and medium and long term actions.

The emerging Kendal Transport Plan needs to adopt a comprehensive strategic approach that aligns with the Kendal Economic Regeneration Action Plan and also delivers specific improvements that have been discussed as part of the various phases of the Kendal Town Centre Traffic Management including: car parking provision and management, coach parking, park and ride, pedestrian/cyclist improvements and access improvements around Kendal Station.

### The Northern Development Route

The merits and advantages of the Northern Development Route for the town in terms of opening up access to the north of the town and relieving town centre pressure are well understood and supported. The merits of the proposals include taking traffic including freight traffic out of the system and relieving pressure on the road network north of the town centre and also unlocking development sites for business and residential uses on the northern side of the town. The Northern Development Route however, is in the 3rd Quartile of Regional Priorities, due to strict assessment criteria. Part of the assessment has identified that the Route does not create significant enough regeneration benefits against other schemes in the North West Region.

Even if the Route were in the second quartile, bearing in mind challenges such as rising costs and increasing environmental concerns it is very unlikely that the Route could be constructed within a 10-15 year timescale. This means that the Route would not be built within the timescale of the Kendal Economic Regeneration Action Plan and so could potentially lead to a situation where there is a significant hiatus in terms of land available for employment sites and economic regeneration for Kendal. Clearly land to the North of Kendal could be released by the route’s development however



because of the long timescale involved other alternatives have to be considered to ensure continued availability of land for economic development. The two most obvious broad areas of opportunity in respect of this lie to the south of the town from the A591 towards Kendal on the A6 corridor and around the Burton Road corridor in the vicinity of the retail park and hospital.

### Linking New Developments to the Urban Area

In order to really benefit the residents of Kendal, particularly the young and potential employees without cars any new development must be strongly linked to the existing urban area. The Kendal Economic Regeneration Action Plan concludes that only if land is available as an extension to the urban area will it be truly effective in becoming a part of the town, adding value, as opposed to creating an increasing car borne culture. Indeed one of the attractive assets of Kendal is the potential to live and work in relatively close proximity, but to access wider catchment areas when needed.

To locate development outside the urban area - close to motorway junctions would, at strategic 'South Lakeland' level be potentially positive but not add significant accessibility benefits to the people of Kendal. The exception of the South Lakes Gateway Project is considered in Section 3. Indeed a business park development at say Junction 36 would in effect potentially be more advantageous to those living in say Preston, Chorley or Lancaster than to those in Kendal. Any new development should give more to the town than just access junctions - not necessarily as costs to developers but a contribution to sustainability and strategic 'fit'.

### Better East-West Pedestrian Linkages

The Canal Head development (See Section 3) offers a significant opportunity to create stronger east-west linkages in Kendal, with this development creating a focal point to the immediate east of the town centre 'over the river'. Not only is this positive in creating anchor points but perhaps more importantly it offers the opportunity to be radical and explore the potential around New Road car park, which currently is a 'wasted' valuable river frontage. The current use of the area as car parking does little for the town other than provide a number of free parking spaces. More consideration is given to the regeneration potential of the site and the contribution that the Riverside could make to the 2017 Vision for Kendal. (See Project 4.2)

### Need for Strategic Changes On the Network

It is clear that the strategic transport network within the Kendal urban area is over-focussed on several key links, in particular Highgate and Lowther Street, where the interface between through traffic, local servicing and pedestrian movement leads to an uncomfortable status quo.

Traffic management of the network has gradually increased in sophistication over a number of years to the extent that, while attaining relatively flowing traffic in all but the absolute peak periods, it has begun to degrade the legibility and attractiveness of Kendal due to its complexity and intrusive nature. This is very evident in the area around Stramongate and Blackhall Road to the north of the town centre.

Other negative aspects of the current circulation are that the historic area of Kirkland has become traffic dominated, with a poor pedestrian environment, and Highgate is similarly affected. In practice almost all traffic heading for the centre or north of the town has to use Kirkland/Highgate.

It appears essential that traffic pressure is removed for Kirkland/Highgate which can be achieved if two-way movement is restored on Aynam Road. That in turn is limited by congestion at Miller Bridge. One solution would be to introduce a new vehicle bridge at that location, retaining Miller Bridge for pedestrian use. Unfortunately this could be disruptive to the environment at a particularly sensitive part of the town (identified as a key link between east and west). An alternative, more economic and less disruptive proposal would be to introduce a pedestrian bridge just south of Miller Bridge, linking the Canal Head to the centre of the town and retaining Miller Bridge for vehicle only use. Good signposting would encourage much of the incoming traffic to use the east side of the river with town centre only traffic using Kirkland/Highgate.



## Car Parking

A full and thorough car parking review and strategy is needed urgently this is an obvious gap in the Kendal Transport Plan that has to be addressed. Faber Maunsell conclude that Cumbria County Council and South Lakeland District Council should take the lead and work with major private providers. The key principles of the emerging Parking Strategy for Kendal should include:

- Park and Ride has to be used as a tool to remove long stay visitor and employee car parking from the town centre itself: Faber Maunsell firmly believes that this is most important at the south of the town.
- Park and Ride has to ensure 'dual use of parking' with other leisure or employment land uses be supported with local bus services and increase park and walk/park and cycle opportunities.
- Improved signage and in particular more effective use of Variable Message Signing for key car parks has to be implemented in relation to making best use of what is available.
- The unpopular move of upgrading and introducing differential pricing to offset costs of certain factors, in particular for 'medium' stay parking is likely to need to be tackled.
- Improved quality (lighting, ease of use, credit card payment, more extensive use of pay on exit) and use of parking and not necessarily increased provision in terms of absolute numbers is needed.

Faber Maunsell's initial view on locations that should be considered for parking change includes:

- Upgrading of current car parks to south of the town off Highgate to higher quality/higher cost, but in association with Park and Ride.
- Provision of park and ride at each of the two key accesses to the town - A6 South and Windermere Road. A location at Scroggs Wood would be ideal and despite the sensitive nature of the location a car showroom has been acceptable in this location. Therefore a well designed and landscaped park and ride amenity should be considered but would need to be integrated with mixed use development to offset costs.
- Removal of New Road car park to be replaced by extremely high quality well designed mixed use redevelopment and potential coach pick up/drop off, placing visitors immediately at the new heart of Kendal particularly as Canal Head shifts the centre of gravity eastwards.
- Compensation for the removal of New Road by increased provision at the County Council Offices and within the Canal Head Development - using higher density parking - decked or multi-storey (both of which can be extremely well designed).
- In the longer term visitor based parking to the south of the town based on "Sail and Ride" at a location along the Canal Corridor.
- Implementation of tougher differential pricing particularly for medium and long stay parking.
- Clearer signing of availability for short stay parking but retention of the ability for locals to be able to park for short stay trips at non-core visitor times. In effect making better use of all of the existing parking stock but discouraging 'tourism peak' trips by locals for day-to-day tasks.
- Long term options at Kendal Station as part of the proposals for a new Interchange and potential of higher capacity quality short-medium stay car park to south of town (off Highgate).

## **Coach Parking**

Faber Maunsell conclude that there are several options available in relation to coach parking namely:

Cumbria County Council and South Lakeland District Council should take the lead and work with the Kendal attractions and coach operators to ensure that coach parking forms an integral element of a more robust and defined Kendal Parking Strategy. The Strategy needs to distinguish between set down/pick up points and long stay parking.

Within the existing New Road area a high quality pick up/drop off could be provided and in due course associated with high quality mixed use development. This location would allow easy navigation into town centre, river area and the Canal Head redevelopment in the longer term and reinforce other public realm investment such as a new footbridge. Layover of coaches to the south or north could be associated with this location, particularly if a facility were provided to the northern end of New Road car park.

Consideration should also be given to the conversion of the current Church Yard car park into coach pick up/drop off with southbound movement restored on carriageway. This location could create an attractive arrival setting and convenient location allowing easy access to the town centre and riverside, also associating itself with Kendal Riverside/K Village and Canal Head in due course.

From the north the potential for drop off at the current Bus Station could also be explored as short term option, in the longer term a facility at the re-vamped Rail/Bus Interchange may be appropriate with layover moving to the nearby Rugby Club. In Faber Maunsell's view however the Rugby Club site is too far out of the town centre in the short term.

## **Promoting the River Corridor for Cyclists and Pedestrians**

One of Kendal's key assets is the river, and the relatively flat topography along it. Importantly the river flows north-south through the town which is the key corridor that road access is constrained along. The Kendal Transport Plan identifies the need to create stronger access along the corridor by foot and cycle. The Kendal Economic Regeneration Action Plan supports this overall ambition and suggests that stronger links to the wider regeneration of this corridor, which has started with the Riverside Place/K-Shoes redevelopment but which could continue with Canal Head, New Road and even Kendal Station area need to be explored. (See Projects 2.6 & 4.2)

## **5. LEADERSHIP: RESOURCES & LEGITIMACY**

Kendal needs to have a clear and focussed economic development ambitions with coordinated relationships between public, private and third sector bodies and this theme is considered in some detail in the Section 6.

# 5 ACTION PLAN



## Introduction

This Section presents the ten year Kendal Economic Regeneration Action Plan. The Action Plan includes details of nineteen integrated projects structured around the four themes of:

- **Adding Value: Moving Businesses Up The Value Chain**
- **Investing in Kendal Town Centre: Strategic Projects**
- **Boosting Enterprise & Business Birth Rate**
- **Promoting An Excellent Economic Infrastructure**

The fifth theme 'Ensuring Leadership: Resources & Legitimacy' is considered in Section 5.

## ADDING VALUE: MOVING BUSINESSES UP THE VALUE CHAIN

<b>Project 1.1</b>		<b>SPECIALIST SECTOR BASED SUPPORT</b>	
Description	<p>Project to work with existing businesses to deliver local support to ensure <b>greater economic specialisation, innovation and diversification</b> in the Kendal economy and increase the number of better paid higher level skilled jobs.</p> <p>Focus interventions on specific opportunities for indigenous growth on an important scale &amp; inward investment to achieve significant additionality.</p> <p>Target <b>key advanced manufacturing sectors</b> including specialist engineering like hydro-electric (Gilbert Gilkes &amp; Gordon), specialist paper (James Cropper Ltd), nuclear (Bennett Engineering).</p> <p>Target <b>knowledge intensive business &amp; professional services</b>, tourism &amp; hospitality, commercial digital &amp; creative. (The Knack &amp; Fidgit Design)</p> <p>Target the foot and drink sector where the aim is to add even more value to locally sourced produce</p>		
Principles	<p>Support Kendal's manufacturing &amp; service base to increase productivity levels &amp; encourage innovation</p> <p>Support local businesses in sectors that provide valuable internationally tradable products and services</p> <p>Build on the strengths of Kendal such as quality of life, access to good schools/Kendal College and skilled and motivated people</p> <p>Encourage SMEs to develop new products &amp; processes</p> <p>Move companies up the value chain</p> <p>Encourage higher productivity through innovation, skills &amp; productivity; Focus on indigenous &amp; inward locating high growth knowledge based companies</p>		
Strategic Fit	NWDA: RES Cumbria Vision	CREA SLDC: ED Strategy	
Evidence of Need & Opportunity	<p>(See Section 3.1) Kendal has a number of indigenous very specialist, high value economic activities &amp; business where innovation can drive higher levels of productivity &amp; make a more significant contribution to jobs growth.</p> <p>Need to encourage more specialist activities that trade externally, create valuable export income, support high value &amp; higher wage jobs, drive innovation &amp; greater productivity</p>		
Benefits	<p>Added value to business &amp; contribution to economic growth.</p> <p>Private sector investment.</p> <p>Higher value and better paid jobs.</p> <p>Targeted response to national/regional policies.</p> <p>Synergy with other themes &amp; projects.</p>		
Options	<p>Do nothing: missed opportunity to collaborate with indigenous business.</p> <p>Contribution to economic growth is reduced or takes longer</p>		
Outline Costs	Year 1	Y2	Y3 Y4
	£30K	£30K	£30K £30K
Key Performance Targets	<p>No. of longer term relationships with client companies.</p> <p>No. of innovative projects identified and then successfully progressed.</p> <p>No. of higher value and better paid jobs created.</p>		
Constraints	Financial: limited funding		Executives with specialist knowledge
Funding	NWDA		Cumbria Vision
Lead Agency/ Support	NWDA/Cumbria Vision: Local Delivery		
Risks	Minimum additionality	Displacement	Business case: not proven
Timescale/Priority	Medium Term (4 years)		Priority High

<b>Project 1.2</b>	<b>DESIGN GATEWAY: KENDAL CENTRE OF EXCELLENCE IN DESIGN</b>			
Description	Private sector response to unmet demand for high quality design in Cumbria & Lancashire The Centre will be established in Kendal and focus on key sectors including advanced engineering and materials, aerospace, engineering construction and automotive, digital and creative, biotechnology, pharmaceutical and medical equipment, energy, environment , food & drink, business and professional services Support Lancaster University's CASCADE Project, working alongside the University's Product Development Unit, University of Manchester Incubator Company and in due course the University of Cumbria.			
Principles	Using design to encourage SMEs in manufacturing & engineering to develop new products & processes Focus on companies with a technology base & use or want to use ICT to accelerate development of products, processes or exploit markets Move companies up the value chain Higher productivity through innovation, skills & productivity			
Strategic Fit	NWDA: RES Cumbria Vision CREA	SLDC: ED Strategy Chamber of Commerce & Industry Business Links		
Evidence of Need & Opportunity	(See Section 3.1) Unmet demand for high quality design in the sub region Kendal economy needs to move to provide more specialised goods & services, with a focus on added value, the knowledge economy and higher wage opportunities			
Benefits	Private sector investment Targeted response to national/regional policies Synergy with other themes & projects Local business support			
Options	Do nothing: missed opportunity likely to take longer to establish and be less effective Suggest an alternative location			
Outline Costs	Year 1	Y2	Y3	Y4
	£TBC	£TBC	£TBC	£TBC
Key Performance Targets	Sq M of the Design Gateway: in phases No. of client companies: outputs & No of courses offered Successful 'student' throughput: outcomes			
Constraints	Financial: limited funding Partnership: role of public sector Operational: complex working/delivery			
Funding	Private NWDA/Cumbria Vision Lancaster University			
Lead Agency/Support	Private Sector (Ashford Associates & Managing Growth)			
Risks	Reduced additionality Displacement Non-monetary: agency agreements difficulties Business case: not proven			
Timescale/Priority	Short Term (3 years)			Priority High

Project 1.3	<b>TOURISM: FOOD &amp; DRINK: PACKAGES</b>			
Description	<p>Co-ordinated initiative delivered locally to <b>strengthen Kendal's food offering</b> throughout the tourism sector.</p> <p><b>Improve Kendal's image as a destination</b> where visitors can experience the best in local home-cooked produce.</p> <p>Support customer - focussed businesses that showcase food</p> <p>Early initiatives could include: producers- restaurants/bars/cafes event, toolkit for businesses on seasonal suggestions, strengthening the network of local suppliers, working with training organisations to develop courses in very local food knowledge, developing premium taster packages with accommodation and arts/crafts/food experience building on the strengths of the Kendal Farmers Market.</p>			
Principles	<p>Encourage innovation &amp; quality improvements in Kendal's offer &amp; service</p> <p>Focus on higher value &amp; distinctive products &amp; packages</p> <p>Use market research to establish a clear picture of Kendal's/South Lakeland's visitors needs, wants desires and highlight the opportunities to improve gross value added, business growth &amp; sub regional economic impact</p>			
Strategic Fit	<p>NWDA: RES</p> <p>Cumbria Vision</p> <p>CREA</p>	<p>SLDC: ED Strategy</p> <p>Made in Cumbria &amp; Distinctly Cumbrian</p>		
Evidence of Need & Opportunity	<p>(See Section 3.1) Kendal needs to improve its competitive position as a key destination for food lovers and improve the visitor experience. For many visitors sampling food and drink is one of the main reasons to visit new locations.</p>			
Benefits	<p>Added value to business &amp; contribution to economic growth.</p> <p>Increase in number of higher income visitor, staying longer and spending more in Kendal.</p> <p>Synergy with other themes &amp; projects.</p>			
Options	<p>Do nothing: missed opportunity to collaborate with customer focussed businesses &amp; improve the Kendal visitor experience.</p> <p>Contribution to economic growth is reduced or takes longer.</p>			
Outline Costs	Year 1	Y2	Y3	Y4
	£25k	£25k	£25k	
Key Performance Targets	<p>Number of support packages developed &amp; delivered</p> <p>Number of tourism business enquiries</p> <p>Increase in higher spending visitors &amp; spending</p> <p>No. of higher value and better paid jobs created</p> <p>Improvement in Kendal's distinctive profile</p>			
Constraints	<p>Financial: limited funding</p> <p>Coordinating delivery: Made in Cumbria &amp; Distinctly Cumbrian</p>			
Funding	<p>NWDA</p> <p>Cumbria Vision</p>	<p>Made in Cumbria</p> <p>Distinctly Cumbrian</p>		
Lead Agency/ Support	<p>Made in Cumbria &amp; Distinctly Cumbrian</p>			
Risks	<p>Complacency and low take up</p> <p>Additionality</p> <p>Business case: not proven</p>			
Timescale/Priority	Short Term (3 years)			Priority High

Project 1.4	UNIVERSITY OF CUMBRIA: KENDAL COLLEGE			
Description	<p>Kendal Futures Ltd need to act with one voice to actively support the compelling strategic and economic case as set out in the Economic Regeneration Action Plan to promote a strong presence <b>of the University of Cumbria in Kendal</b>. This will help to <b>improve the economic performance</b> of the area and deliver <b>locally accessible higher education</b> and so reverse the trend where young people leave Cumbria to get a degree and often never return.</p> <p>The University of Cumbria will be formed on 1 August 2007 and already has very strong links with Kendal College. The overall objective is to improve <b>access to higher education</b> through a network of institutions centred in Carlisle and with hubs in other parts of the county. The University will offer a very high quality learning experience to enable full and part time, young and mature, vocational and scholastic students to achieve their personal and professional potential. The University will also <b>work closely with employers, schools and agencies</b> to offer research, scholarship and knowledge transfer which shapes and supports economic, social and cultural development.</p> <p>A strong University presence in Kendal will help to achieve the Economic Regeneration Action Plan 2017 Vision and in particular contribute to the themes of <b>'adding value to business'</b> and <b>'boosting enterprise'</b>. The University could play an important role in helping to diversifying the economy and ensuring there are well paid local employment opportunities, especially for young people. The University could also play a fundamental role both by <b>supporting innovation and growth of existing businesses and by encouraging the formation, survival and growth of independent enterprises</b> including those that are knowledge based and have accelerated growth potential. The University aims to be <b>approachable and responsive to local businesses</b> and offer an effective local 'signposting role' with dedicated support, services and consultancy.</p>			
Principles	<p>In the short term Kendal College would be at the centre of a <b>significant Lifelong Learning Network</b> and offer students seamless progression from FE to HE in a supportive environment. In Kendal the focus could also be on the development of lower and middle management skills based on business, law and finance; tourism with links to a more holistic approach to health, well being and social care; transport and logistics; culture and creative arts with links to Brewery Arts Centre.</p> <p>The aim should be to <b>work closely with employers</b> to upskill the workforce; draw into HE those who, for a variety of reasons, have not fulfilled their potential and, attract students to study in Cumbria in a range of niche areas where a national reputation will be established (see above). Supporting the <b>growth of existing businesses and encouraging the formation, survival and growth of independent enterprises</b> will also be high priorities.</p>			
Strategic Fit	NWDA: RES	Cumbria Vision		
Evidence of Need & Opportunity	<p>(See Section 3.1) Provide locally accessible university education to increase and widen participation and so reverse the trend where young people leave Kendal.</p> <p>Respond to the shortfall of fewer very small businesses in Kendal and improve business survival rates.</p>			
Benefits	<p>The core activities of a Higher Education Institution have effects that reach beyond the local area and impact on a wider population than the students, faculty and staff of the institution. The direct effect of teaching activity is an increase in the knowledge and skills of the student in academic subjects. The indirect impact of teaching activity is the personal development of the students due to the constant exposure to an idea-rich environment. As a result an increase in labour productivity derives in part from the skills and resources which students acquire. The direct impact of research through knowledge and technology transfer.</p>			
Options	Do nothing: missed opportunity to help shape the University of Cumbria presence in Kendal			
Outline Costs	Year 1	Y2	Y3	Y4
	In Kind	TBC	TBC	TBC
Key Performance Targets	<p>No. of Kendal students enrolling &amp; successfully completing courses.</p> <p>No. of students staying on in Kendal after completing courses.</p> <p>No of businesses assisted including start ups and improved survival rates</p>			
Constraints	Financial: limited funding.		Operational: complex working/delivery.	
Funding	HEFCE/LSC		NWDA/Cumbria Vision	
Lead Agency/ Support	HEFCE/LSC Kendal College/University of Cumbria			
Risks	Timescale for delivery & reduced critical mass.		Business case: not proven	
Timescale/Priority	Short/Medium Term (3 years)		Priority/High	

## INVESTING IN KENDAL TOWN CENTRE: STRATEGIC PROJECTS

<b>Project 2.1</b>	<b>THRIVING TOWN CENTRE: INDEPENDENT RETAILERS INITIATIVE</b>			
Description	Integrated project to support and promote a thriving town centre based on diverse and strong cluster of <b>independent retailers</b> . Aims to strengthen the trading position of the town centre and fringes through assisting in providing business & marketing support. Appoint a town centre coordinator and lead in joint marketing: leaflets, web site, events.			
Principles	<p>Focus on independent retailers: business development &amp; marketing support</p> <p>Improvements to shop fronts/shop refurbishment</p> <p>Programme of quality events &amp; promotions</p> <p>Appoint a town centre coordinator</p> <p>Improvements to indoor &amp; outdoor markets</p> <p>Focus delivery through town centre manager &amp; Chamber/FSB</p> <p>Promoting a Business Improvement District</p> <p>Minimise “churn” of businesses in secondary and peripheral locations</p>			
Strategic Fit	FSB/Chamber of Commerce		Town Centre Management	
Evidence of Need & Opportunity	(See Section 3.2) Difficult trading circumstances in certain sectors of retail			
Benefits	<p>Active support of independent businesses</p> <p>Increase turnover</p> <p>Increase visitor numbers and spend</p> <p>Response to business failures and number of vacant units</p>			
Options	<p>Do nothing</p> <p>Provide assistance through better town centre promotion.</p> <p>Financial assistance - rates relief, grants to improve appearance of properties.</p>			
Outline Costs	Year 1	Y2	Y3	Y4
	£40k	£30k	£30k	£20k
Key Performance Targets	<p>Increase footfall and turnover throughout the town centre</p> <p>Reduce business failures or departures</p> <p>Stabilise and reduce number of vacant units</p> <p>Grow numbers of independent retailers</p>			
Constraints	Trading conditions in retail across country are tough particularly for independents and secondary operators.			
Funding	NWDA Cumbria Vision		Cumbria County Council/SLDC	
Lead Agency/ Support	A dedicated town centre coordinator FSB/Chamber of Commerce			
Risks	Further closures & loss of jobs			
Timescale/Priority	Short/Medium Term (3 years)		Immediate: Priority High	

<b>Project 2.2</b>	<b>KIRKLAND: HISTORIC SETTLEMENT: ARTS CULTURAL LIVE WORK QUARTER (See Illustration)</b>	
Description	<p>Project to promote Kirkland as an historic, distinct arts cultural live work quarter within Kendal.</p> <p>Reinforce existing cultural attractions - Parish Church and Abbot Hall and encourage developing arts/ cultural led business.</p> <p>Reduce impact of through traffic and create a positive pedestrian environment.</p> <p>Make more economic development use of existing infrastructure and maintain built fabric.</p>	
Principles	<ul style="list-style-type: none"> <li>• Conservation of built heritage: prepare a Conservation Area Management Plan investigate possibility of Townscape Heritage Initiative funding from Heritage Lottery Fund</li> <li>• Improved pedestrian crossings at Nether Bridge</li> <li>• Improve public realm and very high quality ‘place making’: improve first impression of Kendal through environmental/public realm improvements, specifically, reducing the impact of traffic by reducing the carriageway width, forming loading bays and pavement areas, adequate pedestrian crossing points and upgrading lighting, street furniture and planting</li> <li>• Promote and implement the shop front improvement scheme to build on the efforts of the Kirkland Partnership and help create a distinct cultural/arts led business environment</li> <li>• Encourage restoration of run down historic yards using affordable live-workspace and Town Centre Living Initiative (see project 2.5)</li> <li>• Improve access to, and the setting of, the Parish Church and Abbot Hall</li> <li>• Integrate festivals and arts events with activities in Highgate and town centre</li> <li>• Enhanced pedestrian links between K-Village and Kirkland</li> <li>• Improved pedestrian crossings at Nether Bridge</li> </ul>	
I	<p>NWDA RES: invest in quality public realm in key service centres.</p> <p>Reuse of existing buildings and historic fabric.</p> <p>Employment land/space required.</p> <p>Promote cultural and creative industries.</p>	
Evidence of Need & Opportunity	<p>(See Section 3.2) Opportunity to use the success of the Kirkland Partnership to accelerate the regeneration of the wider area</p> <p>Yards are a defining feature of Kendal and in Kirkland some yards are suffering a lack of investment and are being neglected</p>	
Benefits	<p>Using the historic fabric as an economic asset.</p> <p>Targeted response to national/regional/county policies.</p>	<p>Local business support and new investment.</p> <p>Increased visitor numbers staying longer.</p>
Options	Do nothing: limited investment: poor first impression.	
Outline Costs	To be firmed up based on detailed design of public realm enhancement scheme, shop front improvement scheme and a pilot ‘yards improvement scheme’. Say £150k over 4 years.	
Key Performance Targets	<p>Increased investment, business start up/growth and visitors.</p> <p>Anecdotal environmental quality measures.</p> <p>Local land value uplifts - including adjacency activity.</p>	
Constraints	<p>Financial: limited funding</p> <p>Multiple land ownerships.</p>	Initial investment dependent on public funding.
Funding	<p>NWDA</p> <p>Cumbria Vision</p>	<p>EU/07+</p> <p>Developer uplift value recycled back into site</p>
Risks	<p>Complex ownerships: achieving agreement and delivery.</p> <p>Planning issues for any changes of use.</p>	
Timescale/Priority	Short Term	Priority Medium

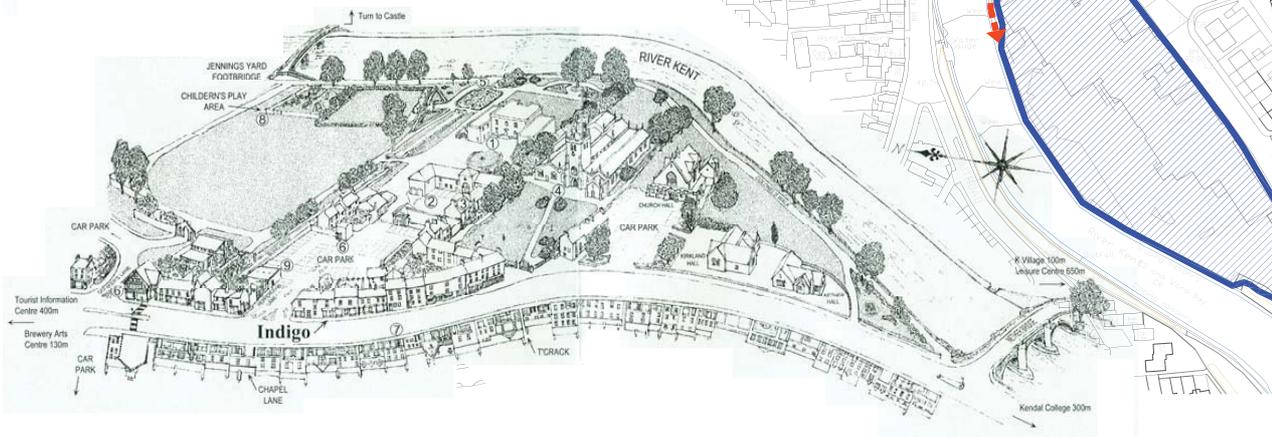
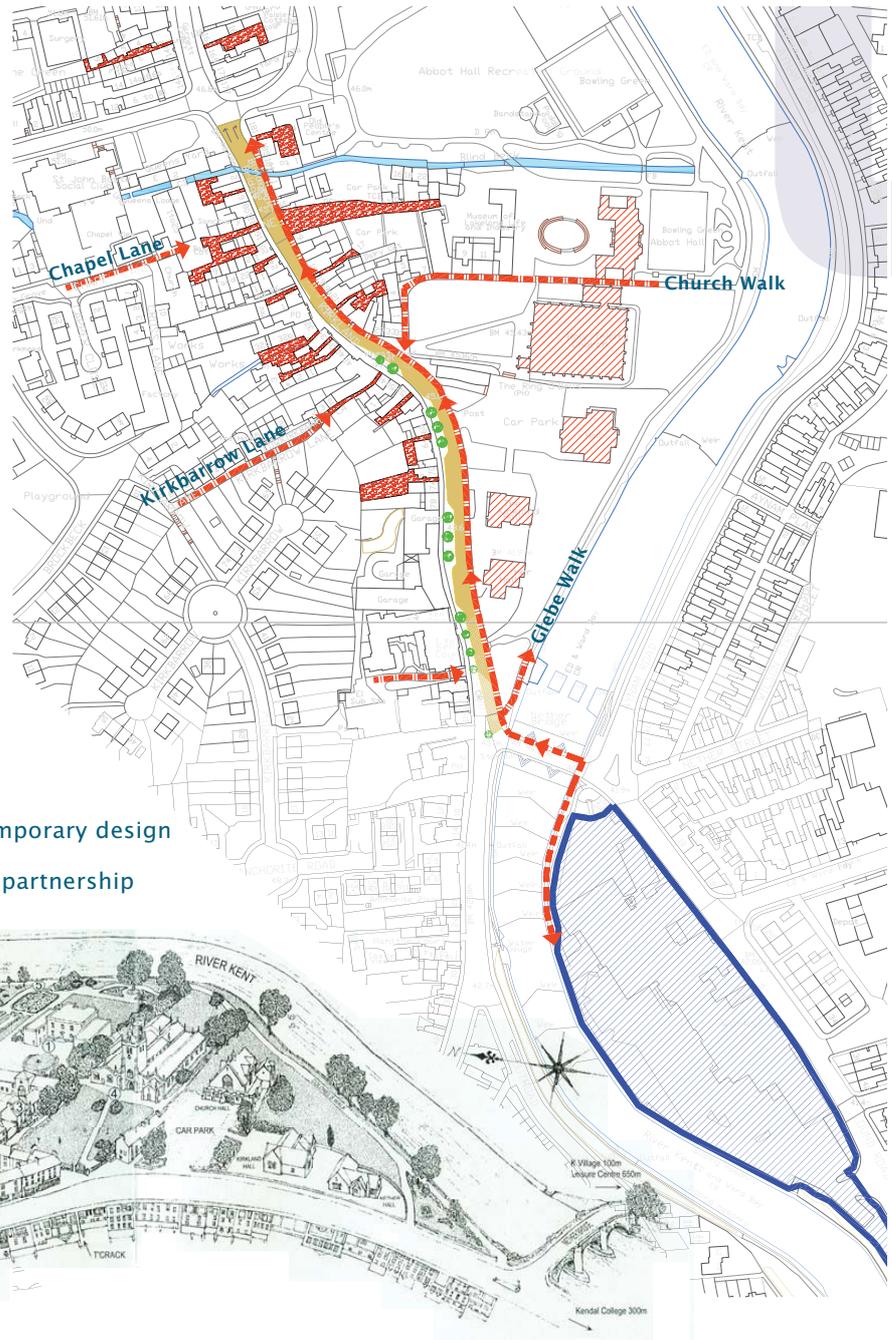


- conservation of built heritage**
- conservation area management plan
  - possible townscape heritage initiative funding
  - enhance lanes & yards:  
Chapel Lane / Kirkbarrow Lane

- traffic calming measures**
- improve pedestrian connection to link core town centre with Kendal Riverside/K Village
  - reduced road width
  - loading bays
  - pedestrian crossings
  - new lighting & surfaces

- promote arts & culture uses**
- shop front improvements
  - town centre living pilot
  - events & festivals
  - opportunities for striking contemporary design

image below courtesy of kirkland partnership



## historic Kirkland

### *KENDAL'S ARTS/CULTURAL: LIVE/WORK QUARTER*



<b>Project 2.3</b>		<b>HIGHGATE: Mixed Use Heritage Led Regeneration (See Illustration)</b>	
Description	<p>Project to promote the regeneraion of Highgate through mixed retail, business, arts and cultural uses including Brewery Arts Centre and the proposed ‘creative industries campus’ and other small and medium scale venues.</p> <p>Facilitate use of ‘production space’ and managed workspace for artists and initiatives in the cultural and creative industries.</p> <p>Make more economic development use of existing infrastructure and maintain built fabric.</p>		
Principles	<ul style="list-style-type: none"> <li>• Use mixed uses and the ‘creative industries campus and to promote the co-location of venues and activities to accelerate regeneration and investment</li> <li>• Conservation of built heritage: prepare a Conservation Area Management Plan investigate possibility of Townscape Heritage Initiative funding from Heritage Lottery Fund</li> <li>• Year round programme of festivals and events to ensure cultural animation</li> <li>• Promote reuse of ‘yards’ that are suffering from a lack of investment using affordable live-workspace and Town Centre Living Initiative (See Project 2.5)</li> <li>• Promote opportunities for a ‘boutique/contemporary lifestyle’ hotel</li> <li>• Initiate shop fronts improvement scheme</li> <li>• Improve public realm and very high quality ‘place making’ and connections to Kirkland and Kendal Riverside/K Shoes.</li> </ul>		
Strategic Fit	<p>Northwest RES: invest in quality public realm in key service centres.</p> <p>Reuse of existing buildings and historic fabric.</p> <p>Employment land/space required.</p> <p>Promote cultural and creative industries.</p>		
Evidence of Need & Opportunity	<p>(See Section 3.2) Opportunity to use the success of the Brewery Arts Centre and the proposed ‘creative industries campus’ investment to accelerate the regeneration of the wider area.</p> <p>Yards are a defining feature of Kendal and in Highgate several yards are suffering a lack of investment and are being neglected</p>		
Benefits	<p>Using the historic fabric as an economic asset.</p> <p>Targeted response to national/regional/county policies.</p> <p>Local business support and new investment.</p> <p>Increased visitor numbers staying longer.</p>		
Options	<p>Do nothing: limited investment: poor first impression.</p> <p>Brewery Arts Centre invests in isolation: missed opportunity.</p>		
Outline Costs	<p>To be firmed up based on detailed design of public realm enhancement scheme, shop front improvement scheme and a pilot ‘yards improvement scheme’</p>		
Key Performance Targets	<p>Increased investment, business start up/growth and visitors.</p> <p>Anecdotal environmental quality measures.</p> <p>Local land value uplifts - including adjacency activity.</p>		
Constraints	<p>Financial: limited funding for complex development</p> <p>Multiple land ownerships.</p> <p>Initial investment dependent on public funding.</p>		
Funding	NWDA Cumbria Vision	EU/07+ Arts Council/Kenal College/University of Cumbria	Developer uplift value recycled back into site
Risks	<p>Complex ownerships: achieving agreement and delivery.</p> <p>Planning issues for any changes of use.</p> <p>Requires a co-coordinated regeneration strategy to be agreed with Brewery Arts Centre and adjoining owners.</p>		
Timescale/Priority	Medium Term		Priority Medium



**conservation of built heritage**

- improve yards and lanes  
dowker's lane & collin croft
- conservation area management plan
- townscape heritage initiative funding
- interpretation

**traffic calming**

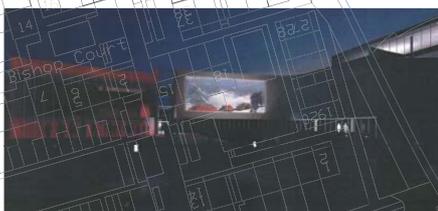
- improve pedestrian connection to link core town centre with Kendal Riverside/K Village
- reduced road width/loading bays
- pedestrian crossings
- new lighting/surfaces

**dowker's lane car park**

- study required to;
- reduce "blocking" of spaces
- improve environment
- support local trade



improvements required to yards to/from the highgate



**promote mixed use**

- retail/business/education/arts/culture uses
- opportunities for striking contemporary design
- living over the shop: town centre living pilot

proposed brewery arts campus  
image courtesy of Bisset & Adams Architects

# highgate

## MIXED USE HERITAGE LED REGENERATION

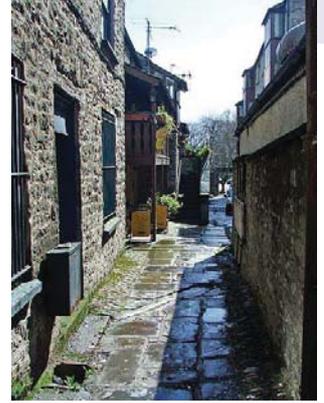
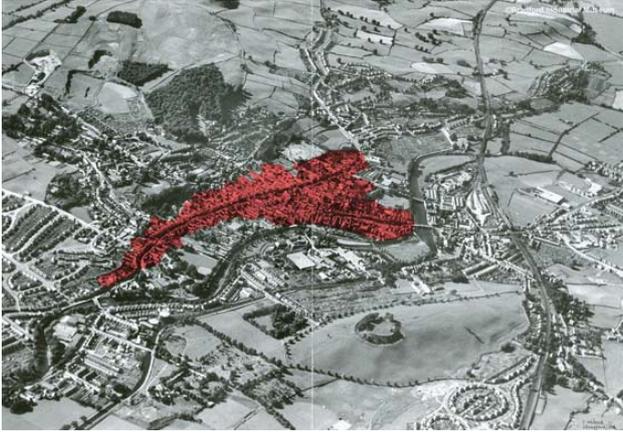


Photos courtesy of Kendal Civic Society



# kendal's historic yards *CONSERVING THE CHARACTER*





# kendal's historic yards *RESTORATION POTENTIAL*



<b>Project 2.4</b>	<b>INVESTING IN KENDAL'S PUBLIC REALM: CONNECTING KEY PROJECTS</b>	
Description	<p>Project to secure investment into the public realm in Kendal. To improve the strategic connections which are an integral part of the urban fabric of Kendal so that new investment is clearly linked to existing routes.</p> <p>The more direct the routes are the more successful will be the integration of old and new.</p>	
Principles	<ul style="list-style-type: none"> <li>• Making and improving connections is an essential part of building on Kendal's distinctive sense of place</li> <li>• Opportunity to connect new 'destinations' and proposed developments</li> <li>• Encourage walking and cycling within Kendal by strengthening links</li> <li>• Reduce short car borne trips thereby reducing congestion</li> <li>• Creating well designed quality routes that are safe for all users</li> </ul>	
Strategic Fit	<p>Northwest RES: invest in quality public realm in key service centres.</p> <p>National/Regional and Local Transport Strategies.</p> <p>Sustainable tourism.</p> <p>Sustainable economic development: compact Kendal.</p>	
Evidence of Need & Opportunity	<p>(See Section 3.2) Compact urban area with congested network requiring complex car journeys.</p> <p>Opportunities to better link new 'destinations' like Riverside Place/K Village and the proposed Brewery Arts Centre Creative Industries Arts Campus. Opportunity to link emerging new developments like KendalStation/Transport Interchange, Canal Head and New Road Riverside for linked trips.</p>	
Benefits	<p>Safe routes for all and health &amp; accessibility focussed.</p> <p>Reduction of pressure on parking spaces.</p> <p>Improved 'sense of place', Image and integration.</p> <p>Air quality/ 'carbon footprint' reduced.</p>	
Options	<p>Wait for Kendal Transport Plan schemes</p> <p>Create wider network linked to other transport themes (park &amp; cycle etc)</p> <p>Creation of 'legible' town infrastructure (maps/signage) to fit with current infrastructure.</p>	
Outline Costs	<p>Depends on phasing and priorities.</p>	
Key Performance Targets	<p>User perception surveys: improved perception of Kendal.</p> <p>Cycle and walking counts and use.</p> <p>Publicity to aid 'Carbon Neutral Kendal' objective.</p>	
Constraints	<p>Costs will necessitate prioritisation.</p> <p>Reduced quality of design and materials.</p> <p>Adequate car parking facilities in strategic locations.</p>	
Funding	<p>Range of funding sources including:</p> <p>NWDA</p> <p>Cumbria Vision</p> <p>EU/07+</p>	<p>Local Transport Plan</p> <p>Developer contributions</p> <p>Sustrans</p>
Risks	<p>Lack of joined up approach</p> <p>Piecemeal approach to design</p> <p>Poor design and quality of materials in prominent locations.</p>	
Timescale/Priority	Short-Medium Term	Priority High

# kendal's public realm

## CONNECTING KEY PROJECTS



OXENHOLME -  
WINDERMERE  
TRAIN LINK

NEW ROAD RIVER  
TERRACE AND  
BUSINESS SPACE

LOCAL ACCESS  
AND BUS ROUTES  
ONLY TO  
KIRKLAND,  
HIGHGATE AND  
STRAMONGATE

HIGHGATE CULTURAL  
QUARTER/KIRKLAND  
LIVING INITIATIVE

BREWERY ARTS  
CENTRE/CUMBRIA  
UNIVERSITY ARTS  
CAMPUS PROJECT

CONSERVATION OF  
KIRKLAND'S  
HISTORIC YARDS

NEW TWO-WAY  
VEHICULAR TRAFFIC  
ROUTE ALONG  
AYNAM ROAD VIA  
ROMNEY BRIDGE

RE-ROUTE TRAFFIC  
TO IMPROVE  
PEDESTRIAN  
CONNECTION TO  
TOWN CENTRE

KENDAL  
TRANSPORT  
INTERCHANGE

CANAL HEAD  
REGENERATION  
MIXED USE  
PROJECT

NEW PEDESTRIAN  
BRIDGE TO  
ACCOMMODATE  
TWO WAY TRAFFIC  
ON AYNAM ROAD

IMPROVED LINKS  
TO KENDAL CASTLE

BLIND BECK

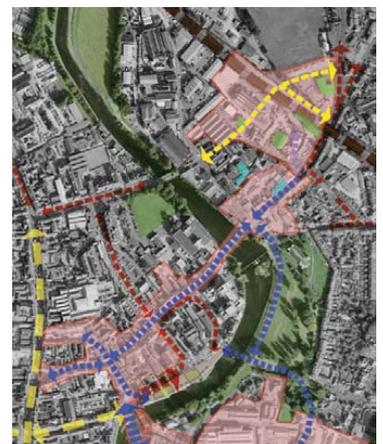
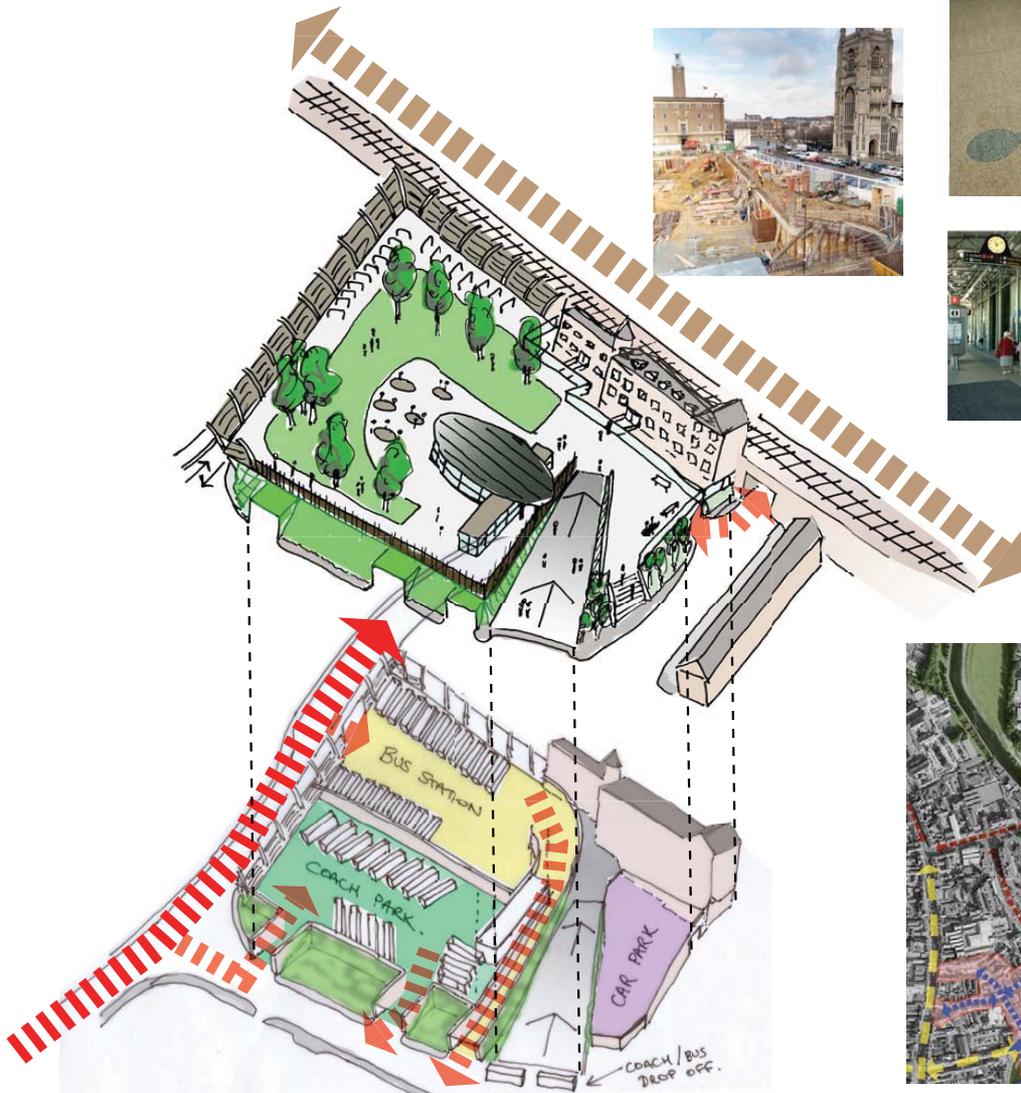
K-VILLAGE MIXED  
USE PROJECT

KENDAL - LANCASTER  
CANAL CORRIDOR  
AND CYCLE ROUTE



<b>Project 2.5</b>		<b>TOWN CENTRE LIVING INITIATIVE</b>	
Description	<p>Project targeted at Kendal town centre where opportunities exist to provide housing in vacant or underused floorspace particularly above shops and commercial premises. Aim to establish an early demonstration project.</p> <p>Project would offer:</p> <ul style="list-style-type: none"> <li>• Private sector investment opportunities</li> <li>• Grants and tax breaks (subject to criteria)</li> <li>• User friendly advice for owners and investors</li> <li>• Affordable town centre housing as part of an integrated approach</li> </ul>		
Principles	<p>Undertake design feasibility to identify a 'pilot' and promote the initiative with building owners</p> <p>Bring more people to live in the town centre: sustainable</p> <p>Intensified use of existing buildings &amp; bring vacant space into use</p> <p>Minimise use of greenfield sites</p> <p>Increase spending within town centre</p> <p>Create a vibrant day and night time economy</p> <p>Support local services</p>		
Strategic Fit	<p>NWDA RES Key Rural Service Centre</p> <p>Integrated approach to town centre</p> <p>Provide affordable rented housing</p>		
Evidence of Need & Opportunity	<p>(See Section 3.2) Vacant space in peripheral locations like Kirkland &amp; Highgate</p> <p>Need affordable housing &amp; Improve housing choice</p> <p>Increase vitality of town centre</p> <p>Conservation of heritage and townscape</p>		
Benefits	<p>Part of an integrated approach to town centre links to other themes and projects</p> <p>Supports local independent business and property owners</p> <p>Brings investment into town centre</p>		
Options	Do nothing and hope private sector intervenes		
Outline Costs	Year 1	Y2	Y3 Y4
	£35k	£70k	£40K £35k
Key Performance Targets	<p>Number of new residential units created</p> <p>Number of buildings refurbished</p> <p>Number of occupiers housed</p>		
Constraints	<p>Limited multi-storey buildings in Kendal</p> <p>Tight town centre - storage/servicing issues</p> <p>Buildings offering possibility of separate access</p>		
Funding	Private/public Tax incentives and grants Housing Corporation	SLDC/Cumbria County Council housing team Lead Housing Association. Impact/Home Group/ others	
Lead Agency/ Support	SLDC/Cumbria County Council housing team Lead Housing Association. Impact/Home Group/others		
Risks	<p>Apathy from existing property owners</p> <p>Concerns over security of lower floors</p>		
Timescale/Priority	Short-Medium Term		Priority High

<b>Project 2.6</b>	<b>KENDAL TRANSPORT INTERCHANGE &amp; PUBLIC REALM IMPROVEMENTS (See Illustration)</b>	
Description	<p>Longer term development project to create a stronger non-car gateway to Kendal at the existing Kendal Station</p> <p>Encourage substantial growth of rail visits to Kendal from population centres in the north west of England/Central Scotland</p> <p>Improve public realm: first impression of Kendal</p> <p>Make more use of sustainable infrastructure</p> <p>Introduce high quality employment accommodation in strategic location</p>	
Principles	<ul style="list-style-type: none"> <li>• Create low car dependent employment/mixed use land opportunities</li> <li>• Fit with 'Carbon Neutral' Kendal and exemplar</li> <li>• Create better use of key land close to heart of town</li> <li>• Create opportunity for jobs 'higher up the wage/offer spectrum'</li> <li>• Very high quality 'place making'</li> </ul>	
Strategic Fit	NWDA: RES National/Regional/Local Transport Strategy	Employment land required Support continued/expanded rail services
Evidence of Need & Opportunity	<p>See Section 3.3 &amp; 3.4 Lack of land available for quality employment in Kendal</p> <p>High quality development potential close to town and within 'sustainable urban area'</p> <p>Poor current station offer in terms of image and gateway</p>	
Benefits	Targeted response to national/regional/county policies Land development opportunity to benefit wider community	Local business support Potential more attractive amenities for all locals Stimulus for local regeneration
Options	<p>Do nothing: continued poor use of land: poor first impression</p> <p>Create development brief - difficulties with land assembly but creates co-ordinated approach.</p>	
Outline Costs	<p>Work with land owners to uplift the value of land through strong planning benefits.</p> <p>Development Framework/Masterplan cost likely £30-40K maximum</p>	
Key Performance Targets	Anecdotal environmental quality measures Local employment	Rail user satisfaction benefits Local land value uplifts - including adjacency activity.
Constraints	<p>Financial: limited funding for complex development</p> <p>Rail related issues are always complex by nature &amp; multiple land ownerships</p> <p>Likely limited lack of current control of land by Local Government interests makes control and deliverability complex</p> <p>Operational railway creates technical issues.</p>	
Benefits	Image and accessibility of town Uplift in nature of employment	Sustainable regeneration
Funding	NWDA/Cumbria Vision Developer uplift value placed back into site	Costs of land assembly/co-ordination of project
Risks	<p>Difficult to justify with limited land ownerships by Local Authority/Public bodies</p> <p>Complex land assembly/ownerships and delivery likely</p> <p>Rail related infrastructure</p> <p>Planning issues for any changes of use</p> <p>Lack of short term vision requires masterplan to be developed.</p>	
Timescale/Priority	Medium-Long Term	Priority Low



# kendal transport interchange ACCESSIBLE TOURISM HUB

## BOOSTING ENTERPRISE & BUSINESS BIRTH RATE

<b>Project 3.1</b>	<b>KENDAL: ONE STOP BUSINESS SHOP</b>			
Description	Establish a high profile 'one stop business shop' in Kendal town centre providing a coordinated locally accessible focus on enterprise, business start and providing business support services and showcasing ICT/broadband/home-working opportunities. Use a County/District owned vacant unit. This would also be a focus for a concerted inward investment marketing campaign targeting smaller knowledge base businesses and smaller scale public sector relocations.			
Principles	<p>Improve business birth and survival rates</p> <p>Focus on high growth knowledge based start ups</p> <p>Focus on 35-55 age group and 'olderpreneurs': highly skilled people over 55 who are interested in enterprise and self employment</p> <p>Focus on succession: where business owners no longer wish to continue running their business with opportunities for investors and entrepreneurs to take on existing ventures</p> <p>Higher productivity through innovation, skills &amp; productivity</p>			
Strategic Fit	NWDA: RES Cumbria Vision CREA		SLDC: ED Strategy Chamber of Commerce & Industry Business Links	
Evidence of Need & Opportunity	(See Section 3.3) Fewer very small businesses in Kendal Complex and confusing advice framework			
Benefits	<p>Raise the profile and simplifying business support</p> <p>Targeted response to national/regional/county policies</p> <p>Synergy with other themes &amp; projects</p> <p>Improve local business support</p>			
Options	<p>Do nothing: delivery advice as now</p> <p>Rely only on private sector: accountants/solicitors</p>			
Outline Costs	Year 1	Y2	Y3	Y4
	£35K	£35K	£35K	£35K
Key Performance Targets	<p>No. of client registrations: outputs</p> <p>No. of new knowledge based starts: outcomes</p> <p>Increased survival of start ups</p>			
Constraints	Financial: limited funding Operational: complex working/delivery			
Funding	NWDA/Cumbria Vision Cumbria CC		CREA Chamber of Commerce	
Timescale/Priority	Short Term (3 years)_		Priority High	

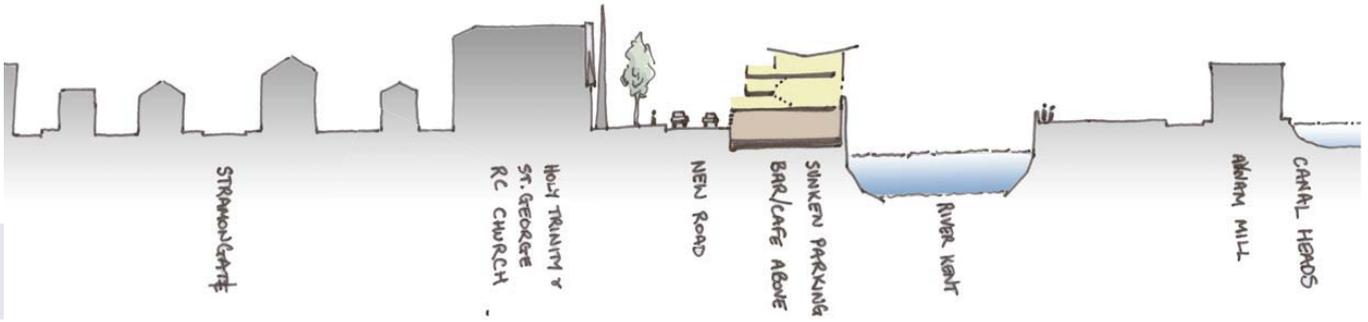
<b>Project 3.2</b>	<b>START UP ADVISOR: HIGH GROWTH KNOWLEDGE BASED START UPS</b>			
Description	Dedicated <b>part time start up advisor</b> to be based in Kendal in the 'One Stop Shop' providing start up advice and support to boost local business growth and enterprise			
Principles	Local delivery of services to improve business birth rate Focus on high growth knowledge based start ups Move businesses up the value chain Encourage business success through specialisation Higher productivity through innovation, skills & productivity			
Strategic Fit	NWDA: RES Cumbria Vision CREA	SLDC: ED Strategy Chamber of Commerce & Industry Business Links		
Evidence of Need & Opportunity	(See Section 3.3) Fewer very small businesses in Kendal Complex and confusing advice framework			
Benefits	Targeted response to national/regional/county policies. Synergy with other themes & projects. Local business support. Simplifying business support.			
Options	Do nothing: delivery advice as now: confusing Rely only on private sector: accountants/solicitors			
Outline Costs	Year 1	Y2	Y3	Y4
	£20K	£20K	£20K	£20K
Key Performance Targets	No. of client registrations: outputs No. of new knowledge based starts: outcomes Increased survival of start ups			
Constraints	Financial: limited funding Operational: complex working/delivery			
Funding	NWDA/Cumbria Vision Cumbria CC			
Lead Agency/Support	CREA/Chamber of Commerce with Cumbria Vision/Cumbria CC			
Risks	Limited additionality Displacement Non-monetary: agency agreement Business case: not proven			
Timescale/Priority	Short Term (3/4 years)		Priority High	

<b>Project 3.3</b>	<b>KENDAL MANAGED BUSINESS CENTRE</b>			
Description	Establish a managed business centre that provides a range of shared business services and/or managed office, hot desking and workshop units. The Centre will boost enterprise, start up and survival rates and provide space for smaller high value operators.			
Principles	Quality space available on flexible terms as part of a “ladder of accommodation” Technical, business, broadband/digital technology and secretarial support on hand Stepping stone to larger premises			
Strategic Fit	NWDA/SLDC/CREA Private sector operators Partnership			
Evidence of Need & Opportunity	(See Sections 3.3 & 3.4) Minimum provision for this sector Improve start up & survival rates Example of successful models elsewhere in Cumbria and across UK.			
Benefits Criteria	Response to need to improve start up rates. Boost to enterprise amongst young and fledgling companies. Provision of business support tied to provision of built space.			
Options	Look at existing SLDC stock Approach private sector operators.			
Outline Costs	Year 1	Y2	Y3	Y4
	£20K	£120K	£50K	Depends on building
Key Performance Targets	Establishment of at least one facility. (16,000 sq ft) Take up of space within facility. Increase in number and survival of new start up businesses.			
Constraints	Suitable sites or premises. Cost implications.			
Funding	NWDA/SLDC/CREA Private sector operators.			
Lead Agency/ Support	SLDC or CREA			
Risks	High turnover of occupiers Increased business failures.			
Timescale/Priority	Short term 12-24 months		Priority Medium	

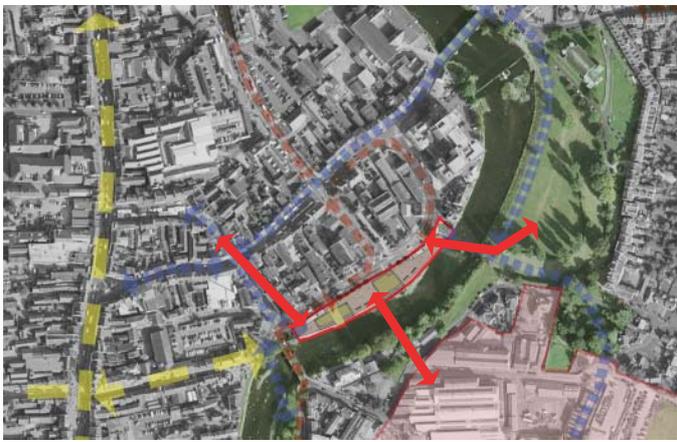
## PROMOTING EXCELLENT ECONOMIC INFRASTRUCTURE

<b>Project 4.1</b>	<b>PRIORITY EMPLOYMENT SITES AND PREMISES</b>			
Description	<p>Project to ensure delivery of suitable employment development sites. Short list of opportunities are being <b>identified and now need to be brought forward immediately</b>.</p> <p>Section 3.4 highlights progress on identifying specific locations and a short list of locations needs to be confirmed.</p> <p>Progress proposals for general industrial sites to ensure a wide choice and allow businesses to establish, expand or relocate.</p> <p>Initiate improvements to existing industrial estates like Shap Road, Lake District Business Park</p>			
Principles	<p>Remove barriers to development of employment sites</p> <p>Interventions could include feasibility, design, making the case, advance infrastructure, gap funding development, marketing and promotion.</p> <p>Opportunities for existing/new companies to grow</p> <p>Range of sites to meet need</p> <p>Could be linked with One Stop Business Shop (Project 3.1).</p>			
Strategic Fit	NWDA: RES SLDC - LDF	Private sector developers Occupiers/end users		
Evidence of Need & Opportunity	<p>(See Section 3.4) Severe shortage of employment land and premises within Kendal &amp; the immediate area.</p> <p>Barriers to existing companies expanding or new companies coming into the area.</p> <p>Existing estates are tired: need landscape, parking, signage improvements.</p>			
Benefits	<p>Response to identified 'pent up' demand.</p> <p>Job creation &amp; business confidence.</p> <p>Wealth generation for local economy.</p>			
Options	<p>Do nothing.</p> <p>A rigorous search: SLDC already progressing.</p> <p>Engage private sector developers, land owners &amp; companies with premises or land requirement at an early stage.</p>			
Outline Costs	Year 1 £40K	Y2 £60K	Y3 £60K	Y4 £60K Site dependent
Key Performance Targets	<p>Delivery of a range of employment sites</p> <p>New development projects and/or redevelopment of existing sites and facilities vacated</p>			
Constraints	<p>Planning issues</p> <p>Servicing costs</p> <p>Opposition to change</p>			
Funding	<p>Self generating in part</p> <p>NWDA/Cumbria CC/SLDC</p>			
Lead Agency/ Support	<p>SLDC</p> <p>Local delivery vehicle: Kendal Futures Ltd</p>			
Risks	<p>Local objections</p> <p>Increased traffic &amp; loss of green field land in certain areas</p> <p>Changes in global, national, regional, local economy</p>			
Timescale/Priority	Immediate/Short Term			Priority High

<b>Project 4.2</b>		<b>CAR PARKING : STRATEGY IMPROVEMENTS AND MANAGEMENT</b>	
Description	<p>A Kendal Parking Strategy is required as a high priority and needs to be delivered as part of the emerging Kendal Traffic Plan. Faber Maunsell's initial view on parking locations are:</p> <p>Upgrading of current car parks off Highgate to higher quality/higher cost with Park and Ride.</p> <p>Provision of park and ride at two key accesses to the town: A6 South and Windermere Road. A location at Scroggs Wood would be ideal.</p> <p>Removal of New Road car park to be replaced by extremely high quality well designed mixed use redevelopment and potential coach pick up/drop off. (See Illustration).</p> <p>Compensation for the removal of New Road by increased provision at the County Council Offices and within the Canal Head Development - using higher density parking - decked or multi-storey.</p> <p>Longer term visitor parking to the south based on "Sail and Ride" at a location along the Canal Corridor.</p> <p>Implementation of tougher differential pricing particularly for medium and long stay parking.</p> <p>Clearer signing of availability for short stay parking but retention of the ability for locals to be able to park for short stay trips at non-core visitor times making better use of all of the existing parking stock.</p> <p>Long term options at Kendal Station as part of the proposals for a new Interchange and potential of higher capacity quality short-medium stay car park to south of town (off Highgate)</p>		
Principles	<p>Provide parking to 'face' key strategic access from south</p> <p>Reduce pressure on Highgate/Lowther Street area</p>	<p>Ability to redevelop key riverside sites (potentially New Road)</p>	
Strategic Fit	<p>NWDA: RES</p> <p>Local Transport Plan Criteria - free space for more appropriate town centre use.</p> <p>Potential to include Park and Ride to reduce pressure on town centre and provide wider benefits.</p>		
Evidence of Need & Opportunity	<p>(See Section 3.2) Poor provision to south of town.</p> <p>Opportunity to improve environment around key land uses (Church and Highgate area).</p> <p>Need to raise quality of current parking stock.</p> <p>Need to increase volume of parking - not necessarily overall numbers but potentially space utilisation/ effectiveness/attractiveness of offer.</p>		
Benefits	<p>Targeted response to national/regional/county policies</p> <p>Supports visitor attractiveness and reduces traffic issues around key junctions and improves legibility.</p> <p>Need to capture users to south and encourage walking past key assets on Highgate/Kirkland.</p> <p>Opportunities to regenerate current at-grade parking areas (in particular New Road/Waterside)</p> <p>Potential wider environmental benefits for town - removal of smaller parking areas could promote well designed infill developments and public realm and environmental benefits.</p>		
Options	<p>Undertake assessment to identify possible sites - need to be non-traditional (e.g. nature of land availability will dictate need for innovative solutions).</p> <p>Development briefs for key parking assets - explore possible solutions with developers/investors.</p>		
Outline Costs	<p>Significant costs due to complexity but must be weighted against wider environmental and legibility benefits.</p>		
Key Performance Targets	Utilisation of parking	Traffic flow figures	User satisfaction criteria
Constraints	<p>Financial: limited funding for such opportunities without development inputs.</p> <p>Lack of sites without complex development costs - encourage innovation &amp; change in culture over parking costs.</p>		
Funding	Part of re-development site opportunities		Cumbria CC Park and Ride initiatives
Risks	<p>Lack of potential sites - need to explore as part of sites appraisal.</p> <p>Environmental risks - parking should not become intrusive to adjacent historic buildings.</p> <p>Need bold solutions - costs per space likely to be high in a sensitive environment. Unwillingness to pay real cost of parking at present.</p>		
Timescale	Short		Priority High



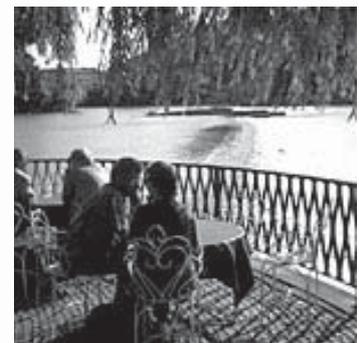
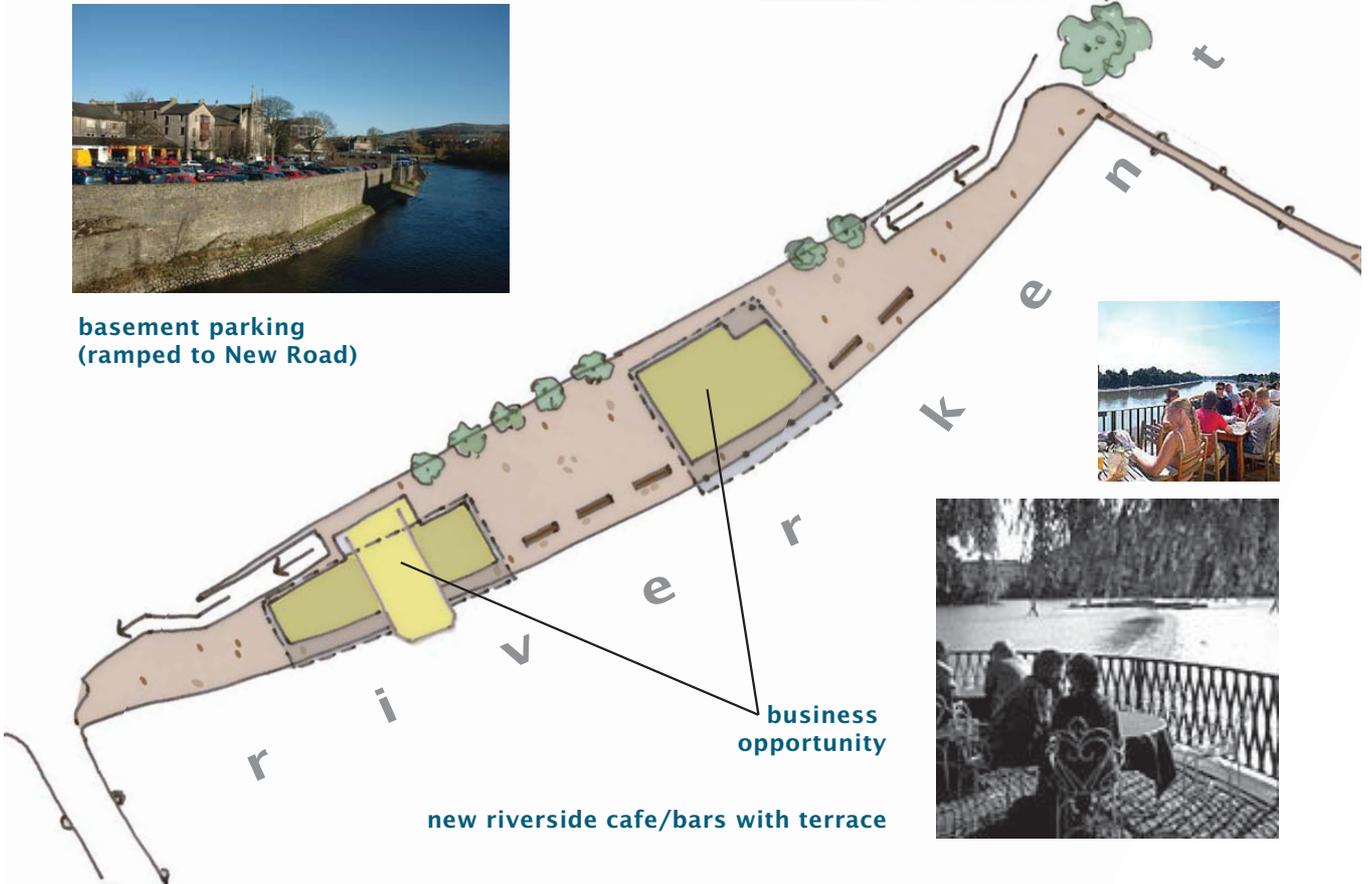
# mixed use RIVERSIDE CAFE/TERRACE



- pedestrian links to shopping
- physical connection with gooseholme
- maintain visual connections to river



basement parking  
(ramped to New Road)

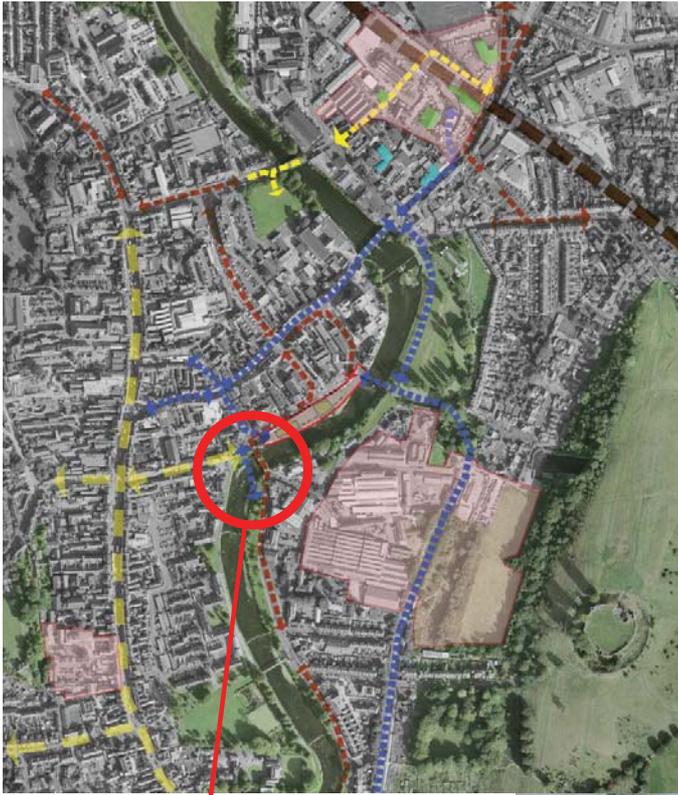


Project 4.3	COACH PARKING PROVISION	
Description	Project to create long term coach parking at location(s) suitable to satisfy tourism demands of locations such as Canal Head and Riverside Place/K Village and maximise benefits for wider town.	
Principles	<p>Faber Maunsell conclude that:</p> <p>Cumbria County Council and South Lakeland District Council should take the lead and work with the Kendal attractions and coach operators to ensure that coach parking forms an integral element of a more robust and defined <b>Kendal Parking Strategy</b> and delivery should be fundamental to the emerging Kendal Transport Plan. The Strategy needs to distinguish between set down/pick up points and long stay parking.</p> <p>Within the existing <b>New Road area</b> a high quality pick up/drop off could be provided as an alternative to parking stock and in due course associated with high quality mixed use development. Layover of coaches to the south or north could be associated with this location, particularly if a facility were provided to the northern end of New Road car park.</p> <p>Consideration should also be given to the conversion of the current Church Yard car park into coach pick up/drop off with southbound movement restored on carriageway. This location could create an attractive arrival setting and convenient location allowing easy access to the town centre and riverside, also associating itself with Kendal Riverside/ K Village and Canal Head in due course.</p> <p>From the north the potential for drop off at the current Bus Station could also be explored as short term option, in the longer term a facility at the re-vamped Rail/Bus Interchange may be appropriate with layover moving to the nearby Rugby Club. In Faber Maunsell's view however the Rugby Club site is too far out of the town centre in the short term.</p>	
Strategic Fit	NWDA: RES Key Rural Service Centre Tourism and retail economy	Transport sustainability
Evidence of Need & Opportunity	Need to reduce car-borne pressure on town centre routes Need to maximise tourist numbers especially off peak to sustain retail attractions in particular. Lack of current amenity potentially weakens long term viability.	
Benefits	Synergy with other developments - Riverside Place/K Village/Waterside/Canal Head and Canal Restoration Supports local business - retail and food/drink economy Supports town centre sustainability Additional tourist spending in town. Reduced congestion caused by poor amenities at present	
Options	Do nothing is not an option because of current pressures. Develop with Park and Ride facility (interchange penalties). Develop with use/regeneration of Canal.	
Outline Costs	Key cost of amenity - £1m+ Could be quick response if land can be identified.	
Key Performance Targets	No. of coach visits/year Visitor surveys Removal of anecdotal incidents of problems arising relating to drop off/pick up Coach operator satisfaction targets & return visits.	
Constraints	Attaining sites in relevant locations and with right operational capabilities (i.e. ability to get to driver layover areas effectively). Operational: peak/off-peak demands different	
Funding	Local Transport Plan Developer contributions Within redevelopment sites (e.g. Canal Head/Canal Corridor)	
Risks	Relatively low spend of individuals but potentially loyal 'user groups' Difficult to achieve business case from a pure monetary perspective	
Timescale/Priority	Short Term	Priority High

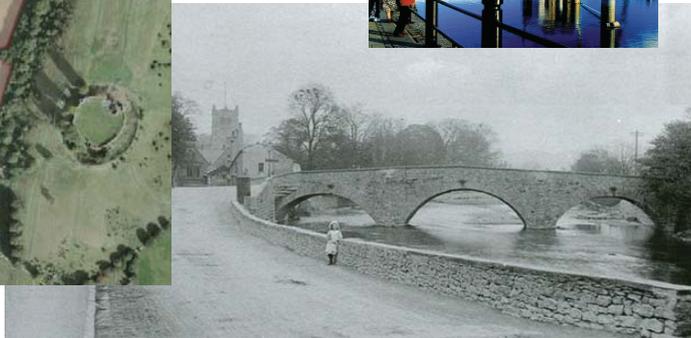
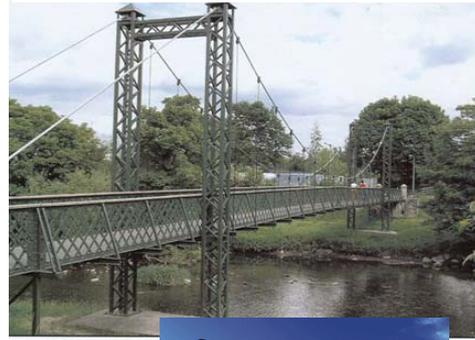
<b>Project 4.4</b>	<b>PARK AND RIDE: DEMONSTRATION PROJECT</b>	
Description	Project to create an early key park and ride site to south (and or north) of town centre on either the Windermere Road or southwards on the A6 corridors to the A590. Delivering the project to be a key priority for the emerging Kendal Transport Plan.	
Principles	<p>Focus initially on town centre workers</p> <p>Improve sustainability of town centre access</p> <p>Reduce pressure on town centre traffic system</p> <p>Start to change expectation for longer stay visitors</p> <p>Create a benchmark/start for longer term park and ride strategy/implementation.</p> <p>Potentially introduce either part time or part of year (e.g. Rugby Club CP, weekends at College site)</p>	
Strategic Fit	<p>National/Regional/Local Transport Policy</p> <p>Public Realm Enhancements in town centre</p> <p>Removal of long stay parking from Kendal Town Centre - frees up opportunity for better use of land.</p>	
Evidence of Need & Opportunity	<p>(See Section 3.2) Need to remove intrusive long stay parking in town centre</p> <p>Need to reduce pressure on key town centre sites</p> <p>Potential links to new development areas.</p>	
Benefits Criteria	<p>Targeted response to national/regional/county policies</p> <p>Synergy with other actions and land development</p> <p>Potential environmental benefits</p> <p>Image benefits and potential focus for longer term strategy</p> <p>Traffic congestion reduced</p> <p>Legibility for long stay visitors</p> <p>Potential to free up parking for land development in town centre itself</p>	
Options	<p>Do nothing: Does not produce sustainability benefits.</p> <p>County Council need to lead to ensure joined up thinking and ability to ensure real costs/operational issues are understood.</p>	
Outline Costs	<p>Core costs relate to:</p> <ul style="list-style-type: none"> <li>- Cost of bus service (likely to need tendered service)</li> <li>- Cost of land</li> <li>- Capital cost of site development</li> <li>- Unlikely to be cost effective at small scale but in short term importance of precedent must be emphasised.</li> <li>- Potentially link to increases in long stay parking costs throughout town and cross subsidy options.</li> </ul>	
Key Performance Targets	<p>Utilisation and take up</p> <p>Public awareness</p>	
Constraints	<p>Need to quickly find acceptable site to undertake demonstration from</p> <p>Need to justify cost through parking revenue unlikely to be initially justified.</p> <p>Operational: complex working/delivery.</p>	
Funding	NWDA Cumbria Tourism	Local Transport Plan Developer contributions
Risks	Lack of sites Poor site choice - has to be direct and accessible from strategic routes	Environmental constraints/issues at potential sites Operational costs versus numbers of users Poor planning of scheme
Timescale/Priority	Short Term	Priority High

<b>Project 4.5</b>	<b>WALKING AND CYCLING IMPROVEMENTS</b>	
Description	Project to encourage walking and cycling within Kendal by strengthening links, in particular along the core north-south (riverside) and east west corridors. Delivering the priorities to be fundamental part of the Kendal Transport Plan.	
Principles	Reduce short car borne trips thereby reducing congestion Improve accessibility to local employment, education and amenities Improve accessibility for certain user groups (teenagers etc) Encourage local loyalty to amenities	
Strategic Fit	National/Regional and Local Transport Strategies Sustainable tourism Sustainable economic development: compact Kendal	
Evidence of Need & Opportunity	(See Section 3.2) Relatively small urban area with congested network, often requiring complex car journeys Need to make more of riverside in particular Opportunities afforded by new developments - Riverside Place/K Village and Canal Head for linked trips.	
Benefits	Health & accessibility focussed Reduction of pressure on parking spaces Improve access for particular groups (e.g. non-car owning/low income) Image and integration Air quality/ 'carbon footprint' reduced Alternative to traffic congestion/short trip car use Image of town Fuel use reduced/Carbon Neutral Town wide exemplar could be something to be proud of	
Options	Wait for Kendal Transport Plan schemes - will happen but could accelerate these to provide 'early wins' Create wider network linked to other transport themes (park & cycle etc) Create wider walking and cycling amenities initiative across Kendal - linking to major land users. Creation of 'legible' town infrastructure (mapping/signing) to fit with current infrastructure.	
Outline Costs	Relatively cheap to deliver core schemes Several key junctions to address.	
Key Performance Targets	Cycle and walking counts and use User perception surveys Publicity to aid 'Carbon Neutral Kendal' objective	
Constraints	Key junctions - need to ensure high enough priority against car - likely to be problematical to deliver Need to encourage certain areas to be opened up to access by these modes - e.g. New Road car park. Adequate parking facilities for cyclists - potential town wide initiative.	
Funding	Relatively low cost options likely to be deliverable from range of funding sources including; Local Transport Plan	Employer Travel Plans Developer contributions Sustrans
Risks	Lack of joined up approach Piecemeal approach to design Poor design in prominent locations Lack of overall community 'buy in' - seen as non-mainstream.	
Timescale/Priority	Short/Medium Term	Priority Medium

<b>Project 4.6</b>	<b>NEW BRIDGE: PEDESTRIAN AND CYCLE (See Illustration)</b>	
Description	<p>Project to create alternative route potential to current Highgate/Lowther Street traffic option - possibly in the longer term opening up Aynam Road to two way traffic.</p> <p>Create stronger cross river route for pedestrians to link Canal Head, the Castle and major residential areas to the east of the town centre to the town itself.</p>	
Principles	<p>Extend town centre across the river frontage and link development areas</p> <p>Reduce and simply negative impacts of traffic</p> <p>Create potential iconic 'gateway/waterfront' impression of Kendal to move into modern era - sign of change.</p> <p>Practical linkage benefits for pedestrians.</p>	
Strategic Fit	<p>Local Transport plan broad objectives</p> <p>Development opportunities</p> <p>Site redevelopment opportunities</p>	
Evidence of Need & Opportunity	<p>(See Section 3.4) Traffic focus on Highgate/Lowther Street.</p> <p>Integrate Canal Head redevelopment</p>	
Benefits	<p>Significant opportunity for sign of change: very high quality design</p> <p>Synergy with land development opportunities</p> <p>Maximise activity along the river frontages</p> <p>Reduce traffic impact elsewhere in town, particularly in Kirkland/Highgate</p> <p>Environmental benefits</p> <p>Image of town as forward thinking (publicity - e.g. Gateshead)</p> <p>Potential increased accessibility to/from developments</p>	
Options	<p>Do nothing: lack of major change maintains 'piecemeal' approach to town centre change</p> <p>Pedestrian only bridge to free up current bridge for traffic only, but maintains constraints for vehicular use.</p> <p>New bridge to create significant impact and image change.</p>	
Outline Costs	<p>Relatively high cost for public funding</p> <p>Potential to integrate within development/land use change.</p> <p>Potential to gain funding in shorter term than Northern Development Route</p>	
Key Performance Targets	<p>Traffic benefits across town</p> <p>Pedestrian footfall</p>	<p>Development benefits</p> <p>Cycle counts and volumes of use</p>
Constraints	<p>Historic nature of current bridge as planning/historic constraints</p> <p>Land ownership and assembly complications</p> <p>Short term traffic constraints/issues</p> <p>Technical requirements unless new bridge.</p>	
Funding	<p>Cumbria County Council</p> <p>Sustrans</p>	<p>Developer contributions</p> <p>Likely to need major funding source/bid over and above previous</p>
Risks	<p>Planning &amp; historic constraints</p> <p>Needs clear leadership</p>	<p>Poor design and integration with land use pose a threat to attractiveness.</p>
Timescale/Priority	Medium Term	Priority Low

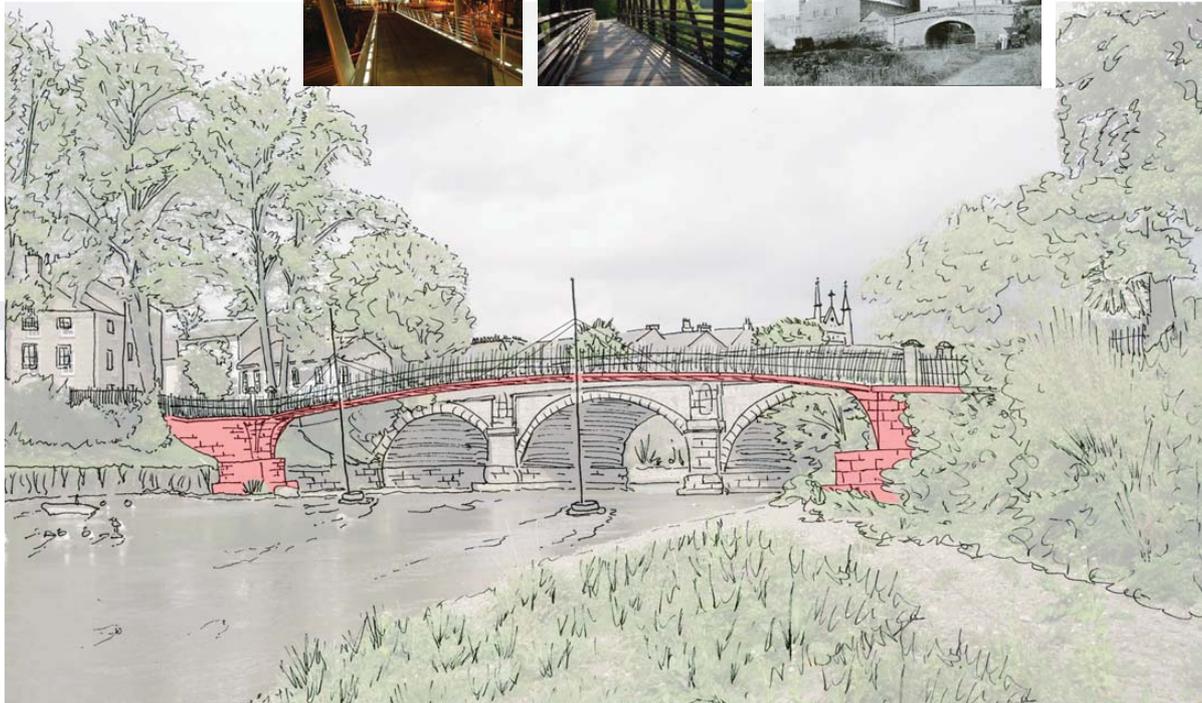


proposed new footbridge adjacent to miller bridge



# restructured traffic movement

## *NEW PEDESTRIAN BRIDGE*



# 6 CONCLUSIONS: DELIVERING THE ACTION PLAN &

## Opportunities Driven Action Plan

Kendal is a very attractive, historic market town and key service centre set in a high quality natural environment on the edge of the Lake District National Park, with good strategic road and rail links to the M6 and the West Coast Main Line. The town offers an impressive range of independent and national businesses and facilities for residents and visitors and plays an **important strategic role** in East and South Cumbria. In recent years the once very strong **local economy has underperformed** with the loss of a significant number of high value jobs in the financial and manufacturing sectors and only replaced to some extent by lower value and part time jobs in the retail and hospitality sectors. The traffic improvement scheme has also resulted in very strong **concerns from independent retailers about the economic health** of the town centre. Kendal also has a severe **shortage of good quality, well located serviced employment sites**.

In this context the Action Plan focuses on the clear **economic development agenda** for Kendal that has emerged from the research, analysis, consultations and workshops. The Kendal Economic Regeneration Action Plan responds to market failure but is also very much **opportunities driven**. Implementing the Action Plan will improve the economic performance of the town and in particular the focus on **'improving value added' of businesses** will have a direct positive impact on the actual contribution that the enterprise makes to the Kendal, East Cumbria and Cumbria economies. Improving the value added of goods and services produced in the Kendal economy will have a direct positive impact on **improving the 'gross value added per head' in Cumbria**.

The Kendal Economic Regeneration Action Plan establishes a ten year **vision, identifies priorities** and examines how key initiatives can be **integrated** and delivered to maximise value for money. The Action Plan includes a series of priority projects and actions which will **strengthen Kendal's role** as a key service centre and distinctive destination in Cumbria. The Action Plan has established the following vision:

## Kendal: 2017 Vision

In ten years Kendal is:

*'an economically dynamic, culturally vibrant European-class contemporary town with a thriving and distinctive town centre located in one of Europe's greatest landscapes, achieving its potential to deliver sustainable wealth and well-being for all its residents and admired for its flourishing businesses, successful university campus, enterprise and ambition of its residents, the quality of its built heritage and low carbon economy.'*

## Action Plan: Priority Themes

The five themes that have been identified that will drive and shape the **Kendal Economic Regeneration Action Plan** and strengthen Kendal as a key service centre and help move Kendal to the 2017 Vision are:

**Adding Value: Moving Businesses Up The Value Chain:** The Kendal economy needs to move to provide more specialised and diversified goods and services, with a focus on added value, the knowledge economy and higher wage employment opportunities.

**Investing in the Town Centre: Strategic Projects:** A thriving town centre is essential to the success of the wider Kendal/East Cumbria economy. Independent retailers, who are an important part of Kendal's distinctive retail offer, have to continue to innovate and invest to remain competitive. There is also an opportunity to intervene to tackle the decline and increase in vacant property at the south end of the town centre around Highgate and to some extent Kirkland. Therefore the town centre requires an integrated approach that promotes a series of related projects.

**Boosting Enterprise & Business Birth Rate:** A concerted effort to encourage new start businesses with growth potential will be essential together with provision to improve survival

**Promoting Excellent Economic Infrastructure:** Kendal needs to radically improve its economic infrastructure and in principle decisions need to be taken to establish an agreed programme of short, medium and long term priorities that include the urgent provision of good quality employment sites

**Ensuring Leadership: Resources & Legitimacy:** Coordinating and managing the relationships between public, private and third sector bodies will be crucial. In the recent past there has been a distinct lack of leadership and resources allocated to economic development in Kendal. Implementing the Action Plan will require strong leadership, making some difficult strategic decisions and above all real commitment from the public sector partners including Cumbria County Council, South Lakeland District Council and Cumbria Vision and North West Development Agency.

## Action Plan: Priority Projects

The Projects are described in Section 5 and the thirteen short term and high priority projects are:

- Specialist Sector Based Support: Project 1.1
- Design Gateway: Project 1.2
- Tourism: Food & Drink Packages: Project 1.3
- University of Cumbria: Project 1.4
- Thriving Town Centre: Independent Retailers Initiative: Project 2.1
- Kirkland: Arts/Cultural: Live Work Quarter: Project 2.2
- Town Centre Living Initiative: Project 2.5
- Kendal: One Stop Business Shop & Start Up Advisor: Projects 3.1/3.2
- Priority Employment Sites & Premises: Project 4.1
- Car Parking Strategy: Improvements & Management: Project 4.2
- Coach Parking Provision: Project 4.3
- Park & Ride: Demonstration Project: Project 4.4
- Canal Head & Canal Restoration: Supporting Strategic Project

Table 6.1 below summarises the indicative costs: outcomes & leverage for 'early win' projects from the list above where the public sector cost can be identified and where the project could be implemented in the first four years of the Action Plan.

**Table 6.1 'EARLY WIN' PROJECTS: SUMMARY INDICATIVE COSTS: OUTCOMES & LEVERAGE**

Project	Indicative Public Sector Cost (over 4 years)	Indicative Outcomes
1.1 Specialist Sector Based Support	£120k	- 15 high value/ better paid FT jobs (plus additional indirect & induced)
1.3 Tourism: Food & Drink Packages	£75k	- 20 FT/PT jobs (plus additional indirect, induced)
2.1 Thriving Town Centre: Independent Retailers Initiative	£120k	- 50 FT/PT jobs ( plus additional indirect, induced) - 500 M2 of vacant space brought back into use
2.4 Kirkland: Arts/Cultural: Live Work Quarter - Design Feasibility - Public Realm Improvements - Pilot Project Grants	£150k	- 25 FT/PT jobs ( plus additional indirect, induced) - 800 M2 of vacant space brought back into use
2.5 Town Centre Living Initiative - Design Feasibility & Promotion - Pilot Project Grants	£180k	- 900 M2 of vacant space brought back into use - 10 affordable flats
3.1/3.2 Kendal: One Stop Business Shop & Start Up Advisor	£220k	- 40 new business start ups - 80% survival rate after 18 months - 80 FT jobs (plus additional indirect, induced) - Improved self employment rates - Increased VAT registrations & decreased deregistration
4.1 Priority Employment Sites & Premises - Design & Advance Infrastructure	Say £220k	- 3.25 ha of new business land - 8,500 M2 business space - Gross employment 300 FT/PT jobs
KERAP Project Coordinator	£220k	
<b>Totals</b>	<b>£1.265m</b>	- 490 FT/PT jobs - 2,200 M2 of vacant space back into use - 8,500 M2 business space - 40 new business start ups

Table 6.1 shows that, the Kendal Economic Regeneration Action Plan calls for an investment of **around £1.26m by the public sector partners over a four year period**. This expenditure will act as a catalyst for private sector investment and help secure a programme of investment in the economic regeneration of Kendal in particular:

- 490 FT/PT jobs
- 2,200 M2 of vacant space back into use
- 8,500 M2 business space
- 40 new business start ups.

The **likely private sector leverage over the four year period is likely to be in the order of £5m**. This excludes ongoing private investment for example at Kendal Riverside/K Shoes of around £100m.

**Table 6.2 KENDAL ECONOMIC REGENERATION ACTION PLAN: OUTLINE SUSTAINABILITY APPRAISAL**

Criteria	Objective	Positive Impact	Negative Impact	Detailed Comment
<b>1. Community Involvement</b>	Encourage & empower local residents & businesses to be involved in shaping strategy & projects	Yes	No	- 2 public workshops - 2 school workshops - 20 business interviews - 8 Steering Group meetings - Regular coverage in Westmorland Gazette
<b>2. Education &amp; Training</b>	Raise the general level awareness of sustainability	Yes	No	- Vision is for a 'low carbon economy'
<b>3. Access to Goods, Services &amp; Facilities</b>	- Lead to increase public transport & reduce car dependency - Improving access for employment, training, learning & leisure activity	Yes	No	- Focus on investing in public realm & walking/cycling improvements - Aim to strengthen town centre
<b>4. Impact on Biodiversity and Built Heritage</b>	- Lead to loss of urban wildlife habitats - Negative impact on townscape & built heritage	Yes	No	- Safeguard & invest in built & natural heritage - Aim to use built heritage to help lead economic regeneration
<b>5. Air Climate Change &amp; local Air Quality</b>	- Improve local air quality by reducing road traffic emissions & other pollutants	Yes	No	- Vision is for a 'low carbon economy'
<b>6. Land &amp; Buildings</b>	- Result in 'brown field' land reclamation & beneficial after use - Reuse of vacant buildings	Yes	No	- Focus on Kirkland & Highgate - Town Centre Living Initiative
<b>7. Economy &amp; Work</b>	- Increase employment opportunities for local people - Help companies improve competitiveness - Encourage entrepreneurship - Improve business start up rates & survival rates - Improve environmental performance of companies - Open new markets to local business - Attract new investment	Yes	No	Key themes are: - Adding Value to Business - Boosting Enterprise

Table 6.2 above highlights the main conclusions from a summary sustainability appraisal of the the Kendal Economic Regeneration Action Plan against seven recognised criteria. The overall positive impacts reflect the fundamental objective established at the start of the process of preparing the Action Plan. This was to **integrate sustainability** into the vision, strategic themes and projects as they were being developed. The Action Plan recognises that the very high quality of life and vitality of Kendal is dependent on a variety of social and economic factors as well as the distinctive local environment. The sustainable development dimension of the Action Plan aims to integrate all three factors to **deliver economic development in a way which does not damage the environment.**

## Implementation: Existing Context

Table 6.3 highlights the large number of partnerships that have an interest in the Kendal economy; some are more active than others. Other agencies like Made in Cumbria and Cumbria Rural Enterprise Agency promote projects in Kendal but find it difficult to account for project spend at a Kendal level.

Four of the partnerships operate at a South Lakeland level. The Table also shows that there is very limited dedicated staff/executive time allocated to implementing economic development projects in Kendal and therefore the **capacity of the existing partnerships to deliver the Kendal Economic Regeneration Action Plan is extremely limited**. Other than the capital allocated to the Traffic Plan the capital sums allocated to implementing economic development interventions in Kendal are also very small and need to be increased.

**Table 6.3 ECONOMIC DEVELOPMENT PARTNERSHIPS & AGENCIES REVIEW**

Agency/Partnership	Membership	Regular Meetings	Kendal Staff	Recent Kendal Spending	Budget
1. Cumbria County Council	Local Committee <ul style="list-style-type: none"> <li>• Officers</li> <li>• Members</li> <li>• Public</li> </ul>	Monthly (/)	Area Support Manager (part)	Traffic Plan: £600K Gateway: £10k KERAP: £5k Promotion: £14k Community Regen: ?	2006/7: £25K 2008/9: £1m (bid)
2. South Lakeland District Council	Regeneration & Housing Services Directorate	N/A	Culture & Economy Manager (part)	Service Action Plan: Corporate Outcomes <ul style="list-style-type: none"> <li>• Economic growth &amp; regeneration</li> <li>• Spatial planning: employment land</li> <li>• Market towns as key service centres</li> </ul>	2006/7 awaiting
3. South Lakeland Strategic Partnership	18 agencies including Churches Together in Cumbria, CBI, Connexions Cumbria, LDNP, S L Health Group & Youth Council	Partnership Meetings: 4(?) PA Community Conference	None	None	None
4. South Lakes Tourism Action Group	Covers Kendal Windemere & The South Lakes Branded Area: Cumbria Tourism, SLDC, SLDT, South Lakes Attractions, Cumbria Chamber of Commerce, LDNP, National Trust	Bi-Monthly (both steering group & sub group); also meet as required	None	£33 k over 2 years in K,W & SL area excluding in kind contributions	TBC
5. Kendal Town Council	28 Councillors	Twice Monthly	Town Clerk (part)	TBC	TBC
6. Kendal Partnership	Community: forums, residents associations Private: Brewery, K-Village, Banks, Retail Forum	Infrequent Strategic Plan June 2005	None	None	None

**Table 6.3 ECONOMIC DEVELOPMENT PARTNERSHIPS & AGENCIES REVIEW (Cont'd)**

Agency/Partnership	Membership	Regular Meetings	Kendal Staff	Recent Kendal Spending	Budget
7. Kendal Tourism Group	15 active members (SLDC, Councillors, and accommocation members)	TBC	TBC	Self financing Kendal Attractions Leaflet	None
8. Kendal Retail Association	60+ members	Monthly	None	Limited	None
9. Chamber of Commerce and Industry: Kendal Affinity Group	TBC	Monthly	1(?)PT	None	TBC
10. Lancaster Canal Restoration Partnership	Lead partner is British Waterways includes: CC SLDC, KTC Inland Waterways association & Waterways Trust	As required	Project Manager	£745k from RRC, SLDC, BW & others for feasibility studies & Issues & Options Report	NA
11. Kendal International Festival of Street Arts	Lead is Kendal Arts	TBC	1 (PT)	£50k from Cumbria Vision & Arts Council North West	TBC
12. Kirkland Partnership	Residents & businesses promoting environmental & business initiatives & Festival in Kirkland area	Monthly	Volunteers	TBC	n/a
13. Doodleshire Partnership	Residents & businesses aiming to improve quality of life for people living and working in Station Road area	Monthly	Volunteers	TBC	n/a

## Implementation: The Way Forward

Effective leadership and a new tangible commitment to local economic development will be essential in order to accelerate implementation of the Kendal Economic Regeneration Action Plan. This includes giving more priority and resources to improve delivery with priority projects and more engagement with education and training agencies. **One body based on the existing Steering Group with strong private sector representation needs to be tasked with delivering** the Economic Regeneration Action Plan. The plethora of partnerships, summarised in Table 6.3, needs to become more focused, push in the same direction and commit to the principles of the Action Plan.

Public sector partners in particular Cumbria County Council, South Lakeland District Council and Cumbria Vision will have an essential role to play in **championing the Kendal Economic Regeneration Action Plan and securing delivery of the key projects**. A joined-up approach will be essential, but in practice this will be a complex process given the previous experience of inadequate leadership and limited commitment. Therefore there is a real need to build more **mutual trust** and ensure **effective co-ordination** focussed on Kendal.

At the same time there is a continually changing ‘partnership agenda’ in Cumbria and the Steering Group need to discuss the issues, review the options and decide on the most appropriate ‘accountable body’ through which public funds are channelled to have responsibility for delivering the Kendal Economic Regeneration Action Plan. There are four options that should be considered: In this context:

### **Option 1: South Lakeland District Council or Cumbria County Council: Local Authority Led**

A number of the Market Town Initiatives (MTIs) in Cumbria use the District Council as 'accountable body' e.g. Penrith Partnership use Eden District Council and The Lakes and Ulverston MTIs use South Lakeland District Council. On the other hand SLDC's credibility and recent track record on delivering economic development projects in Kendal has not been impressive and this point was emphasised at the public workshops. To date Cumbria County Council have taken the lead on the Kendal Economic Regeneration Action plan through their Economic Development Unit. The possible move to one 'unitary' council would make this a more attractive option in the medium term.

### **Option 2: South Lakeland Local Strategic Partnership**

Includes representation from eighteen key agencies and groups and operates more at the South Lakeland rather than Kendal level with more limited funding and legally may not be in a position to be an 'accountable body'.

### **Option 3: South Lakes Development Trust or Similar**

SLDT is a not-for-profit company with charitable status created to promote rural regeneration. The Trust is driving forward to deliver the masterplan for Windermere, Boness and Ambleside with a focus more on physical regeneration projects and therefore is probably fully committed in the short term. A similar model could be established for Kendal but this would entail establishing a new delivery vehicle at a time when the agenda in Cumbria is to reduce the number of partnerships.

### **Option 4: Part of Single Economic Development Delivery Agency**

In this context, there is an aspiration among the agencies in Cumbria to create an **integrated single county wide 'economic development delivery agency' for Cumbria** possibly focussed around Cumbria Vision. This is seen as a way of increasing implementation delivery capacity and rationalising and reducing the number of partnerships. The way forward for implementation of the Kendal Economic Regeneration Action Plan needs to recognise the emerging Cumbria wide picture which is still at an early and evolving stage. There is however an argument for a **'rural delivery team' for Cumbria to be based in Kendal** with a brief to drive forward the implementation of the Kendal Economic Regeneration Action Plan and be part of the structure of an integrated Cumbria wide body.

Taking account of the changes in partnership structures which are emerging it is essential that the Steering Group move quickly and decisively so as to keep up the momentum that has been built up over the last five months. In the short term a simple **'Memorandum of Agreement': Kendal Futures** should be signed by the key partners with a clear commitment to the Kendal Economic Regeneration Action Plan.

The following objectives for the effective delivery of the Kendal Economic Regeneration Action Plan have been identified and should form part of a simple **'Memorandum of Agreement': Kendal Futures** which should be signed by the key partners. The Agreement would in summary:

- Adopt the Kendal Economic Regeneration Action Plan vision, priority themes and projects as an integrated and holistic approach to economic development and investment in Kendal over the next ten years
- Agree to co-ordinate the delivery of the diversity of projects in the Action Plan
- Deliver joint working between partners and be accountable to but not controlled by individual partners
- Have the full support of Kendal businesses and residents and key District and County Council members but not be dominated by one side
- Acknowledge the role of the emerging Local Development Framework

Initial discussions and experience elsewhere highlights that irrespective of the delivery structure and ‘accountable body’ arrangements adopted an action driven **full time Project Coordinator/Executive** will be essential to ensure that effective communication and co-ordinated delivery continues as implementation of the Kendal Economic Regeneration Action Plan proceeds. The Project Coordinator needs to be in place quickly and will be the clear focus for ensuring that public and private sector partners carry forward agreed actions and are responsible for progressing actions where no individual partner has primary responsibility. A Project Champion who is well known and respected should also be identified. The Project Champion’s primary role will be to advocate and promote the wider benefits of the Kendal Economic Regeneration Action Plan and continue to build support among public and private sector partners.

A two-tier delivery structure is recommended in Kendal based on the Project Coordinator/Executive who would report to a decision making/accountable body (to be confirmed) that would be underpinned with the formal ‘Memorandum of Agreement’: Kendal Futures. The Project Coordinator/Executive would be empowered by the partners to allow an appropriate level of designated decision making and responsibility.

### **Project Coordinator/Executive**

The revenue and operational costs of the Project Coordinator/Executive would be agreed and shared by the partners. The following functions are envisaged as being the responsibility of the Project Coordinator:

- Lead, manage and co-ordinate investment in Kendal in line with the Action Plan
- Champion the implementation of the Action Plan among public, private, voluntary and community partners and ensure that investment priorities are aligned
- Refine and deliver an agreed agenda based on the vision, four priority themes and projects that are set out Sections 4 & 5.
- Develop funding packages and secure funding for the Action Plan priority projects
- Promote participation from businesses and residents in Kendal

There is also an opportunity to explore the option of establishing a proactive ‘special purpose property development vehicle’ in Kendal with long term private funding (pension funds/individuals) to deliver strategic property projects for example priority employment sites, Canal Head and Kendal Transport Interchange.

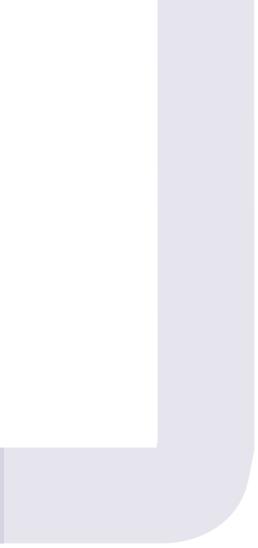
### **Recommendation**

The Kendal Regeneration Steering Group is invited to approve the Kendal Economic Regeneration Action Plan: vision, strategic themes and projects as the basis for future investment decisions in Kendal over the next ten years.

### **Next Steps**

The immediate next steps are as follows:

- Steering Group to decide on delivery and ‘accountable body’ arrangements and commit to the early appointment of a Project Coordinator
- Cumbria County Council, South Lakeland District Council, Local Strategic Partnership and Kendal Town Council to formally approve the Kendal Economic Regeneration Action Plan: vision, strategic themes and projects as the basis for future investment decisions in Kendal over the next ten years
- Cumbria Vision to adopt vision, strategic themes and principles for inclusion in the Cumbria Economic Plan
- Kendal Regeneration Steering Group to publish an illustrative executive summary/promotional brochure
- Kendal Regeneration Steering Group to progress Kendal Futures: Memorandum of Agreement and arrange a launch event in late summer 2007



## **Contact**

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