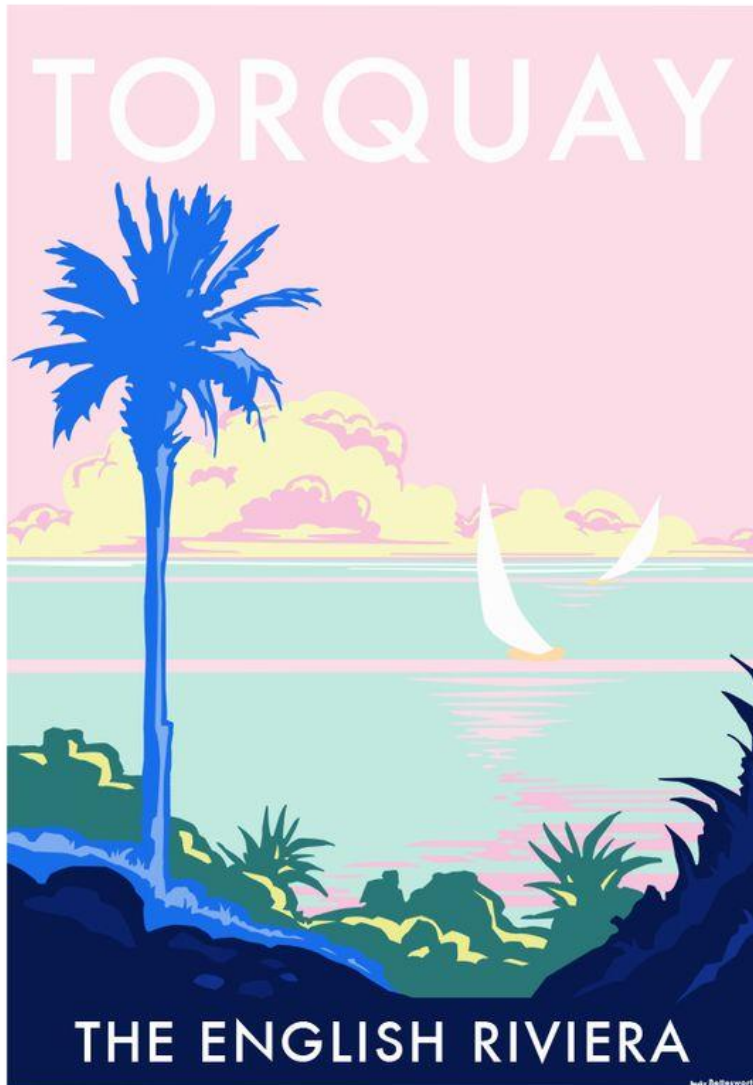


NEW
TO **R** BAY
A region re-imagined

PROPOSAL TO COUNCILLORS

April 2019

INTRODUCTION



Reinvigorating a region is, as one would imagine, no easy task. Cardinal to this effort would be the ability to secure sufficient investments both from local/regional and international investors.

Ideally, first phase investments must be impactful and make a marked difference to the micro economy as well as to the communities in Torbay.

There should also be an understanding of the communities' most pressing needs, and these should be addressed concurrently.

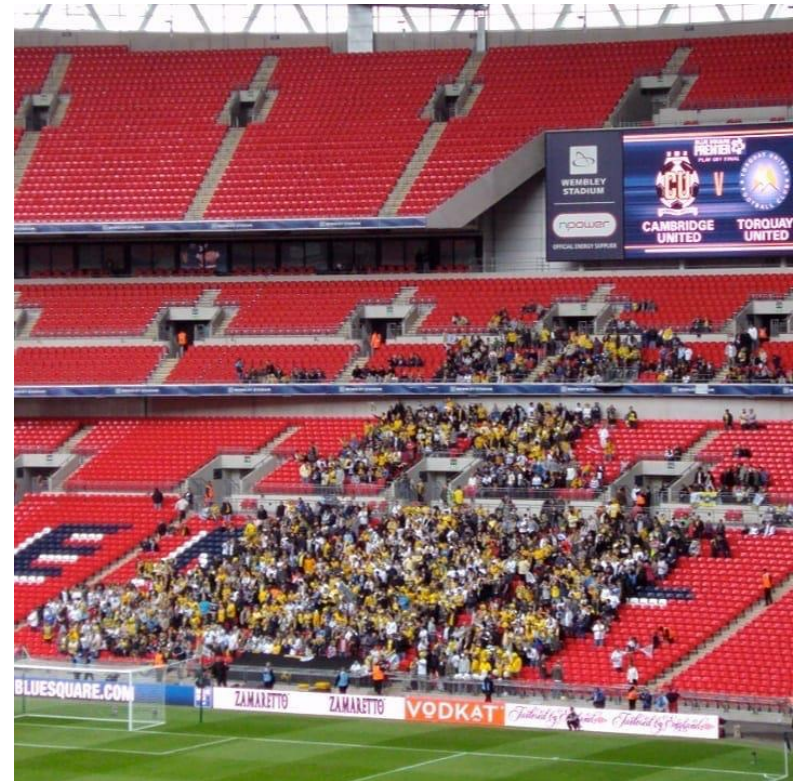
In other words, the development strategy will be two-pronged. One is aimed at bringing the Torbay region on the world map as an exciting new coastal 'lifestyle' destination. The other is to ensure the existing Torbay communities are included and will be the real benefactors of any future developments. One is done through re-invention and re-branding and the other is done through conservation, preservation and providing for those who already call Torbay their home.

There could sometimes be conflicting needs and requirements and as such there has to be a balance between creating and preserving value of both old and new i.e. investing in 'new game-changing' entities and elevating existing facilities and amenities to even higher standards. Whatever the case maybe, even as we introduce new vibrant communities, existing communities must not feel excluded. Their inputs matter and their needs must also be addressed.

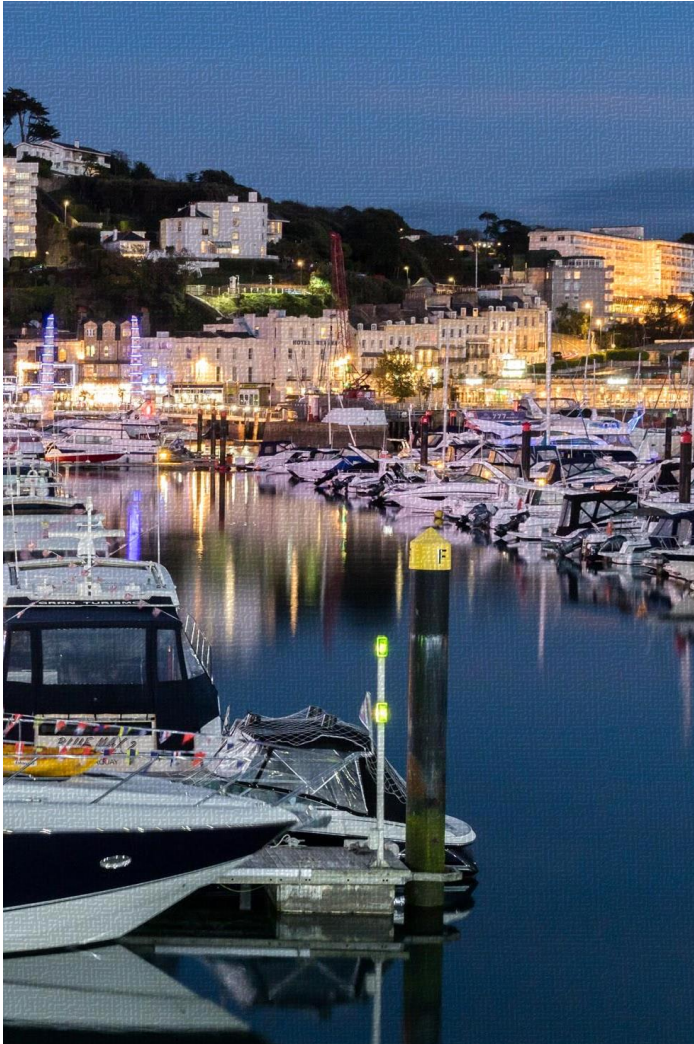
INTRODUCTION

The key strategy is one of 'FUTURE-PROOFING' the Torbay Region, as a place to live, to work, to retire and to entertain. This involves a careful balance of current desires and future needs as follows and investments will be put onto the following 'dichotomies':

- ASSESSING NEEDS OF EXISTING COMMUNITIES + PROVIDE FOR NEW COMMUNITIES
- UPGRADE OF EXISTING FACILITIES + NEW FACILITIES
- FURTHER PROMOTE EXISTING EVENTS + NEW PLACEMAKING INITIATIVES
- PRESERVATION OF IDENTITY + CREATE NEW COMPELLING BRAND



INTRODUCTION



In selecting the zones for redevelopment consideration, the key driving principles are what we have for now, termed the '5Cs' which are essentially aimed at benefitting the Torbay Region as a whole and will ensure long term sustainability of firstly its communities both current and new, then its unique topography and landscape features, its cultural assets and all things that have historically defined the Torbay region to be what it is today.

It is important that Torbay continues to grow in the right direction, with investments put in developments that are well-thought through, well-planned, well-designed and phased and scaled to give a positive economic impact that will future proof the region for posterity.

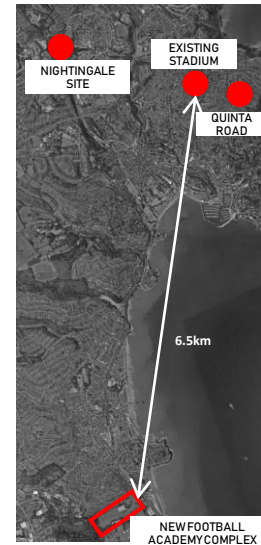
The first step is to therefore establish these 5Cs which are essentially the five thematic areas of focus, that, with the right support and ecosystem, will become the main economic drivers for the Torbay Region moving forward. We as TUFC, envisage delivering these 5Cs as investors and/or developers, in close collaboration with our local partners and be aligned with the local communities.

The proposed 5Cs are as follows:

1. Competitive Sports & Leisure
2. Community well-being
3. Creative Enterprise
4. Culture & the Arts
5. Culinary & Gastronomy

SITES EARMARKED FOR “COMPETITIVE SPORTS & LEISURE” RELATED DEVELOPMENT

METROPOLITAN & CONNECTIVITY CONTEXT – NEW FOOTBALL ACADEMY COMPLEX



KEY

- Hospital
- Commercial
- Park / Golf Course
- Industry
- Primary School
- Civic Centre/ Church
- Railway Station
- Railway Route