

AN ECONOMIC PLAN FOR BROADSTAIRS 2016



In 1851 Charles Dickens wrote *Our English Watering Place*, an essay to his favourite seaside holiday resort – Broadstairs:

‘since I have been idling at the window here, the tide has risen.

The boats are dancing on the bubbling water; the colliers are afloat again; the white-bordered waves rush in; the children

Do chase the ebbing Neptune, and do fly him

When he comes back;

the radiant sails are gliding past the shore, and shining on the far horizon;

all the sea is sparkling, heaving, swelling up with life and beauty, this bright morning’

Our English Watering Place,

Charles Dickens (1851)

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1. INTRODUCTION

Broadstairs & St Peter's is a charming and attractive resort town situated on the Isle of Thanet, on the eastern edge of Kent. It is a well-established coastal visitor destination known for the stunning Viking Bay, and surrounding coastline with its chalk cliffs and sandy beaches. Visitors and residents enjoy the flavour of its historic associations, range of small shops and restaurants, beaches and picturesque waterfront.

The economic plan sets out a vision for Broadstairs' town centre linked with the key area that draws visitors to the town – Viking Bay.

This document covers the structure of the Coastal Community Team and how it operates. It briefly outlines the key issues within Broadstairs and summarises the strengths, weaknesses, opportunities and threats that have informed the key themes and initiatives: short, medium and long-term. The economic plan is an evolving document that will change and be updated as the Team develops the initiatives into projects, engages with key stakeholders and gains feedback through the Neighbourhood Plan's community engagement process and further engagement with stakeholders and the community.

2. BACKGROUND

In 2015 Thanet District Council was awarded DCLG Coastal Community Team funding for the whole of the district with a focus on the main resort towns of Broadstairs, Margate and Ramsgate. It was a combined bid with each town awarded £10,000. The collective aim of the Coastal Community Teams is to bring jobs, growth and prosperity back to our resort towns in light of the social and economic challenges the area is facing. The Coastal Community Teams are a way to engage local public, private and the community in the regeneration of their towns by developing and delivering solutions in partnership.

The resort towns of Broadstairs, Margate and Ramsgate are where most people live. Each town is a tourist destination in its own right and the town centres service the needs of residents, tourists and businesses. Each is home to renowned attractions, but also of under-utilised buildings and pockets of deprivation. The economic plans of the three towns are initially focusing on the town centres. The membership of the teams brings together public, private, and voluntary organisations to ensure a co-ordinated approach to supporting the economic sustainability.

Any development along the town's unique chalk-cliff coastline, green spaces and adjoining areas in the Isle of Thanet can have a severe detrimental effect on the entire economy of Broadstairs and should always be considered with care; however this plan focuses on the town centre and the Isle of Thanet's busiest beach, Viking Bay, its harbour, promenade and sands.

Due to the lack of funds available within the Local District Authority, this plan acknowledges that many of these projects will not be completed unless community, Town Council, District Council and County Council support and work together to achieve them. Co-ordination with other plans already in existence such as the District Council's Destination Management Plan and Beach Management Plan is essential to avoid conflict or duplication of actions and efforts.

Undoubtedly the main attraction for visitors to Broadstairs & St Peter's is its town centre and Viking Bay. The town centre contains a mixture of mainly independent retail – shops, restaurants, licensed premises, services and accommodation.

The town centre in the economic plan is defined as:

- The Broadway
- High Street
- Albion Street
- York Street (to Chandos Road)
- Harbour Street
- Victoria Parade
- The Promenade

Primary and Secondary Frontages designated in the Thanet District Council Draft Local Plan to 2031 are:

- High Street
- Albion Street
- York Street (to Chandos Road)

Our long-term ambition is to see Broadstairs thriving, with a vibrant, creative and sustainable economy based on strong local businesses that meet the needs of residents, visitors and investors in the town. The Town Council's mission statement is to support and strengthen the community, and help to bring continued prosperity to the town.

Fulfilment of this ambition would be evidenced by:

- Well-maintained public environment
- Thriving independent retail and service sector businesses
- Improved visitor experience

- Effective transport management for all
- Better local employment opportunities
- Access to community and public services
- Improved public health facilities

Overarching Themes

This plan incorporates four specific Themes to regenerate the Coastal Community of Broadstairs & St Peter's and to raise the town's financial viability:

Creating an attractive place to work, visit and live

- Enhancing the pedestrian experience
- Making the most of green spaces and the unique coastline for the enjoyment of all
- Improving the public realm and street scene
- Delivering quality community and visitor activities

Celebrating the town centre's heritage and culture

- Protecting and enhancing our historic built environment
- Improving and marketing the heritage and cultural offer
- Engaging resident and visitors in local heritage and culture

Diversifying the offer within the town centre

- Encouraging growth of existing businesses and encouraging new ones
- Developing leisure, education and community opportunities
- Refurbishment of key buildings for community and commercial usage
- Celebrating our unique & independent businesses

Improving connectivity of the town centre

- Improving wayfinding and wayfinding for all modes of transport
- Expanding walks and tours
- Refurbishment of the station and visitor entry points

The objectives for the economic plan are:

- 1) Widespread community / local council engagement and assistance to deliver projects
- 2) Increased civic pride resulting in reduced anti-social behaviour and littering, improved quality of living
- 3) Improving income flows to the local economy, attracting more business investment

3. BROADSTAIRS COASTAL COMMUNITY TEAM

Current membership:

- Broadstairs Town Team - Kerry Millett – Chairman of the BTT
- Broadstairs & St. Peter's Town Council - Cllr Rosalind Binks
- Broadstairs & St Peter's Conservation Areas Advisory Group

Other partners involved:

- Kent County Council
- Thanet District Council
- Broadstairs and St Peter's Town Council
- Broadstairs Tourism and Leisure Association
- Broadstairs and St Peter's Chamber of Commerce
- Broadstairs Town Team
- The Broadstairs Society
- Dickens Fellowship
- Broadstairs Walking Tours
- East Kent College
- Canterbury Christchurch University
- Crampton Tower Trust
- English as a Foreign Language Schools Association
- Southeastern Railway
- Thorley Taverns
- Visit Kent
- Your Leisure (Kent) Ltd

Accountable body:

Thanet District Council: Abigail Raymond, Head of Built Environment, Cecil Street, Margate, Kent CT9 2AE

Single point of contact:

Katherine Wilson, Thanet District Council, Cecil Street Margate, Kent CT9 2AE. Tel: 01843 577037,
Email: Katherine.wilson@thanet.gov.uk

4. LOCAL AREA

The town of Broadstairs & St Peter's is situated on the Isle of Thanet on the eastern point of Kent, just 70 miles from London. The Broadstairs coastline is recognised nationally and internationally for its biodiversity value, with the chalk geology of the cliffs and the intertidal and offshore zone a home for coastal and marine habitats. It is also a focal point for a large number of wintering and migratory birds.

The high cliffs give excellent long views across the North Sea right round to the entrance to Dover Strait. The French coast is within sight on a clear day. The North Foreland Lighthouse stands in a prominent position above the cliffs, signalling the hazardous waters at the meeting of the North Sea tides with the English Channel. Offshore lays wind-farms and the treacherous seas around the Goodwin Sands.

Comprising the former farming, fishing and shipbuilding village of Bradstowe and the ancient Saxon parish of St Peter's, Broadstairs is the small quintessential seaside town. It is generally well-recognised in the UK as a popular location for visitors with its seven sandy bays, beaches and promenades, historic associations and range of independent shops, cafés and restaurants. The town also contains good quality architecture from Georgian, Victorian and Edwardian periods.

The original settlement of St Peter's, at its centre the Norman and Early English style flint church (Grade II*) built originally around 1080, was for many centuries a limb of the Cinque Ports and home to several wealthy Kentish families. During the Napoleonic wars, soldiers were garrisoned in the village and the church tower functioned as a naval signalling station. It still flies the white ensign to this day.

The small coastal village of Bradstowe (so-called from the “broad stairs” carved in the chalk cliff, that led from the sands at Viking Bay to the 12th century shrine of St Mary situated above the cliffs) only outgrew its neighbour in the 1800's as it became more fashionable to visit seaside resorts. Before that, fishing, shipbuilding and “trading” were main sources of income, leading to a comment by the author Daniel Defoe in 1723, “Broadstairs has a population of around 300, 27 of them being in the trade of fishing, and the others appear to have no means of support. I am told that the area is a hot bed of smuggling”. This ‘free trade’ was not stamped out until the 1840s as the town attracted many celebrity visitors and new residents from the professions. The long list of well-known names drawn to Broadstairs includes Princess Victoria as well as a large number of authors: Charles Dickens, John Buchan, Wilkie Collins, DH Lawrence, Oscar Wilde. Industry is also well

represented from the newspaper magnate Lord Northcliffe to locally-born Thomas Crampton, the engineer and inventor responsible for railway systems throughout Europe.

Under the Local Government Act of 1894, various hamlets and parishes surrounding Broadstairs and St Peter's were combined into 2 wards to form Broadstairs & St Peter's Urban District Council. The council changed to a Town Council in 1974 when Thanet District Council was established. The Council has 15 directly-elected members for the town's 5 wards and elects a Town Mayor and Deputy Mayor each year. The Town Council is responsible for civic events, administration of some amenity land including 2 allotment sites, decorative lighting in the town and seafront, awarding grants to local organisations and events and the Neighbourhood Plan. The Council is a statutory consultee for planning applications but the Planning Authority is Thanet District Council.

The Isle of Thanet has over 2500 listed properties - the largest concentration of listed structures in Southeast England. Broadstairs & St Peter's contains many of these listed properties within its boundaries, the majority being Grade II Georgian and Victorian buildings. In St Peter's and Reading Street, flint Flemish-built houses are prevalent. Along the Eastern and Western Esplanades, Victorian and Edwardian housing has been partially eroded by modern and sometimes unsympathetic developments.

In the town centre, Thomas Crampton's flint water tower (Grade II) and reservoir from 1859 dominates the upper reach of the High Street, now housing Crampton Towers museum. Pierremont Hall (Grade II built 1792) is a classic example of late Georgian/Regency architecture set on the top of the High Street in formal gardens with ocean views at its highest floors. It currently houses the Town Council offices and community organisations. The Hall and its curtilage buildings and some adjacent land are currently the subject of an asset purchase agreement which will see ownership restored to the Town Council from Thanet District Council. In Harbour Street, the York Gate, built ca 1540 and repaired in 1795, still forms the entrance to the town from the pier and harbour. Moving through it, the harbour and pier area is listed in its entirety and the Grade II Georgian Lookout House, Stores and adjacent buildings provide a perfect backdrop to Viking Bay.

5. COMMUNITY

Demography:

Broadstairs and St Peter's consist of the five wards Kingsgate, Beacon Road, St Peters, Bradstowe and Viking. Overall Broadstairs is fairly affluent; however pockets of relative deprivation are evident (Figure 5.1 & 5.2).

With a population of ca. 25,000, it is demographically different from its large neighbouring resort towns Margate and Ramsgate. It has a high proportion of older residents (ca 35% are over 60) though many retirees are economically active (approx. 11,000). At the other end of the life's spectrum, Kingsgate has one of the highest fertility rates in the county (120 per 100) and Bradstowe is also high (approx. 90). The wards of

Beacon Road, Bradstowe and St Peter's all have a low proportion of children achieving a good level of development in reception year. The latter two wards also have high levels of children with special needs.

Like the rest of the country obesity is a growing problem, with 20% of year 6 children in Beacon Road being obese, the other wards are lower than the Kent average, but still worrying. Adult obesity prevalence is growing with >25% of adults in Beacon Road and >23% in St Peter's and Kingsgate obese.

There is a high prevalence of the mental health issues; Kingsgate exhibits the greatest prevalence with a rate between 25 and 30 per 1,000 population. Both Beacon Road and Bradstowe are also above the Thanet rate. Access to local leisure facilities and activities is key to keeping the population healthy.

Over 76% of households own their home either outright or through a mortgage; though local young families are being priced out. The residents also tend to be better educated than in the neighbouring towns, with at least 25% of those aged 16+ educated to degree level or equivalent. However, there are wards especially St Peter's and Beacon Road that show significantly lower levels of education, skills and training (Figure 5.3) and the sub domains show adults skills and children and young people levels are in the lower deciles. Providing local opportunities for young and old is important to the community and economic health of the town.

Of the residents who are working, over 60% are in the professions, administrative or skilled trades sector. This particular demography, with a large number of retired but healthy residents, is a major reason that the town has a strong sense of community with a huge number of active organisations and nearly 1,000 volunteers. This economic plan builds on this source by creating stronger links between the public sector, residents and private businesses.

The town is a popular choice for second-home owners: 8% of household spaces have no usual residents – the 10th highest of medium/large built-up area in England and Wales; the average is 4% and 8th highest of coastal communities of medium / large coastal communities. There has also been a clear trend recently for both working families and empty-nesters relocating to the town, particularly from the London area.

Figure 5.1: Graphic depicting the Index of multiple deprivations in Broadstairs

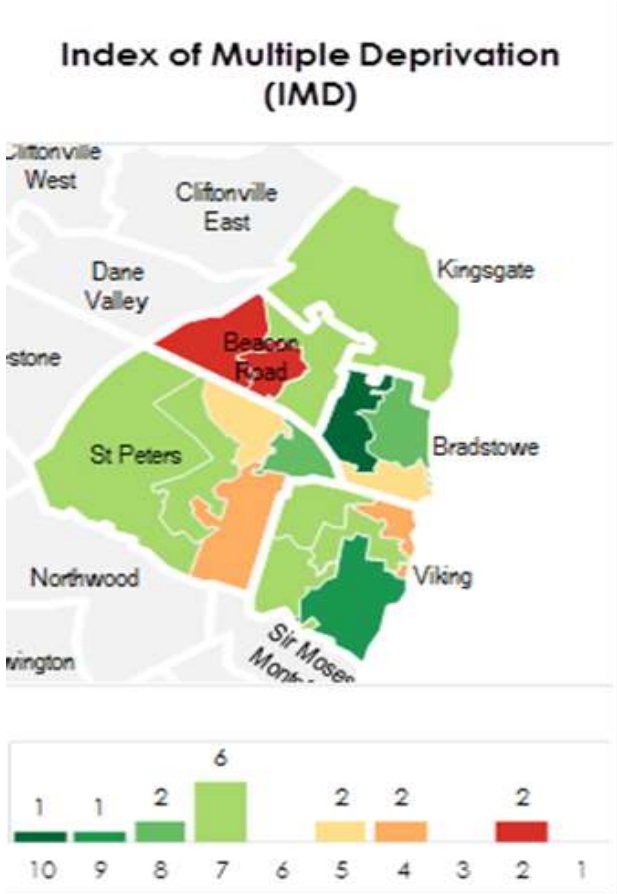


Figure 5.2: Graphic depicting income and associated income sub-domains for older people and children

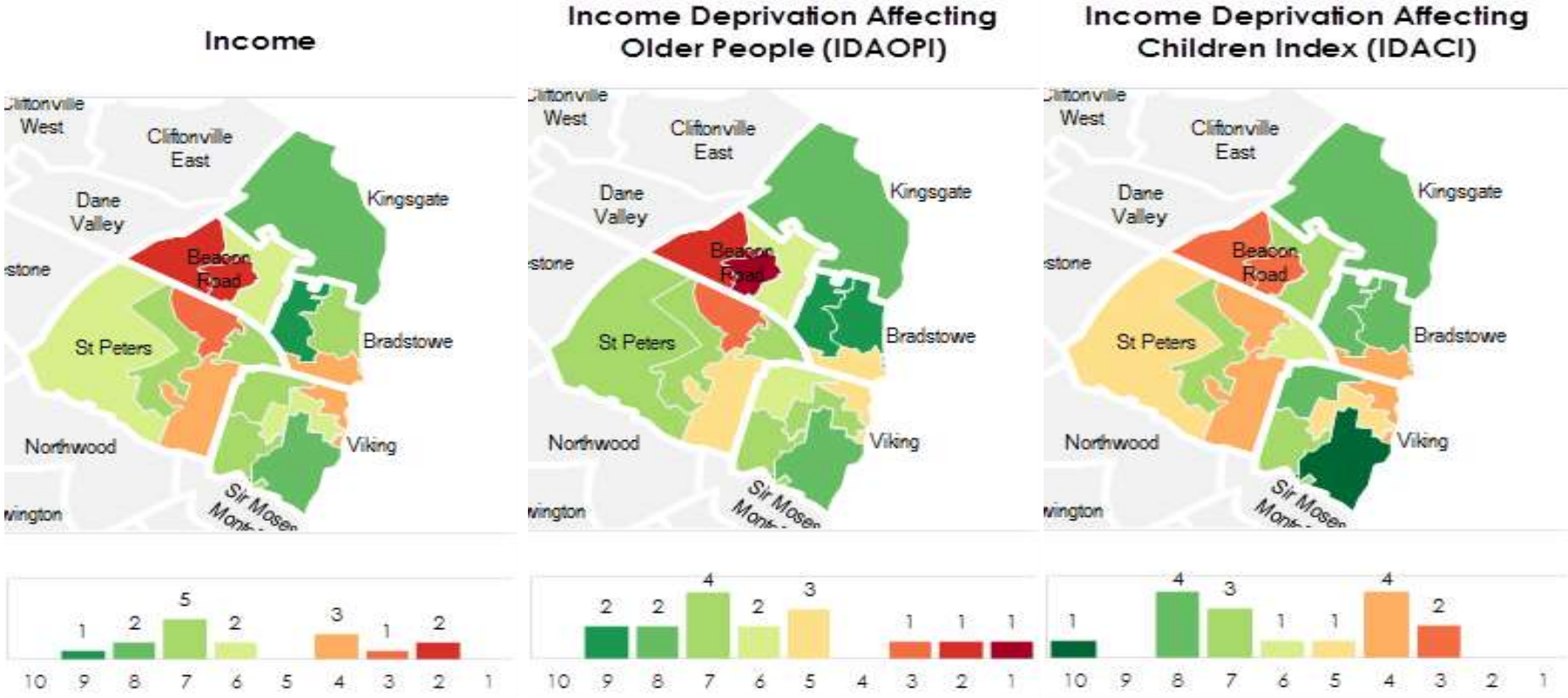
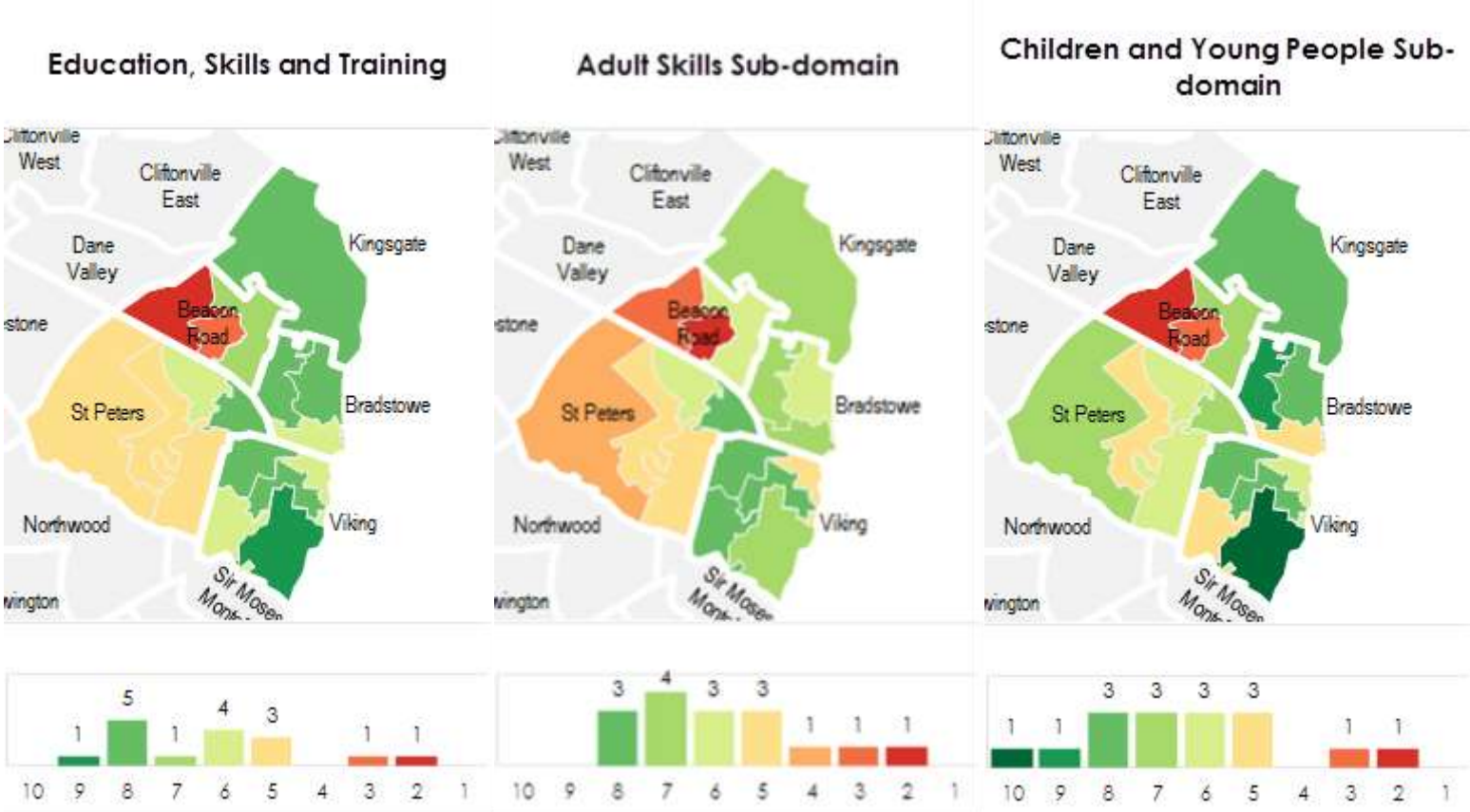


Figure 5.3: Graphic depicting education, skill and training levels, and the sub-domains of adult skills and children and young people



6. ECONOMY

Broadstairs has survived the general downturn among British seaside resorts considerably better than many other towns. By retaining the key traditional and somewhat nostalgic 50's feel of the town and most particularly the promenades and beaches, it has continued to attract visitors, particularly parents with young children and the older generation who like its rather more conservative atmosphere. Nevertheless all resorts need to identify their target customers and regularly ensure that they provide the environment and facilities that these customers are seeking – with 21st century service. If the target customer is declining in numbers, then new targets need to be found.

The town centre's economy is largely dependent upon the disposable income of the residents, either in work or retirement, relatively small local businesses and visitors to the town, including holidaymakers, special interest groups and the thousands of foreign students attending language schools in the town each year.

Broadstairs & St Peter's is generally free from visible deprivation in the residential areas and this is reflected in higher house prices. Indeed there is a wide gap between the wealthiest and the most poor in financial terms and is very much dependent on the source of income. Wages in local industry employment are generally low whilst a low but increasing number of residents are commuting to London-based salaries. In addition, the high number of elderly residents undoubtedly contains many who are capital rich / income poor.

Given the level of education and the mix of new working residents moving to Broadstairs, it is no surprise that the town has a higher than usual self-employment rate for residents aged 16-64 at 19%; England and Wales average 15%, and the highest rate of any medium /large coastal communities is 20%.

Broadstairs also has a high share of home-working among residents aged 16-64 at 12%; England and Wales average 10%. The highest rate of medium /large coastal communities is 15%. Isolation and loneliness is an issue.

There is a relatively high number commuting into the town for work – 1561, equating to ca 16% net in-commuters /resident in employment. However, this probably due to the high number of part-time / low wage workers at the large retail outlets situated at Westwood Cross (which is mainly located within Broadstairs' boundaries), as well as the many secondary schools and care homes that are located within Broadstairs.

Tourism is without doubt the biggest income source for the town and here the town faces two major problems:

- 1) The accumulative effect of low levels of public investment in infrastructure and assets:

The results are noticeable and an unhelpful image for a seaside resort with its primary income from tourism. This is particularly a problem for some of the buildings and public areas that visitors and residents notice most: public toilets, car parks, beach infrastructure particularly at Viking Bay, the only public indoor sports and leisure hall in the town, Retort House, and the buildings

which cluster around the Georgian mansion, Pierremont Hall, (Grade II). Lack of public funds has also begun to impact on maintenance of open spaces along the promenade.

2) The town's major entry route. This affects the town in two ways:

- Considerable development of national retail outlets at Westwood Cross on the town's boundaries has led to a sharp reduction in the variety of retailers within the town-centre as they struggle to compete with national supermarkets as well as online services and free parking out-of-town. The presence of independent outlets in town is key to the vitality of the town and its attraction to visitors.
- The major entry route to the town is also used for access to three mixed senior schools and four junior schools, all within close proximity and at the entrance to the town centre, causing at times severe traffic congestion.

Neither of these problems is insolvable. And Broadstairs does have a number of unique assets that will appeal to business investors:

- Quality of skills and education within population
- Relatively easy to recruit good quality staff with low turnover
- Quality of life: housing, environment, cultural & sporting activities
- Attractive place to live
- Good connections to the Continent and London
- Vibrant independent sector
- Changing image of the Isle of Thanet

Developments such as the Turner Contemporary, Ramsgate's Royal Harbour in neighbouring towns and better road connections from London do have a positive impact on Broadstairs, but the single biggest impact is without question from HS1. The introduction of a new High Speed rail link via Ashford, shortening the time to under 80 minutes to London, has had a huge impact on the town's residents and visitors, attracting people from outside the area to live, invest, and work here. The need now is to support this regeneration and encourage the diversification of the town centre to enable it to continue to be a vibrant and economically successful heart of the community

7. RELATED INITIATIVES

- Southeast LEP: priorities related to this economic plan:
 - Growth in Our Coastal Economies: bespoke co-ordinated programmes of investment: generate investment, employment making the most of culture, heritage and under-performing assets
 - Improve the basic skill level and employability to boost productivity: address soft skills, literacy and numeracy and NEET issues

- Restoring confidence in Coastal Community housing markets: treat seaside tourism as a driver of economic growth and support the ports
- Southeast LEP: European Funds and Community Led Local Development
- Assisted Area Status: Thanet
- Coastal Community Fund: Destination Thanet: Coast & Heritage
- Kent and Medway Growth Hub: Thanet business support programme
- Broadstairs Neighbourhood Plan: – in development
- Broadstairs Town Council Design Statement
- Broadstairs Town Council Asset Transfer Plan for Pieremont Hall & Curtilage, Retort House : - in progress
- Broadstairs Town Team: plan
- Invest Thanet
- Thanet Local Plan – in progress
- Visit Broadstairs / Visit Thanet
- Thanet Destination Management Plan

8. AMBITION

The Broadstairs Coastal Community Team's long-term ambition is for Broadstairs is to be a thriving town that meets the needs of its residents, businesses and draws visitors to the town.

We will do this by:

- Bringing together those organisations that have an interest and knowledge of the town centre to work collaboratively in supporting and framing the economic activity in the town
- Promoting the town's considerable assets
- Concentrating on the regeneration of the town centre: bring buildings back into use, reconnecting the different areas of the town, improving the public realm and bring new businesses into the town
- Supporting the vision and economic ambition of the area and championing the inclusion of the CTT plans into the councils' policies and other strategic partners' documents

- Working with the other Coastal Community Teams of Thanet in a common forum, to share knowledge of the issues surrounding our district, discuss experiences, ideas and examples of best practice to incorporate across the district, and work together to influence partners to improve the economic outlook for the district
- Supporting the access to funding to make designated projects happen

The long-term outcome of this collaboration will be:

- Well-maintained public environment
- Thriving independent retail and service sector businesses
- Improved visitor experience
- Effective transport management for all
- Better local employment opportunities
- Improved public health facilities

9. NEEDS OF THE COMMUNITY

The socio-economic needs of the community are:

- Aging population with rising needs for care and services within the community as well as the increased demand for Health Services
- Community isolation, particularly young mothers and among elderly residents new to the town and without the close support of family
- Access to public services which are often in neighbouring towns
- Local high-skilled employment opportunities, with local colleges providing the relevant courses

10. SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Established quintessential seaside tourist destination - good name recognition • Picturesque harbour, good quality architecture from the Georgian & early Victorian period, beaches & promenades, sea views from High Street & magnificent vistas from esplanades • Seven award-winning sandy bays catering for varied interests - including safe, family-friendly Viking Bay right by town centre with beach access for disabled and the elderly • Local micro-climate gives exceptionally good weather with dry summers • Proximity & good transport links to local heritage and attractions in Ramsgate, Margate, Canterbury. • Easy accessibility for Continental Europe and London via High Speed rail link to Eurostar and Dover ferries • Railway station within walking distance of shops and beaches, central coach and car parks • Large selection of boutique hotels, cafés, restaurants and bars in town and overlooking sea • Strong local support for a range of independent shops including butchers, bakers, greengrocers, ironmonger & some national food retailers in town centre • Around 1000 volunteers working year-round on town-improvement projects including staffing Central Visitor Information kiosk at no cost to the public purse • Major music events - Folk Week, Blues Bash and special interest events - Spring and Autumn Food Festivals, Wheels and Fins Festival, Dickens Week, Water Gala • Wide range of housing from £1million+ to affordable • High quality of life with many local organisations and interest activities throughout the year, parks and gardens in town centre with children's 	<ul style="list-style-type: none"> • Main entry route into town via shopping mall Westwood Cross and through proposed new housing estate at Westwood, past several large schools, leading to delays and congestion • Unkempt roundabouts & railway bridge on entering the town • Lack of maintenance on privately-owned buildings (above shops) fronting the High Street • Lack of maintenance of council-owned Grade II listed properties in prime locations (Pierremont Hall, Lookout House) • Poor maintenance of public gardens and areas on seafront, car parks and toilets • Lack of co-ordinated and suitable signing and way-finding • Lack of planning enforcement leads to inappropriate or poorly designed development • Christchurch Canterbury University: Broadstairs campus offers a limit range of courses which do not include STEM subjects • Lack of opportunities for young people: the bright leave the rest struggle • Lack of opportunities for young people; graduates move away

<ul style="list-style-type: none"> play areas, bowling greens, tennis • Dickens House & Crampton Tower museums in town centre, award-winning St Peter's Village Tour within walking distance • Championship golf courses both in Broadstairs and within a 10 mile range • Christ Church Canterbury: Broadstairs campus • East Kent College: wide range of FE opportunities • Grammar School system 	
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • Potential for increased tourism from UK (improved multi-lingual marketing to visitors / golf-packages / seasonal rail offers) • Exceptionally large number of foreign students raises potential to increase tourism from abroad (improved marketing and collaboration with English Language Schools) • New 4* training hotel opening shortly in Broadstairs at East Kent College • Unique attraction of town's bays and views for expanding film and advertising industries • Developing creative sector • Town and District Councils, College and large number of volunteer groups working together on several improvement projects • Dredging and restoration of harbour and beach improvements to boost attraction of Viking Bay, restore its use for fishing & leisure boats • Key dilapidated buildings to be transferred to Town Council and restored (Pierremont Hall and Retort House accommodating community organisations such as sports and leisure facilities, Town Shed, community meeting rooms and commercial office space) • Climate change and terrorism threats abroad boost UK holidays • Improving national economy boosts weekend and short-stay UK holidays. 	<ul style="list-style-type: none"> • Important views and vistas and other green spaces lost through permitted development with permanent negative impact on tourism sector • Water pollution closes beaches and creates long-term damage to reputation of town • Lack of good beach management deters visitors • Neglect of public buildings and spaces creates poor public image and deters visitors and new residents • High Street shops fail to survive due to increasing competition from Westwood Cross, or fail to adapt to modern retail trends of weekend opening hours, delivery & online services • Overbuilding in Areas of High Townscape Value reduces the breadth of housing choice

11. DATA

Evidence to support this plan has been drawn from a wide-range of sources. Key documents:

- Thanet District Council Economic Growth and Regeneration Strategy and Plan 2013 to 2031
- Kent County Council Research
- NOMIS
- Office for National Statistics 2011 Census: Coastal Communities October 2014
- Broadstairs Town Council Design Statement
- Kent Public health Observatory: Thanet CCG locality profile Broadstairs

12. DELIVERING THE PLAN

This plan initially focuses on the town centre and re-creating it as the centre of the community. Local people will be drawn to the town centre to access services, community spaces and activities as well as independent retail outlets. It will continue to be a centre in which local residents can have pride and visitors will want to stay longer. This will in turn encourage investment, new businesses and the creation of jobs.

- The High Street will be populated with an interesting selection of small retailers spreading a new culture of value, design and innovation
- Key buildings will be refurbished and revitalised bringing added vitality to the town for residents and visitors
- Public spaces, parks, gardens, lifts and infrastructure will be restored and working effectively to create a pleasant and supportive environment for all
- Broadstairs will establish its own identity and will have an effective voice within the Isle of Thanet and Kent
- Broadstairs will be capable of making the very best of any opportunities that come its way
- Broadstairs' reputation will encourage investment in the town

12.1 KEY PROJECTS

Viking Bay: re-instate the harbour and secure improvements to the beach infrastructure and pier without destroying its natural charm, historic buildings, views, and important marine habitats. Ensure the Viking Bay area continues as the key tourist destination

Town Centre: focus on improving the appearance of the townscape: street furniture, green spaces and the provision of public facilities including toilets and car parking. Economic activity is supported through business engagement, making more of current strengths such as the English Foreign Language School sectors, varied programme of events and activities to appeal to a broader spectrum of visitors, and investigating possible future growth areas: e.g. festivals & conference facilities, niche events attracting special interest groups and widening the customer base.

Vista and Views: recognise the importance of key vistas and views and the need to strengthen planning procedures to protect and celebrate them.

Wayfaring and Wayfinding: develop a coherent scheme for all modes of transport that encourage visitors to explore the town and visit its attractions.

From The Broadway to Albion Street: create a strong spine to the town, focusing on three key sites: Pierremont Hall, Retort House and Crampton Tower Museum. Each site encompasses a sustainable mix of community, leisure and commercial activity to create a strong heart to the town.

12.2 SHORT TERM GOALS FOR THE FIRST 6 MONTHS

Please see Appendix A: Broadstairs & St. Peter's CCT Action Plan for more detail. Below is a summary of the actions planned for the first six months for each of the key projects and their measure of success

- **Community and Business engagement**
 - Community engaged and helping to deliver Action Plan – workshops held.
 - Measurable outcome: Action Plan agreed

- **Viking Bay:**
 - Access for boats and people improved - community work programme agreed.
 - Measure of success: work on removing excess sand from harbour and beach initiated. Work on main staircase started.

- **Town Centre:**
 - Improved 'unloved' green spaces – Broadstairs Town Team Gardening Group expands number of sites maintained.
 - Measure of success: new sites revamped and maintained by community

- **Vista and Views:**
 - Improved above eye-level vistas: maintenance of buildings - owners and tenants in phase 1: High Street identified.
 - Measure of success: 'buy-in' by those responsible to improve the appearance of their buildings.

- **Wayfaring and Wayfinding:**
 - Improved wayfaring and wayfinding: new sign installed at station.
 - Measure of success: improved information for arrivals – town map and destination information.

- **The Broadway to Albion Street:**
 - Crampton Tower Museum: improved visitor experience – Thomas Crampton bicentennial celebrated.
 - Measure of success: increased visitor numbers and increased awareness of Thomas Crampton

12.3 MEDIUM TERM GOALS

Please see Appendix A: Broadstairs & St.Peter's CCT Action Plan for more detail. Below is a summary of the actions planned for six months to five years for each of the projects and their measure of success:

- **Viking Bay:**
 - Viking Bay revitalised: beach and harbour areas refurbished - Meeting held with key stakeholders to identify issues and develop ways to address in partnership. Measure of success: Action plan developed and being implemented
 - Access for boats and people improved - Excess sand removed from harbour and beach, and main staircase repaired and refurbished. Measure of success: number of boats using harbour increased. Improved appearance of staircase resulting in increased usage.
 - Appearance of Grade II listed harbour pier improved: decluttered, car access, appearance of buildings, rubbish bins – owners and leaseholders engaged and action plan agreed. Measure of success: stakeholders implementing programme of action
 - Grade II listed, The Look-out House and Stores on the pier refurbished: Measure of success: improved appearance and increased usage
 - Dickens House Museum revitalised – museum management and direction finalised. Measure of success: sustainable future for the museum, new funding being accessed

- **Town Centre:**
 - Improved street furniture – needs identified and scheme to finance improvements launched. Measure of success: finance raised and implementation in progress of brand Broadstairs

- Enhanced decorative street lighting – needs identified and a Town Council / community initiative developed. Measure of success: new, enhanced decorative lighting schemes
 - Improved public toilets – action plan agreed. Measure of success: stakeholders committed to implementing programme
 - Broadstairs Live: music – Broadstairs Live initiated. Measure of Success: cohesive and wide range programme of live music/festivals: brand Broadstairs
 - Local business engagement plan – stakeholders agree engagement plan. Measure of success: plan being implemented
 - Increased local business linkages with district’s English Foreign Language Schools – programme of action developed. Measure of success: cross promotions within town and marketing of brand: Broadstairs internationally
 - Development of conference facilities & links to accommodation – local facilities identified and key stakeholders meet. Measure of success: an informed decision can be made on the future of the project
 - Improved parking experience for residents and visitors – stakeholders meet to identify ways to improve local parking. Measure of success: stakeholders commit to a plan to improve facilities
- **Vista and Views:**
 - Improved above eye-level vistas: maintenance of buildings - owners and tenants in phase 1: High Street commit to maintenance. Measure of success: ‘buy-in’ by those responsible resulting in the improved appearance of buildings.
 - Protection of historic Vistas – key vistas and views identified. Measure of success: Local Plan supports the economic importance to Thanet's income stream of vistas and views. Key vistas and views identified in the Neighbourhood Plan and protected by the Local Plan
 - Historic vistas and views celebrated: walks and tours – Vista and views included into visitor information. Develop walks and tours to celebrate historic vistas and views. Measure of success: information accessible to visitors and being used
 - Promotion of vistas and social media campaign – vistas and views linked to physical signs and social media campaign. Measure of success: success of #lovebroadstairs & #thisisbroadstairs translating into more visitors to town
- **The Broadway to Albion Street:**
 - Crampton Tower Museum: improved visitor experience – accessing funding to refurbish buildings, improving displays and engagement programme. Measure of success: increased visitor numbers
 - Grade II listed Pierremont Hall & curtilage buildings: brought back into full use – restoration of buildings. Measure of success: usage and income: community, public and commercial
 - Retort House: recreation space refurbished – building refurbished and leisure facilities improved. Measure of success: greater usage by community

- **Wayfaring and Wayfinding:**
 - Improved wayfaring and wayfinding: accessibility - visually impaired and foreign languages requirements identified. Measure of success: information for visually impaired incorporated into visitor information and information in key foreign language available
 - Improved wayfaring and wayfinding: pedestrian – audit of signs from entry points to beach and stakeholders agree improvement plan. Investigate ways to increase availability of factual information on the promenades. Measure of success: stake holders engaged and committed to a programme of action
 - Improved wayfaring and wayfinding: at station – installation of signage and planters. Measure of success: sign installed and plants in planters maintained
 - Improved wayfaring and wayfinding: entry to town – installation of better signage to Broadstairs avoiding Westwood Cross. Measure of success: signs installed and reduced traffic congestion Westwood Road

12.4 PERFORMANCE MEASURES

Please see Appendix A: Broadstairs & St.Peter's CCT Action Plan for more detail. Below is a summary of the actions planned for six months to five years for each of the projects and their measure of success:

Below are some suggested performance measures relating to Q14, however, each component will detail SMART indicators as part of the project plans and project management. These are major projects and programme and will have full project management frameworks and performance monitoring.

- Infra-structure improvements
- Public and green space enhancements
- Investment: public and private
- Volunteer hours
- Appearance of buildings enhanced
- Improved museum offer
- Shop vacancy rates within town centre
- Buildings refurbished
- New signage systems
- Access to toilets
- Protection of vistas and views
- Engagement with promotions
- Music offer

- Visitor numbers
- Usage of leisure facilities

12.5 LONG TERM GOALS

This economic plan is based on several long term objectives contained in the Broadstairs & St.Peter's Town Council's own plan:

- to support and strengthen the community and help to bring increased prosperity and improved quality of life to the town

12.6 BARRIERS

Barriers to delivery of the plan include the following:

- Lack of funding to prime projects
- Insufficient partnership capacity
- Insufficient staff and volunteers
- A recession stalls private investment
- Feasibility studies reveal the cost of projects uneconomic or unjustifiable
- Failure to access grants to support heritage restoration

12.7 RESOURCES

Please see Appendix A: Broadstairs & St.Peter's CCT Action Plan for more detail. Below is a summary.

Resources required for each project will come from a range of partners, utilising their professional and technical expertise, influence and in-kind contribution. Each project has or will have a project plan that details resource allocation, lead and partner organisations. The range of partners will include:

- Broadstairs Coastal Community Team
- Broadstairs and St Peter's Town Council
- Broadstairs Town Team
- Thanet District Council
- Kent County Council
- Property owners and tenants

- Local business community
- Local community and volunteer organisations
- Southeastern Railways
- Health Authority
 - East Kent College and Canterbury Christchurch University

12.8 COSTS

Each project will have a project plan that details the costs of each element of the project and potential sources of funding for example partnership funding, Coastal Revival and Local Growth fund. These will be outlined in the project schedule when known.

12.9 VALUE

The total combined value of the proposed projects has not been calculated as the majority of the projects are at the feasibility stage or are commercially confidential.

The project values will have a significant multiplier effects on the local economy. At this stage it is not possible to quantify these, but will be included in each project development phase and evaluation.

12.10 FUNDING

Below is a summary of the main funding sources that could potentially be used:

- Coastal Community Fund
- Coastal Revival Fund
- Local Growth Funding
- Partners e.g. Kent County Council, Broadstairs and St Peter's Town Council, Thanet District Council, Broadstairs Town Team
- Heritage Lottery Fund
- Big Lottery Fund
- S106 monies from planned developments
- Private investment
- Crowd sourcing, sponsorship and small grants

12.11 MAXIMISING RESOURCES

Broadstairs Coastal Community Team is founded on the basis of delivering a joint vision for the town. The economic plan and the projects within it are being developed by key partners. They will work together to realise the ambition of the plan. They will endeavour to work together to:

- Share resources
- Raise awareness of funding and investment opportunities
- Take joint responsibility for delivering the plan
- Eliminate duplication
- Share knowledge and expertise
- Disseminate news and information through websites and social media
- Streamline processes by working through the Broadstairs Coastal Community Team and through the Thanet umbrella group

13. COMMUNICATIONS

13.1 CONSULTATION

The current plan has been based on the outcomes from community engagement meetings that the Broadstairs Town Team has held over several years. In addition, Broadstairs & St Peter's Town Council, Broadstairs Town Team, Broadstairs & St Peter's Conservation Areas Advisory Group, Broadstairs Chamber of Commerce, Broadstairs Society and Broadstairs Tourist & Leisure Association have been consulted in the preparation of this draft. Further consultations with the wider community will be undertaken as the plan develops.

13.2 COMMUNICATION AND ENGAGEMENT WITH PARTNERS AND OTHER BODIES

Broadstairs Coastal Community Team is part of the Thanet Towns Coastal Community Teams, which operates as an umbrella group and includes representatives from each of the three Coastal Community Teams within Thanet District. TDC is the accountable body for all three teams and will meet the cost of the administration of umbrella group. TDC is represented on the Broadstairs Coastal Community Team and

also provides a named officer to support the individual Coastal Community Teams and will provide DCLG with regular monitoring and progress reports and invited to visit the towns to review progress on the ground.

The Broadstairs Coastal Community Team will meet monthly to review progress and drive projects forward. Key partners will be invited to quarterly stakeholder meetings to strengthen policy links and to engage in the development and delivery of the Action Plans.

Key Strategic Partners will include:

- Broadstairs and St Peter's Town Council
- Broadstairs Town Team
- Broadstairs Tourism and Leisure Association
- Broadstairs and St Peter's Chamber of Commerce
- The Broadstairs Society
- English as a Foreign Language Schools Association
- East Kent College
- Canterbury Christchurch University
- Thanet District Council
- Your Leisure (Kent) Ltd

13.3 COMMUNICATION WITH THE COMMUNITY

The Coastal Community Team has strong community representation through the membership of the Town Team, who link with a wide range of organisations and groups that are conduits for information dissemination. The Economic Plan and projects will be marketed through these forums, their websites, social media and other networks to encourage stakeholders and local residents to get involved in the Team and the development and delivery of projects.

14. LOGISTICS

14.1 MANAGEMENT OF THE TEAM.

- The Team will meet monthly
- Minutes of the meetings will be produced and circulated to stakeholders

- The Team will be transparent with information on the team and the projects made available on-line
- The Broadstairs Coastal Community Team will send representatives to the umbrella group Thanet Towns Coastal Community Team
- The full standard operating procedures of the team will be drafted during 2nd quarter 2016

14.2 SUPPORT STRUCTURE

The creation of the Broadstairs Coastal Community Team and the development of the economic plan have strengthened relationships and partnership working.

The creation of the umbrella group is bringing the three towns together and giving an opportunity for members to engage with stakeholders and decision makers.

14.3 COSTS

The Broadstairs Coastal Community Team is supported by in-kind contributions from the Broadstairs Town Team, Broadstairs Town Council and Thanet District Council in areas such as volunteer time, meeting rooms, administration and officer time.

14.4 SUSTAINABILITY

Broadstairs Coastal Community Team is supported by all its members.

The commitment of the three tiers of local government provides long term stability to the Team and will enable the partnership to sustain the development and delivery of the proposed programme of action. The town and district councils have and are willing to commit officer time to the administration of the Coastal Community Team.

14.5 AREAS OF SPECIFIC INTEREST

The Team would like the opportunity to develop through shared learning with peers of similar sizes coastal towns. The key areas are:

- Destination marketing
- Tourism
- Arts, creative industries

- Heritage
- Housing
- Place making
- CIC or similar vehicles to tackle and revitalise key properties.

APPENDIX A: BROADSTAIRS & ST PETER'S CCT ACTION PLAN

Key Stakeholders

BS – The Broadstairs Society

BTC – Broadstairs and St Peter's Town Council

BTLA – Broadstairs Tourism and Leisure Association

BTT – Broadstairs Town Team

BWT – Broadstairs Walking Tours

BY&L – Broadstairs Tourism and leisure Association

CCCU – Canterbury Christchurch University

CH & BSPCC – Broadstairs and St Peter's Chamber of Commerce

CTT – Crampton Tower Trust

DF – Dickens Fellowship

DH – Dickens House Museum volunteers

DMP – Destination management Plan

EFL – English as a Foreign language Schools Association

EKC – East Kent College

H&SG – Broadstairs Harbour and Seafront Group

IK – Broadstairs Information kiosk

JCB – Joint Committee of Broadstairs

KCC – Kent County Council

SE – Southeastern Railway

TDC – Thanet District Council

TH – Thorley Taverns

VK- Visit Kent

VT – Visit Thanet

YL – Your Leisure (Kent) Ltd

Stakeholder in bold: project leader

Key for cost range: £ = <£10k; ££= ~£50k, £££ = ~ £100K, ££££ =£500k+

Key to Action time-scale of actions

Action within 6 months	
Action within < 5 years	

Theme 1: An attractive location to live, work and visit

Outcome	Project: actions	Time scale	Stakeholders	Funding
	Community and Business Engagement:			
Community engaged and helping to deliver Action Plan Benefit: <ul style="list-style-type: none"> • Community participation • Civic pride • Volunteering • More attractive town 	<ol style="list-style-type: none"> 1. Workshops held to engage community with Broadstairs CCT: Group and action plan 2. Work with stakeholders (retailers, free holders and landlords, leaseholders, community groups, NPT TDC & KCC) to engage and develop local commitment to a programme of action 	July 2016	BTT , BTC, TDC, KCC, retailers & businesses, community	CCT £

	Viking Bay:			
<p>Viking Bay revitalised: beach and harbour areas refurbished</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Main bay and attraction for the town • Boost to economy with increased tourism & other business 	<ol style="list-style-type: none"> 1. Meeting held with key stakeholders to identify issues and develop ways to address in partnership. Linked with Destination Management Plan and Beach Management Plan 2. <i>Long term: refurbishment of infra-structure</i> 	<p>2016</p> <p>>5 years</p>	<p>TDC, BTC, YL, BS, BTLA, CH, VK, VT, DMP, HS&G</p>	<p>To be identified: External funding</p> <p>£££££</p>
<p>Access for boats and people improved</p> <p>Benefit</p> <ul style="list-style-type: none"> • More boats able to use harbour • Link from beach to promenade improved 	<ol style="list-style-type: none"> 1. Community programme of action agreed 2. Excess sand removed from harbour and beach 3. Main staircase repaired and refurbished 	<p>April 2016</p> <p>2016</p>	<p>TDC, HS&G</p> <p>HS&G</p>	<p>Local business sponsorship</p> <p>£</p>
<p>Appearance of grade II listed harbour pier improved: decluttered, car access, appearance of</p>	<ol style="list-style-type: none"> 1. Engaged with property owners & lease-holders to improve appearance of buildings and rubbish containment 2. Develop an action plan with stakeholders. 3. Implementation the action plan 	<p>2016</p>	<p>Leaseholders, TDC</p> <p>DMP, BTC, KCC, BTT</p>	

buildings, rubbish bins* Benefit <ul style="list-style-type: none"> • Key feature of Viking Bay • Improved trade for surround businesses 				££
Town Centre:				
Improved street furniture* Benefit: <ul style="list-style-type: none"> • More cohesive look: brand Broadstairs • Civic pride • Greater use and enjoyment of town by residents and visitors 	<ol style="list-style-type: none"> 1. Audit of street furniture: condition, ownership 2. Review need: refurbish/replace/ remove/ add: with cost plan 3. Investigate & develop scheme to finance implementation 4. Launch of scheme 	< 5 years	TDC, BTC, BS, BTT, BTLA, CH, JCB	Crowd sourcing & sponsorship ££
Enhanced decorative street lighting Benefit: <ul style="list-style-type: none"> • Civic pride • 'go and see 	<ol style="list-style-type: none"> 1. Audit current decorative lighting: condition 2. Develop an initiative that people can join #lightingupbroadstairs 	<5years	JCB, BTC, BTT, CH and local businesses and residents, KCC	Local businesses, property owners, crowd sourcing

the lights' footfall				£
<ul style="list-style-type: none"> Business/ owners participating 				
<p>Improved public toilets*</p> <p>Benefit:</p> <ul style="list-style-type: none"> Improved visitor and residents experience 	<ol style="list-style-type: none"> Audit the condition of public toilets in town centre Review need: refurbish/replace/ remove Action plan and responsibilities agreed going forward within constraints of budgets 	<p>2016</p> <p>< 5 years</p>	<p>BTC, TDC, BTLA, BS, owners & leaseholders of café</p> <p>JCB, VK, VT</p>	<p>To be confirmed</p>
<p>Improved 'unloved' green spaces</p> <p>Benefit:</p> <ul style="list-style-type: none"> Civic pride Community engagement More attractive town 	<ol style="list-style-type: none"> Identify 'unloved' green spaces Galvanise local people to adopt and care for them New areas adopted 	<p>2016-on-going</p>	<p>BTT: Gardening Group, residents, land owners</p>	<p>Donations, grants</p> <p>£</p>
Vistas and Views:				
<p>Improved above eye-level vistas : maintenance of buildings</p> <p>Benefit</p> <ul style="list-style-type: none"> Improved townscape 	<ol style="list-style-type: none"> Engage with owners and tenants Formulate a co-ordinated plan to tackle the main streets: phase 1: High Street Identify responsibilities 	<p>June 2016</p>	<p>BTC, TDC, BTT, CH, landlords and leaseholders, JCB</p>	<p>Landlords and leaseholders</p> <p>£££</p>
	<ol style="list-style-type: none"> Encourage owners to paint their buildings 	<p>< 5 years</p>		

<ul style="list-style-type: none"> • Increase civic pride, reduced littering • Better visitor and residents experience 				
	Wayfinding and Wayfaring:			
<p>Improved visitor information: accessibility</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Accessible information: foreign visitors and visually impaired • Access to accessibility information: elderly, disabled, visually impaired 	<ol style="list-style-type: none"> 1. Audit current offering in brochures 2. Identify suitable information to translate and best languages 3. Identify best practice for visually impaired 4. Incorporate into brochures and websites –as and when updated or funding available 	<p><5 years</p>	<p>EFL, VT, BTLA, CH, JCB</p>	<p>Private/public investment, £</p>

***Subject to discussions with partners**

Theme 2: Celebrating our Heritage and Culture:

Outcome	Project: actions	Time scale	Stakeholders	Funding
	Vistas and Views:			
Protection of historic Vistas Benefit: <ul style="list-style-type: none"> • Importance of Vistas part of the planning and regeneration decisions • Broadstairs' image as a quaint, unspoilt image enhanced • Tourism and local economy 	<ol style="list-style-type: none"> 1. Identify important vistas from Botany Bay through town to King George VI Park, including view from High St. towards the sea. 2. Consult with public 3. Incorporate into the Neighbourhood Plan 4. Ensure TDC Local Plan supports the importance of key vistas to the economy in Broadstairs & Thanet 	2016	BTT, VT, VK, BTC & TDC	£
	Town Centre:			
Broadstairs Live: music Benefit: <ul style="list-style-type: none"> • Cohesive programme of live music /festivals; Brand Broadstairs • Promotion of venues and town • Attracts visitors out of season 	<ol style="list-style-type: none"> 1. Bring together key stakeholders to discuss the formation of Broadstairs Live: Music group 	2016	BS, BTC, BTLA, CH, BTT, TH, local musicians & choirs,	Feasibility: £ Delivery: ££
	The Broadway to Albion Street:			
Crampton Tower Museum: improved visitor	<ol style="list-style-type: none"> 1. Celebrating Thomas Crampton's bicentennial 	2016	CTT	HLF application submitted -£

<p>experience</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Key attraction for the town • Raise awareness of Thomas Crampton as town benefactor & leading international engineer 	<ol style="list-style-type: none"> 2. Support the Trust to access funding to refurbish buildings, improve displays and engagement programme 3. New high quality displays and engagement programme 4. Refurbish museum buildings 	<p><5 years</p> <p>>5 years</p>	<p>CTT, BS, TDC, BTC, VK, VT</p>	<p>HLF £££</p>
Viking Bay:				
<p>Grade II listed, The Lookout House and stores on the pier refurbished*</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Iconic building : part of view across Viking Bay • Entrance to the pier • Increased economic activity 	<ol style="list-style-type: none"> 1. Condition survey of building 2. Renovate the Grade II building 3. Building utilised by businesses and the community <p>Develop a sustainable plan for the building</p>	<p>< 5 years</p>	<p>TDC, BTC, BTT & partners</p>	<p>CCT</p> <p>Private/public investment</p> <p>£££</p>
<p>Dickens House Museum revitalised:</p> <p>Benefit</p> <ul style="list-style-type: none"> • Key attraction for the town • Engaging visitors with Dickens and social history 	<ol style="list-style-type: none"> 1. Develop strategic plan for the museum to ensure sustainable future 2. Investigate the feasibility of setting up a charitable trust to operate the museum 3. Make an HLF application to renovate the building, update the displays and develop an engagement programme 	<p><5 years</p>	<p>TDC, DF</p>	<p>HLF bid ££££</p>

Theme 3: Diversifying the offer within the town centre

Outcome	Project: actions	Time scale	Stakeholders	Funding
	Town Centre:			
<p>Local business engagement plan</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Strong brand: Broadstairs • Attractive to new businesses & • Increased footfall 	<ol style="list-style-type: none"> 1. Set-up group with Chamber of Commerce and local businesses 2. Research other town centre successes 3. Develop a business engagement plan 	< 5 years	CH, VT, VK, DMP	<p>Private investment</p> <p>£</p>
<p>Increased local business linkages with district's English Foreign Language Schools</p> <p>Benefit</p> <ul style="list-style-type: none"> • Growth of EFL sector • Increasing EFL sector spend within the town • Raised international profile as a tourist destination 	<ol style="list-style-type: none"> 1. Stakeholders meeting 2. Working group formed (if agreed) 3. Develop programme of action 	<p>2016</p> <p>2017</p>	EFL, BTC, TDC, VT, VK	<p>£</p> <p>Private investment</p>
<p>Development of conference facilities & links to accommodation*</p>	<ol style="list-style-type: none"> 1. Meet with VT, VK, BTLA for fact finding mission on existing facilities 2. Identify next steps 	< 5 years	EKC, VT, BTLA, specialist conference consultants	£

<p>Benefits:</p> <ul style="list-style-type: none"> • Visitors out of summer season • Local supply chain 	<p><i>Long-term: conference facilities available within or near Broadstairs</i></p>	<p>>5 years</p>		<p>Private / public investment ££££</p>
The Broadway to Albion Street:				
<p>Grade II listed Pierremont Hall & satellite buildings: brought back into full use</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Create a 'heart' to the Town centre • Bridges the two parts of the town centre • Retain key heritage building in public ownership for the town 	<ol style="list-style-type: none"> 1. Asset purchase & transfer from TDC to BTC 2. Business plan developed 3. Plans for refurbishment developed by BCT in consultation with residents 4. Buildings restored and enhanced <p><i>Long term: Buildings brought back into full use; home of BTC with mixed community & commercial usage</i></p>	<p>2016</p> <p>< 5 years</p>	<p>BTC</p>	<p>BTC</p> <p>PWLB / S106</p> <p>££££</p>
<p>Retort House: recreation space refurbished</p> <p>Benefit</p> <ul style="list-style-type: none"> • Increased community use • Accessible leisure facility 	<ol style="list-style-type: none"> 1. Business plans for refurbishment developed 2. Asset purchase & transfer from TDC to BTC 3. Plans for refurbishment developed by BCT in consultation with residents 4. Buildings restored and enhanced <p><i>Long term: Building refurbished and sport and community use increased</i></p>	<p>2016</p> <p>< 5 years</p>	<p>BTC</p>	<p>BTC</p> <p>PWLB / S106</p> <p>££££</p>

Improved wayfinding and wayfinding: at station	1. New information sign installed at station	2016	Southeastern railways, BTT, BTC, TDC, DMP	BTT & Southeastern railway < £
Benefits: <ul style="list-style-type: none"> • Clear information available • Improved traveller experience • Increased visitor footfall around the town 	2. New flower planters installed at station 3. Planters have a maintenance programme	2016		
	Vistas and Views:			
Historic vistas and views celebrated: walks and tours Benefits: <ul style="list-style-type: none"> • Key driver for increase in footfall and visitor numbers around the town • Increased interest in coastal trails: walkers and cyclists • Supports brand: Broad-stairs 	1. Identify important vistas that can be incorporated into visitor information 2. Vistas incorporated into maps and trails 3. Development of new trails and walks that celebrate historic vistas and views	2016 2017	BTT, VT, VK, BTC & TDC DH, TDC, BTT, BWT	< £ DMP, KCC External funding DMP, Destination Thanet, BLF ££
Promotion of vistas and social media campaign Benefits: <ul style="list-style-type: none"> • Raised profile of Broadstairs using SM 	1. Identify key viewpoints sites 2. Develop costed plan 3. Agree design of 'vista signs' 4. Installation 5. Link to #lovebroadstairs and #thisisbroadstairs	< 5 years	TDC,BS, BTC, JCB, commercial landlords, VK, VT	BTC, TT, TDC, businesses & community < £

- Visitor engagement and boost visitor footfall
- Support: brand Broadstairs

