

**MARGATE COASTAL COMMUNITY TEAM
ECONOMIC PLAN 2016 AND BEYOND; A LIVING DOCUMENT**



Preface

This Economic Plan is conceived as a perpetual 'Work in Progress'. Margate is a dynamic coastal community and never more so than over the last decade. The pace of change will only accelerate. The Team has outlined general areas of revival reinforcing the Renaissance already experienced. It has identified specific projects on which a start can be made early but flexibility is all – this is a 'living document' which will be reviewed quarterly as opportunities develop and not something to be filed and forgotten by the community.



THE NEW KING'S STAIRS – MARGATE HARBOUR- re-linked Old Town with beach; popular meeting place
WINNER OF CIVIC VOICE PUBLIC REALM NATIONAL DESIGN AWARD 2015

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1. INTRODUCTION

Margate – the original seaside resort – has a strong place in the English psyche, for its longstanding reputation for traditional seaside fun, now mixed with added cultural and creative edge. The Margate plan focuses on strengthening the offer through improved and new visitor attractions and activities, supporting start-ups and new businesses, addressing public realm issues and creating connectivity between different areas of Margate: beach, High Street, Old Town, Cliftonville and Westbrook.

2. KEY INFORMATION

2.1. NAME OF CCT: MARGATE COASTAL COMMUNITY TEAM

2.2. SINGLE POINT OF CONTACT: Geoff Orton (Secretary Margate Civic Society) 01843 835085 geoff.orton@tesco.net

2.3. MEMBERSHIP:

- Margate Charter Trustees - Deputy Mayor Ros Dixon
- Margate Neighbourhood Plan Forum - Chair Liam Nabb (Local Resident)
- Margate Town Team - Chair Richard Ash (Local Businessman)

Other Partners/Stakeholders

- Thanet District Council
- Dreamland Trust
- Turner Contemporary
- The Margate School Ltd
- Margate Traders
- Margate Seafront Development Group (KCC led)
- A Better Cliftonville (Residents Group/ a C2 organisation)
- Cliftonville Partnership
- Cliftonville Traders Association
- Resort Studios CIC
- Margate Caves Community Educational Trust
- East Kent College
- University of Kent
 - Margate Civic Society

2.4. Accountable Body: Thanet District Council - Abigail Raymond (Head of Built Environment)

Abigail.Raymond@thanet.gov.uk 07920 085519

3. LOCAL AREA

Margate is situated on the peninsula known as the Isle of Thanet, on the eastern edge of Kent and is less than 80 miles from London. The HS1 connection means London is less than 80 minutes away, but up to 2 hours on the 'traditional' lines. It has the usual High Street problems of empty premises and 'evening ghost town' exacerbated by large numbers of empty private accommodations.

It is an ancient Limb of the Cinque Ports, became a leading health and entertainment resort from the 18th century and still has over a 1,000 listed buildings. J M W Turner famously praised it for having the 'finest skies in Europe' and another natural asset is the number of regular Blue Flag beaches. Its fortunes were transformed by the arrival of the railway in the 1840s and having a railway station within a few hundred yards of the beach is a major advantage. It is gradually recovering from the blight that followed the collapse of the native holiday market in the 1970s, a process accelerated by the advent of the Turner Contemporary art gallery and the recent restoration of Dreamland as a Heritage Amusement Park. These changes have created positive 'Margate Momentum' that the economic plan aims to reinforce and assist.

Margate is defined as the seven wards as registered for the Neighbourhood Plan Forum: Margate Central, Cliftonville East and West, Dane Valley, Garlinge, Westbrook, Salmestone, but concentrating on Margate Central and Cliftonville West and the coastal stretch

4. LOCAL COMMUNITY

Margate rivals Scarborough in its claim as the first seaside resort and like most resorts it suffered disastrously with the advent of cheap overseas holidays. Bed and breakfasts became low-rent bedsits altering the social character so that the wards of Margate Central and Cliftonville West became two of the most deprived in the country (Figure 4.1) with attendant problems of ill-health and crime (Figure 4.4 & 4.5). But the advent of the Turner Contemporary Art Gallery has spearheaded the clear revival of Margate as a place to entertain and rehabilitate as it was in the eighteenth-century. The emerging Dreamland Heritage Amusement Park complements and compounds that Margate Effect and work on the Neighbourhood Plan seeks to capitalise on these recent developments by aiming to help **preserve and enhance** the wider town's built and natural assets as part of the Local Plan objectives of nurturing tourism and heritage and the developing 'creative cluster' which are all interconnected.

Margate is a Work-in-Progress and great strides are already being made in the 'reclamation' of the urban environment as demonstrated by the ongoing Dalby Square Townscape Heritage Initiative in Cliftonville and the magnificent Harbour Steps construction which won the Civic Voice National Design Public Realm Award. The resident population of about 45,000 belies the prospect of a further million plus visitor footfall throughout an extended season and the burgeoning number of cafes, micropubs and retro-shops is evidence of small-scale enterprise gradually transforming central areas. Problems remain especially in integrating the diverse Cliftonville population but the outlook is positive.

Key issues relating to the community include:

- High levels of deprivation (Figure 4.1)
- More than 50% of the population are aged under 40

- In Cliftonville West, almost 30% of the population are from BME backgrounds including large communities of eastern European Roma
- Low wages (Figure 4.2)
- Poor levels of education, skills and training (Figure 4.3)
- Poor health (Figure 4.4)
- High levels of crime (Figure 4.5)
- High unemployment and NEETS
- 14% of usual residents employed in caring, leisure and other service occupations; England and Wales average 9.4%
- 27% of households renting accommodation privately; England and Wales average 17%
- 9% of households with no usual residents; England and Wales average 4.4%;
- Of usual residents who arrived in UK between 2001 and 2011, 5.8% were non-UK born; England and Wales average 6.7%

Figure 4.1: Graphic depicting the Index of Multiple Deprivation

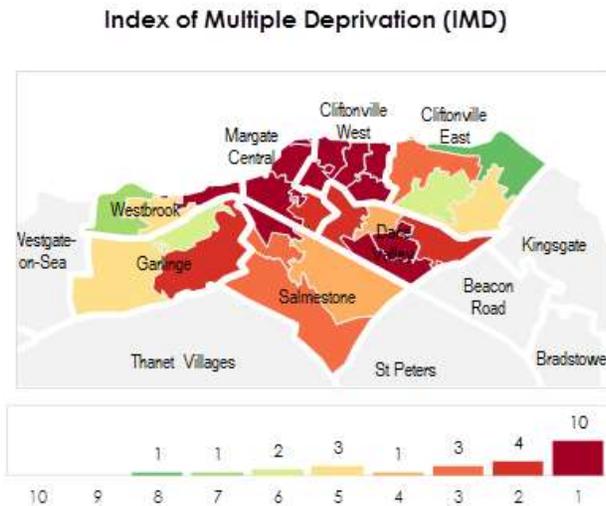


Figure 4.2: Graphic depicting income and associated income sub-domains for children and older people

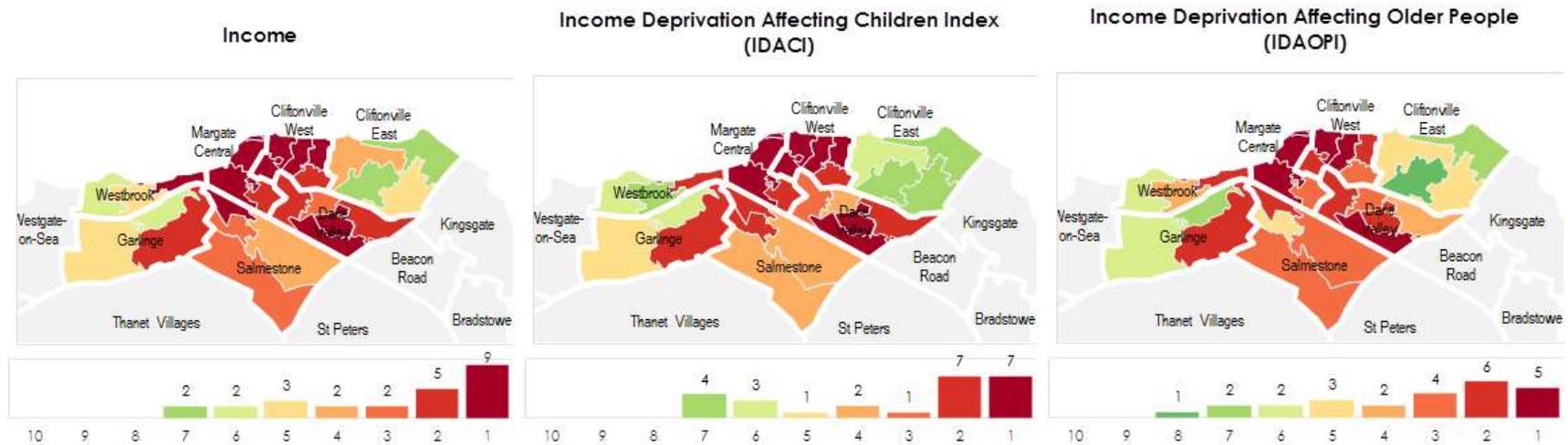


Figure 4.3: Graphic depicting education, skills and training employment Index within Margate and sub-domains adult skills, and children and young people

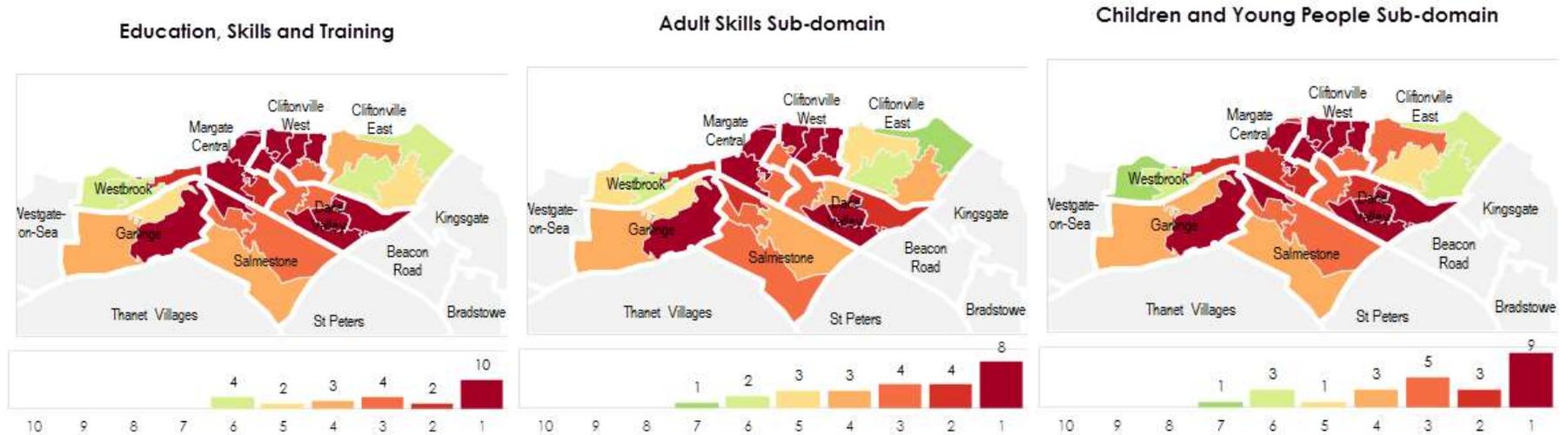
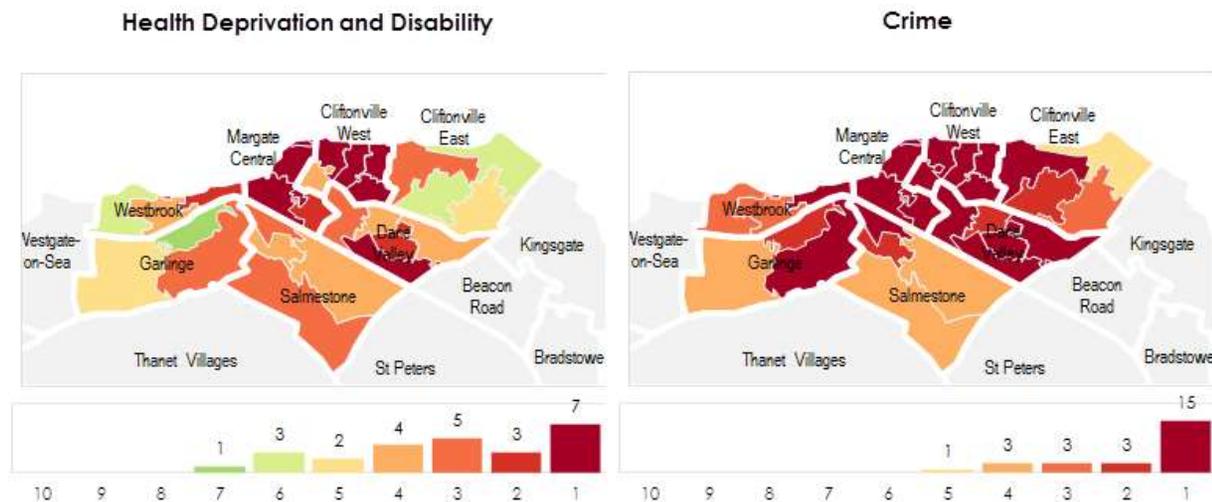


Figure 4.4 & 4.5: Graphic depicting health deprivation and disability, and crime within Margate



5. ECONOMIC CONTEXT

Unemployment in Margate (and Thanet generally) usually runs at twice the national average (Figure 5.1 & 5.2). Those in employment a third earn less than the Living Wage – average income is about two-thirds of the Kent average. This reflects heavy dependence on the care and retail sectors which have been identified as being most vulnerable to automation and higher minimum wages (see the recent Deloitte and Resolution Foundation reports). There is a high dependency on 'public income' – whether in public sector employment or on benefit income and this will have repercussions on the local economy given the prevailing austerity. A major source of concern.

Thanet at large is still coming to terms with the loss of Pfizer at Sandwich which lost some 5,000 career jobs, though Discovery Park has created over 2,500 new jobs, these are in small start-ups rather than an multinational company. The present largest private sector employer is SAGA Insurance and these are low-paid clerical jobs extremely vulnerable to the Fourth Industrial Revolution in any event. A recent and severe loss to the immediate Margate economy has been the closure of the venerable Deaf School with 500 employees.

Thanet has been characterised as low-skilled and therefore relatively unattractive for inward investment for advanced manufacturing; a recent IEA report on the East Kent economy is not encouraging when it sees similarities with the North of England. At the same time Thanet features amongst the worst 5% of local authorities for empty properties which ought to mean useful employment possibilities with the right financial inducements – the House of Lords Select Committee on the Built Environment has recently advocated VAT concessions for renovations. Gloomy though recent history sounds it is increasingly 'history'!

UK plc has one of the most developed digital economies and Margate is particularly well placed to benefit from this Fourth Industrial

(Information Technology) Revolution. It already hosts an annual GEEK Fair exhibiting the large computer games sector and attracts a fast growing 'creative cluster' of professionals looking for agreeable and affordable accommodation within reasonable occasional commuting time to London. The Neighbourhood Plan Forum has already marked this phenomenon which is bolstered by the recent SE LEP funded prospectus for the 'Creative Economy in the South East' acknowledging the potential for an increase in Gross Value Added to attract investment and transform town profiles. Given its numbers of available public sites prevailing low interest rates, and substantially increased footfall the CCT considers Margate's future must be buoyant as a strategic location within the 'SE Creative Economy Network' as an internationally recognised 'cultural manufacturing base' and 'MediaCity'.

The Margate Economic Plan seeks to reinforce these positives, building on strengths and addressing weaknesses where it reasonably can.

Figure 5.1 Graphic depicting Employment Index within Margate

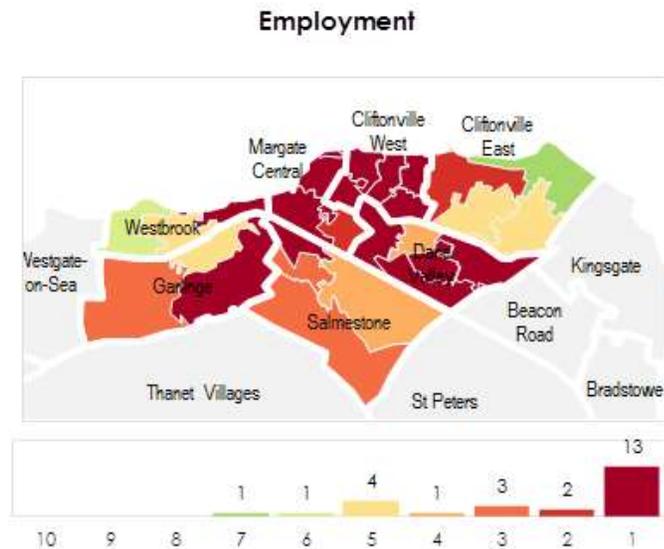
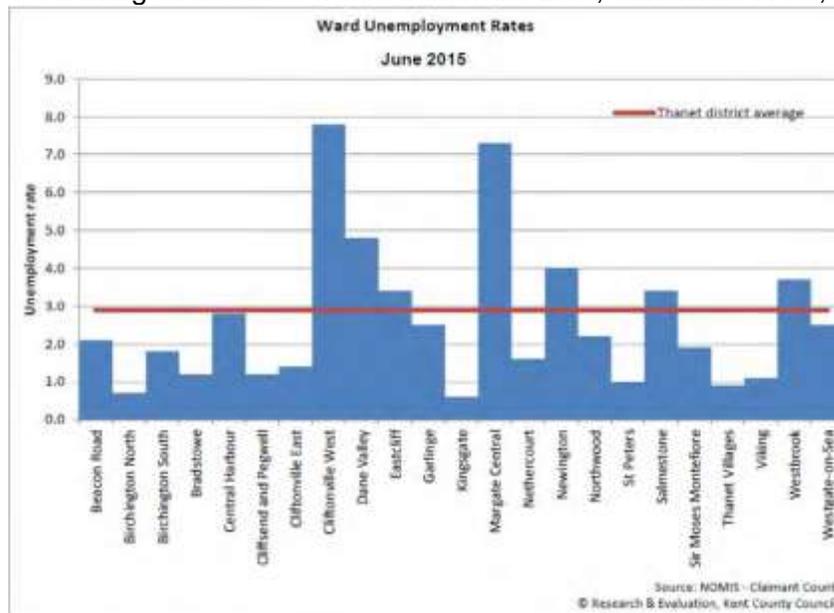


Figure 5.2: Graph showing ward unemployment within Thanet CCT: Margate includes wards Cliftonville East, Cliftonville West, Dane valley, Garlinge, Margate Central Salmestone & Westbrooke



Key issues relating to the economy include:

- High unemployment: over 7% unemployment rate in Margate Central & Cliftonville West (Figure 7.1)
- 14% of usual residents employed in caring, leisure and other service occupations; England and Wales average 9.4%
- Poor levels of education, skills and training (Figure 6.3); 28% high portion of Thanet residents with no qualifications
- Unemployment rate for 18-24 years is double that for all ages; 7.8% in Thanet
- High vacancy rates within shopping areas; High Street and Northdown Road

See also for closer analysis of socio-economic data:

6. RELATED INITIATIVES

- Southeast LEP: priorities related to this economic plan:
 - Environmental Technologies and Energy – Ramsgate at the forefront of offshore renewable energy
 - 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
- SELEP: RDF Development funding for Parkway station
- Coastal Communities Fund: Destination Thanet: Coast & Heritage
- Coastal Communities Fund: Dreamland Margate
- Margate Arts Culture Heritage
- Townscape Heritage Initiative Dalby Square
- Kent and Medway Growth Hub: Thanet business support programme
- Neighbourhood Plans: Margate – in development
- Discovery Park Enterprise Zone Sandwich
- Margate Town Team
- Invest Thanet
- Margate Task Force
- Thanet Local Plan – in progress
- Visit Margate/ Visit Thanet
- Thanet Destination Management Plan

7. AMBITION

The CCT aims to reinforce the 'Margate Momentum', to preserve and enhance heritage, to stimulate local enterprise and to engage the community widely.

Margate's prime strength is the developing 'creative cluster' for which the Turner Contemporary was designed to be the catalyst. The Turner Contemporary is delivering.

The prime weakness is the low level of skill identified as a deterrent to investors despite improved connectivity to the metropolis (see attached 'The East Kent Economy' by Institute of Economic Affairs compares Thanet to parts of the North for 'depression'). The 'creative cluster' can address these low skills particularly by harnessing new educational technologies and the public-spiritedness of our growing 'creative community'.

The opportunity is to take advantage of a diverse community, particularly as represented in Cliftonville, and the enormously expanded 'footfall' which the Turner Contemporary and Dreamland Margate bring in - not only in the 'high season' but throughout the year. Margate's natural scenic and 'wellbeing' advantages make it ripe for more longer-stay visitors as boutique hotels are further established. The growing market for English language teaching based on Margate as a safe and attractive base for further exploration of Kent – especially Canterbury and Rochester but also our sister resort towns of Broadstairs and Ramsgate – is an extra reason for positivity over the 'Magic Margate Offer'.

The ambition is to have a flourishing cultural scene with a variety of niche traders including the growing 'retro' scene which will encourage visitors from a larger catchment including adjacent Europe who will explore what the CCT intends will become an extended coastal park throughout the year.

With low interest rates set to prevail for some years investors will be encouraged to convert the 'ghost town problem'. The woeful numbers of empty properties ('public' and 'private') are ready for conversion into useful assets, removing eyesores. Such conversions will provide opportunities for small construction enterprises and apprenticeships. The Economic Plan will enlist the proliferating art galleries for contributions to 'digital workshops'. FutureLearn 'animation' courses for example for the distressing numbers of NEETs particularly in Cliftonville West where youth deprivation is amongst the worst in the South East.

Success will look like Margate being a Prime Choice fun and healthy place for an away-day or short stay: there will always be something new to discover in a culturally broad based town with 'the finest skies in Europe' (J M W Turner) with a confident and engaged community optimising its heritage assets built and natural.

Success will see the Northdown Road in Cliftonville regaining something of the 'Oxford Street' bustle it enjoyed eighty-odd years ago taking full advantage of the variety that can be 'brought to the table'.

Success will mean diverse opportunities for the young in a fluid at-the-edge 'creative manufacturing industry complex'.

Three Main Focus Points for projects have been identified in support of CCT ambitions:

- 'Creative Cluster'
- 'Small Entrepreneur Encouragement'
- 'Seafront Upgrading'

The '**Creative Cluster**' is the 'flagship' for generating employment: attracting professionals, attracting tourists, bringing empty properties back into productive use. Several 'Creative complexes' have been founded such as CRATE, LIMBO, Resort Studios and the Volks Photographic Studio. Their impetus needs to be developed. The Thanet Press site has been purchased and the developer is looking at possibilities for linking with the Open South East 'arts and crafts' initiatives. Most immediately the CCT has identified The Margate School as having the greatest potential to revitalise the economy and 'scene impact factor'. TMS is the 'flagship's flagship' and plans are already advancing – see below: Delivering the Plan.

Further projects in stages of development:

- I) Historic Information boards - an overhaul and expansion in number. Margate's rich history is insufficiently exploited. Who has heard of the Battle of Margate 1387 for instance? (We 'liberated' the French wine fleet.) Not many are too aware that 'Karl Marx stayed here for his carbuncles'. The Stone Pier/Harbour area can be made so much more attractive to Turner visitors and the Turner/Dickens Walk enhanced by developing Drapers Windmill (the last of 19 in Thanet.) This Project to come on stream in 2018 to coincide with the embryonic Turner Waste Land Community Initiative – 'on Margate sands I can connect nothing with nothing' (and by chance the 50th anniversary of the Margate Civic Society).
- II) 'Fun Fibreglass Animals' – Milton Keynes is famous for its concrete cows. A better option is fibreglass and costings are being prepared – the whole community can be engaged in decoration. The moulds can be employed annually/biennially whatever. After the initial set-up the project would be self-sustaining. Cost something like £40,000. Potential for early summer 2017.

Small Entrepreneur Encouragement

The Coastal Community Team concept is an expansion of Town Teams. The CCT is keen to engage the diverse Cliftonville area and promote the Northdown Road as the place to visit for variety as much as Margate Central. It is only 20 minutes' walk away after all. The immediate proposal is to commission the University of Kent School of Architecture to conduct a small 'scoping' exercise to see what may be translated from Margate Town Team's experience and what further ideas the local trading community may have for enhancing the area's attractions paying particular regard to Cliftonville make-up: it possesses one of the largest Roma communities in the country and integration is a major concern. UKC has been working up an 'Urban Living Project' centred on Margate-at-large (because it is a fascinating laboratory !) and the CCT wants to encourage this academic interest for future possible input into neighbourhood and local planning.

Seafront Upgrading

The CCT is keen to follow up the Jacobs Report of 2011 which highlighted the need for a less dominant highway environment with reduced road width and highway furniture throughout and called for a series of new and improved public spaces along the frontage. Some of the specifics mentioned are already in train, for example an information point adjacent to the railway station, and are the product of close collaboration between the Turner, Dreamland, SE Railway and TDC 'Wayfarers' whereas others have yet to be developed, such as an increase in pavement cafes, or could easily be done so, for example utilising potential existing car park facilities.

As part of the 'offer' a 'Margate Coastal Park' concept is being developed in partnership with the University of Kent School Of Architecture (who run a Masters in Sustainable Architecture). Thanet District Council are also presently mounting a Living Spaces Workshop with Design South East which may also see some productive 'upgrade' ideas coming forth for future plans encompassing 'health and wellbeing',

Though this is still in concept stage the positive impact on local residents through health and well-being would be great as it will address recreation and leisure requirements of the residents, who live in some of the most densely populated townscape in the county. In addition it will create a flow along the coastline between the Margate Central and Cliftonville that will facilitate visitor movement.

8. SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Established destination with good name recognition; famous Margate Main sands • National attractions: Turner Contemporary & Dreamland Margate • Proliferating cultural scene: developing artist studios • High number of historic buildings: many Listed giving a unique character to the town • Attractive sandy beaches and chalk coastline provide a high quality of life to visitors and residents • The Old Town and Harbour Arm gives a strong historical focal point for Margate town: tourist destination and café culture • Train station a 2 minute walk to the Main sands • Strong historical associations and narrative: Turner, Emms, Keets, bathing machines, Dreamland, Dunkirk, • High number independent retailers and business within the town centres • Northdown Road, Cliftonville – longest independent shopping road in the country • Growing creative sector: galleries, artisans, designers, studios and digital media • Westwood Cross (a new town centre) on the outskirts of Margate 	<ul style="list-style-type: none"> • Peripherality: economic catchment area is limited as by the coastline running along its north-east to west borders • Town recovering from historical decline of tourism and traditional industries • Visitor renaissance focused on a relatively small area • Lack of visitor accommodation • Cliftonville is disconnected from Margate Central; hard for visitors to navigate around the town • Decline in High Street retailing: high vacancy rates and neglected properties • Historic buildings are expensive to maintain and several in poor condition; external • Poor public realm especially along seafront; salt, sand and the elements mean maintenance requirements are high • Littering, vandalism, graffiti • Traffic congestion and poor signage • Employment: lack of opportunities; growth of zero hour contracts & part-time working • Qualifications and skill levels are not meeting employers' needs • Wards with high levels of multiple deprivation

<ul style="list-style-type: none"> provides access to national retail chains • Cost effective area for business and living relocation relative to South-East • Wide variety of property style –Georgian, Regency, Victorian, art deco and modern • Domestic HS1 Service: under 80 minutes from St Pancras • Access to FE: East Kent College and HE: Canterbury Christchurch University campus: Broadstairs • Sports and leisure centre and football club • Available urban open space: Dane Park • Blue Flag beaches: good environmental and quality standards. • Access to national and international significant nature reserves and protected marine areas: North East Kent Marine Protected Area 	<ul style="list-style-type: none"> • Poor health of large sections of the population
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> • Growing trend to have holidays and long weekends in Britain and the rediscovery of the British seaside: • Scope to develop visitor offer: Old Town Hall, Dreamland cinema, Tudor House, Lido, Margate caves, Theatre Royal, Winter Gardens • Biodiversity of the area • Empty or underutilised large buildings, many on the seafront • Priority for government investment e.g. Coastal Communities Fund • The town's heritage is recognised as being nationally important- Dalby Square Townscape Initiative • Potential of the coastline and seafront • Walpole tidal bathing pool; largest in the country • Developing Neighbourhood Plan with growing partnership working through exiting partnerships and Coastal Community Team • Improved road links: proposed inner ring-round • Railways: improved signalling on the East Kent lines reduces travel times • Manston airport site • Changing work patterns; potential to attract more affluent in-migrants based on quality of life: house affordability, coastline • The new skills migrating into the town 	<ul style="list-style-type: none"> • Competition from other centres within East Kent • Growth of on-line shopping impacting further on High Street retailing • Public sector cuts, decline in major employers in the town and district • Another recession further impacting on private investment • Lack of resources to invest in public realm and other projects • Educational opportunities not meeting employers needs • Lack of growth in full-time employment opportunities • Some negative local perception of the town and district • Sea water quality: Blue Flag standards not being met due to one-off pollution incidents, road run-off and water treatment capacity not keeping pace of growing demand

9. 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
- The Kent and Medway Workforce Skills Evidence Base, September 2015
- Kent Public Health Observatory: Thanet CCG Locality Profile: Margate
- Office of National Statistics 2011 census: coastal Communities October 2014
- Kent County Council statistical area profiles

10. DELIVERING THE PLAN

10.1. Key Projects/Bodies of Work (high level description of discrete items required including timescales)

- **Small Entrepreneurs Encouragement** –develops an environment that nurtures and encourages entrepreneurship within the town
- **Our Retail Centres** – focuses on improving the appearance of the retail areas: street furniture, litter, parking, flower beds, lighting and working with businesses and volunteers to improve the appearance and offer through festivals and events to attract visitors.
- **Creative Cluster** – recognizes the importance of the creative sector to the continued regeneration of Margate. It supports the development of the existing ‘creative complexes’ and most importantly the creation of The Margate School and associated sustainable design incubator. The Margate School project the establishment of an independent internationally connected liberal arts school in the heart of Margate. It would offer post-graduate degrees, apprenticeships, short courses and incubation facilities.
- **A String of Pearls** – supports the creation of a strong spine of attractions running through Margate and Cliftonville. It focuses on the restoration of key properties associated with the rich history of Margate and bringing them back into full use to create vibrant and economically active hubs that will support economic activity around them. This builds on The Academy of Urbanism concept of A String of Pearls - to help define areas and overcome barriers to improving local neighbourhoods.
- **Seafront Upgrade** –includes two initiatives the creation of a Margate Coastal Park and the Seafront Approach Public Realm Improvements Scheme. These initiatives are linked to The Academy of Urbanism’s A String of Pearls concept. The Margate Coastal Park initially covers the five kilometers of coastline from Margate station to Palm Bay¹. It encompasses the clifftop public space with promenades and shelters to foreshore (low water mark). It aims to increase the recreation and leisure value of this public space by creating different zones of interest and use. The seven shelters will be re-purposed without changing their character creating hubs along the coastline; planting will be used introduce diversity to the landscape and define function. The Seafront Approach Public Realm Improvements Scheme focuses on the key approach from Margate Station to Turner Contemporary Gallery delivering a simple minimal and functional scheme that bring harmony to the frontage while providing appropriate facilities for visitors.

¹ http://www.samcauser.com/Sam_Causer_Dot_Com/Margate_Coastal_Park.html

- **Wayfaring and Wayfinding** – develops schemes for pedestrians that encourages visitors to explore the town beyond the prime visitor attractions, visit the less well known attractions and discover the hidden corners of the town and its rich history. It also addresses road signage the poor signage into and round the town and the need to declutter and repair current signage.

10.2 Short term goals and Actions

Please see Appendix A: Margate CTT Economic Plan 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:

1. Community and business engagement

- Workshops held to engage community with Margate CCT
- Engagement with stakeholders and commitment to action plan developed
- Civic Society Annual Town Pride Awards held

2. Small Entrepreneurs Encouragement

- MTT co-ordinator continues: a co-ordinator in place to support Pop-Up Margate and MTT activities: Measure of success: income from Pop-Up and delivery of planned activities
- Town Team: Cliftonville: feasibility study commissioned on the expansion of Town Team concept to Cliftonville: Measure of success: an informed decision can be made on the creation of a Cliftonville Town Team
- Vacant shops: landlords encouraged to splitting large units into smaller units and/or accepting alternative uses. Measure of success: vacant shops brought back into use
- Pop-Up Margate: continues to support local start-ups with supported affordable space. Measure of success: Pop-Up full and start-ups move on to more independent space.
- Business support: promote free business support through Growth Hub initiatives and Ageless Thanet workshops. Measure of success; take-up and customer satisfaction

3. Our Retail Centres

- Greening of centres continued and new 'unloved' spaces improved. Measure of success: more businesses participating in having planters; flower beds maintained
- Street cleanliness improved: Stakeholders identify ways to improve street cleanliness and enforcement: Measure of success: gum removed from the pavements: stakeholder engagement with an agreed programme to reduce littering and dog fouling
- Unauthorised vehicular access: Stakeholders identify ways to reduce unauthorised vehicular access to High Street: Measure of success: few vehicles obstructing High Street
- Enhanced decorative lighting @ Christmas: current decorative lighting issues resolved. Measure of success: current decorative lighting working.

4. Seafront Upgrade

- Margate Coastal Park: Living Spaces Workshop Held. Measure of success: outcomes from engagement feed into the process, and

greater awareness of concept.

- Margate Coastal Park: analysis of proposed coastline – Nayland rock to Palm Bay. Measure of success: Report produced 2016.

5. Creative Cluster

- A Margate Art School: The Margate School –
 - Further TMS feasibility work in terms of location and potential impact and benefits for Margate completed and updated report produced.
 - Piloting TMS/ ESADHaR collaborative provision with community activity with around 20 ESADHaR students.
 - Feasibility work for TMS Sustainable Design Incubator in terms of demand and wider Margate provision (stakeholder engagement) with associated reports. Possibility of securing 4-6 student engineering interns to undertake review of empty premises.
 - Event held around FabLab/Maker and similar networks such as Hackerspace/GAMBIT with a view of embedding The Margate School and other providers within relevant networks.
 - Measure of success: TMS and ESADHaR can make an informed decision on developing the next stage of the art school

6. A String of Pearls

- Victorian Shelters refurbished: community response to repaint TS Eliot's shelter developed. Measure of success: community commit to programme of action
- Theatre Royal: new operator appointed. Measure of success: stakeholder work together to develop grant application to secure the theatre's future

7. Wayfaring and Wayfinding

- Pedestrian: new signs installed in Margate and a proposal developed for Cliftonville. Measure of success: improved signage to navigate. Stakeholder agreement for for Cliftonville proposal

10.3. Medium term goals/actions 6 months to 5 years

Please see Appendix A: Margate CTT Economic Plan 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:

Small Entrepreneurs Encouragement

- Margate co-ordinator. Measure of success: Margate Town Team flourishes and develops strong capacity to develop projects and employ a co-ordinator
- Vacant shops brought back into use – alternative uses. Measure of success: reduced number of vacant shops
- Town Team Cliftonville: Measure of success: Cliftonville has embedded the Town Team concept, which is delivering an agreed programme of action
- Pop-Up Margate concept – expanding to an additional unit Measure of success: an informed decision can be made on the project

- Pop-Up Cliftonville – feasibility of concept in Cliftonville. Measure of success: an informed decision can be made on the project

Our Centres -

- Greening of centres continued and new ‘unloved’ spaces improved. Measure of success: public green places adopted by volunteers and maintained, local businesses participating and supporting volunteers
- Improved cleanliness - Community and businesses work with TDC to maximize effectiveness of available resources. Measure of success: streets have reduced litter, graffiti and dog fouling
- Street furniture – audit completed with assistance of volunteers and issues identified. Measure of success: baseline created and stakeholders engaged with an agreed programme of improvements.
- Programme of festivals and events. Measure of success: coordinated programme of festivals and events that engages locals and supports the visitor economy
- Decorative lights – trader and resident supported schemes with supporting media initiatives. Measure of success: community led sustainable decorative lighting initiatives

Seafront Upgrade – encompasses two initiatives the creation of Margate Coastal Park and the Margate Approach Seafront Public Realm Improvements Scheme

- Margate Coastal Park: engagement with public and key stakeholders to develop concept. Measure of success: Concept developed and informed decision can be made on the realization of the concept
- Margate Seafront Approach Public Realm Improvements Scheme: stakeholders meet to investigate the feasibility Margate Seafront & Station Approach Public Realm Improvements Scheme Development & Stakeholder Engagement Report 2011 within the current budget constraints. Measure of success: an informed decision can be made on the future of the project

Creative Cluster -

- The Margate School – The funds are raised to enable the seven year business model to progress. Measure of success: The Margate School establishes itself as an independent internationally connected liberal arts schools in the heart of Margate offering post-graduate degree courses, apprenticeships, short courses and incubator facilities

A String of Pearls

- ‘A string of pearls’ is created along the coastline and into the town and Cliftonville formed of attraction connected by quality public space. Measure of success: key properties revitalized and the coastal promenades enhanced and green spaces protected and improved to encourage community use and diversity of fauna and flora
- Margate Cave - BLF phase 2 application submitted and successful. Measure of success: funds raised, caves being restored to enable public access and community facilities improved.
- Tudor House and Malting Barns restored – strategic plan developed and agreed. Measure of success: informed decisions can be made on the future of the buildings
- Old Town Hall revitalized – strategic plan developed for a sustainable future for the building, including museum. Alternative management of museum investigated and funding sought to improve it. Measure of success: informed decisions can be made on the building and museum and funding identified.

- Theatre Royal with a sustainable future. Measure of success: an informed decision can be made on the renovation of the theatre and future direction of the theatre
- Dreamland Cinema complex refurbished phases I & II completed and operating, and phase III initiated. Measure of success: usage, visitor numbers, and income
- The Winter Gardens renovation. Measure of success: an informed decision can be made on the future of the project
- Lido site project. Measure of success: underutilized site brought back into use. Listed areas restored
- Fort Hill. Measure of success: Derelict site: brought back preferably into commercial use.

6. **Wayfaring and Wayfinding –**

- Improved wayfaring and wayfinding: pedestrian - information captions installed. Measure of success: famous opinion formers and artists celebrated
- Improved wayfaring and wayfinding Margate Station – ticket hall repainted using heritage colours, art installation installed and improved visitor information. Measure of success: station refurbished and ‘announces that Margate is where art is happening’.
- Connective pedestrian routes: alleyways - stakeholders engaged and commit to improving local connective alleyways. Measure of success: re-opening of alleys and reduced anti-social behavior

10.4 PERFORMANCE MEASURES

Please see Appendix A: Margate CTT Economic Plan 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.

- Jobs created
- New start-ups created
- New planters and flower baskets installed
- Street furniture improvements
- Public and green space enhancements
- Derelict buildings bought back into use
- Buildings refurbished
- Engagement opportunities for the residents and businesses
- Investment: public and private
- New visitor attractions opened
- Visitors numbers
- Shop vacancy rates within the town centre

10.5 LONG TERM GOALS AND ACTIONS

Please see Appendix A: Margate CTT Economic Plan Action Plan for more detail. Some of the projects identified in medium term goals for example Margate coastal Park will go beyond the 5 year medium term; however, they are long term actions.

Our long term goals are to:

- MCCT established itself as a constructive the partnership that endorses the delivery of the vision for Margate
- Sustains the 'Margate Momentum' to revitalize the town's economy into an innovative and self-sustaining success
- To make Margate a vibrant, attractive and safe place for its residents and visitors
- Celebrate and protect the heritage of our town
- Build an economic environment where the community endeavor and private investment are the primary impetus for the town's future development

10.6. 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

10.7 RESOURCES

Please see Appendix A: Action Plan for more detail. Below is a summary.

Resources required for each project will come from a range of partners, utilizing 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:

- Margate Coastal Community Team
- Margate Town Team
- The Margate Civic Society
- Thanet District Council
- Kent County Council
- The Margate School
- Property owners and tenants
- Local business community

- Local community and volunteer organisations
- Southeastern Railways
- East Kent College and Canterbury Christchurch Canterbury University
- University of Kent
- Design Southeast
- A Better Cliftonville
- Cliftonville Partnership
- Cliftonville Traders.

10.8 COSTS

Each project will have a project plan that details the costs of each element of the project and potential sources of funding. These will be outlined in the project schedule when known.

10.9 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.

10.10 FUNDING

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

- Coastal Community Fund
- Local Growth Funding
- Partners e.g. Kent County Council, Ramsgate Town Council, Thanet District Council, Ramsgate Town Team
- Heritage Lottery Fund
- Big Lottery Fund
- Section 106
- Private investment
- Crowd sourcing, sponsorship and small grants

10.11 MAXIMISING RESOURCES

Margate 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 endeavor 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 Ramsgate Coastal Community Team and through the Thanet umbrella group.

11. COMMUNICATIONS

11.1 CONSULTATION

The Margate Neighbourhood Plan Forum is well established and organises public consultations – the Plan itself will be going out for Referendum later in 2016 and the Coastal Community Team objectives will be explained further then. The Forum will be the principal agent for public consultation on a regular basis.

11.2 COMMUNICATION AND ENGAGEMENT WITH PARTNERS AND OTHER BODIES

Margate Coastal Community Team is part of the Thanet Towns Coastal Community Teams, which operates as an umbrella group for the three Thanet Coastal Teams: Margate, Broadstairs & Ramsgate. TDC as the accountable body for all three teams and will meet the cost of the administration of the umbrella group. TDC is represented on Margate Coastal Community Team and also provides a named officer to support the individual Coastal Communities Teams. TDC will provide DCLG with regular monitoring and progress reports and invites to visit the towns to review progress on the ground.

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

Key Strategic Partners will include Kent County Council, Homes and Communities Agency, SELEP, South Eastern Railways, Stage Coach, East Kent College, Canterbury Christ Church University and University of Kent.

11.3 COMMUNICATION WITH THE COMMUNITY

The team has strong community representation through its membership:

- Margate Charter Trustees consists of the elected District Councillors in Margate (represented by the Deputy Mayor on the CCT.)
- Margate Civic Society consists of some 200 members.
- Margate Town Team is run by volunteers and holds regular open meetings with local traders.
- Margate Neighbourhood Planning Forum has a Steering Group and over 21 'subscribers' to conform with statutory recognition requirements.

The members link with a wide range of organisations and groups that are conduits for information dissemination. All the major parties to the Coastal Community Team (Margate Charter Trustees, Margate Civic Society, Margate Town Team, Margate Neighbourhood Planning Forum) have established websites and a very simple one page site for the Margate CCT is all that is required.

Margate Town Team holds regular public engagement meetings as does the Neighbourhood Planning Forum and Margate Civic Society

Thanet District Council website has its own Local Plan and Neighbourhood Plan page..

An Annual Report on progress and achievement will be published and an AGM held as with any constituted body. The Report will be sent to all stakeholders as a matter of course.

11.4 LOGISTICS

12 LOGISTICS

12.1 MANAGEMENT OF THE TEAM

- Margate CCT will meet quarterly to consider fresh initiatives and review progress.
- Minutes will be produced and circulated to stakeholders.
- Margate Coastal community team will send representatives to the umbrella group, Thanet Towns coastal Community Teams
- The Team will be developing terms of reference

Depending on the outcome of the UKC Report on Cliftonville a separate but subordinate 'Cliftonville Town Team' may be set up for that area comprising of A Better Cliftonville, Cliftonville Partnership, Cliftonville Traders.

12.2 SUPPORT STRUCTURE

Margate Coastal Community Team is supported by all its members. 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.

The commitment of the local government provides long term stability to the team and will enable the partnership to sustain the development and delivery the proposed programme of action.

12.3 COSTS

It is not envisaged that there will be any significant costs involved in the operation of the CCT as all members are giving freely of their time. At present the MNPF is already financed from Locality funds though this support may change in time.

12.4 AREAS OF SPECIFIC INTEREST

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

- Coastal natural environment / coastal parks
- Tourism
- Entrepreneurialism
- Creative industries
- Heritage buildings
- Place making
- CIC or similar vehicles to tackle and revitalize key properties.
- International links
- Education: English foreign language schools / Art Schools



**Minister for Coastal Communities Mark Francois joyriding on the Dreamland Scenic Railway March 2016
Upwards Downwards & Onwards !**

Appendix A: Action Plan

This action plan incorporates four overarching Themes to regenerate the Coastal Community of Margate:

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's heritage and culture

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

Diversifying the offer within the town centres

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

Improving connectivity of the town

- Improving wayfaring and wayfinding into and within the town
- Realising the 'A string of Pearls' concept
- Strengthening the recreation and leisure capacity of coastal corridor
- Refurbishment of the station and visitor entry points:

Key stake-holders

BM – Blooming Margate

CAAG - Margate Conservation Area Group

CP – Cliftonville Partnership

CTA – Cliftonville Traders Association

DM – Dreamland Margate

DSE - Design South East

ESADHaR – L'École Supérieure d'Art et Design Le Havre-Rouen

EGM - Economic Growth Management Ltd
FabLab - FABLab Network,
FMC – Friends of Margate Cave & Margate Caves Education Trust
FoM – Friends of Margate Museum
KCC – Kent County Council
MACH – Margate Art Culture Heritage project
MCS – Margate Civic Society
MCS Margate Civic Society
MCT – Margate Charter Trustees
MNPF – Margate Neighbourhood Planning Forum
MTA – Margate Traders
MTT – Margate Town Team
NCSACA - National Creative Skills Academy and Creative Apprenticeships.
RS - Resort Studio
SC - Sam Causer, Carlos Maria Romero and Charles Gonzales
SE – Southeastern Railway
TC – Turner Contemporary
TDC – Thanet District Council
TMS – The Margate School
TKA - Theis & Khan Architects
UoK – University of Kent
YL – Your Leisure

Key to Action plan timescales

Action within 6 months
Action within < 5 years

Key for cost range: £ = <£10k; ££= ~£50k, £££ = ~ £100K, ££££ = ~£500k, £££££ = £1 million+

Theme 1: An attractive place to visit and live in

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"> • Civic pride • Volunteering • More attractive town 	<ol style="list-style-type: none"> 1. Workshops held to engage community with Margate CCT: action plan 2. CCT members work with stakeholders (retailers, cultural sector, free holders and landlords, leaseholders, community groups, TDC & KCC) to engage and develop local commitment to a programme of action 3. Civic Society Annual Town Pride Awards 	<p>2016</p> <p>2016</p>	<p>CCT Margate: MNPF, MTT, TDC, KCC, MTA, CTA, MCS</p> <p>MCS</p>	<p>CCT £</p> <p>KCC supported</p>
	Seafront Upgrade			
Margate Coastal Park Benefit: <ul style="list-style-type: none"> • Health and well-being • Visitor exploration • Quality of life; quality public space • Civic pride 	<ol style="list-style-type: none"> 1. Living Spaces Workshop held 2. Analysis of coastline report produced 3. Concept developed 	<p>2016</p> <p>2016</p> <p><5 years</p>	<p>TDC, DSE UoK, SC</p>	TDC
	Small Entrepreneurs Encouragement			
Margate co-ordinator continues Benefit: <ul style="list-style-type: none"> • Engagement in local area • Volunteering • Civic pride 	<ol style="list-style-type: none"> 1. Continue the part-time Margate co-ordinators role: Pop-Up, events, business liaison, MTT administration 	2016 onwards	MTT , businesses, traders and community	MTT, sponsorship, community levy, external grants: BLF, KCC members. £
Town Team: Cliftonville Benefit: <ul style="list-style-type: none"> • Engagement in local area • Volunteering • Civic pride 	<ol style="list-style-type: none"> 1. Investigate the feasibility to expand the Town team concept to Cliftonville: community engagement, fund-raising, POP UP, project delivery, 	2016	UKC , CP ABC, CTA	CCT £
	Our Retail Centres			
Greening of centres continued and new 'unloved' spaces improved Benefit: <ul style="list-style-type: none"> • Civic pride • Volunteering 	<ol style="list-style-type: none"> 1. Volunteers continue their work in the High Street, Margate 2. Shops encouraged to have planters 3. New 'unloved' green spaces identified 4. Galvanise local people to adopt and care for them 	<p>2016</p> <p>2017</p>	<p>Blooming Margate Group, MTT, MTA, CTA, retailers</p>	<p>Donations, grants, shops, sponsorship £</p>

<ul style="list-style-type: none"> • More attractive public realm 				
<p>Street cleanliness improved in town centre; littering and dog fouling combated*</p> <p>Benefit:</p> <ul style="list-style-type: none"> • More cared for appearance • Civic pride 	<ol style="list-style-type: none"> 1. Meetings held with TDC and stakeholders to discuss ways to continue to improve street cleanliness and enforcement within constraints of budgets. 2. Intensive deep clean of High Street completed: gum removal 	2016	<p>MTT, MCT, MTA, CP, TDC</p> <p>TDC. MTT, MCT</p>	To be confirmed
<p>Enforce controls on unauthorised vehicular access</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Pedestrian safety • Reduced illegal parking 	<ol style="list-style-type: none"> 1. Meeting held between TDC, KCC, MCT & MTT to identify ways to improve enforcement in High Street within budget constraints 	June 2016	TDC, KCC, MTT, MCT	To be identified
<p>Improved street furniture*</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Improved appearance • Civic pride • Remove unnecessary obstacles 	<ol style="list-style-type: none"> 1. Audit of street furniture carried out by volunteers 2. Meeting held with TDC, KCC & MTT to discuss issues and identify ways to improve street furniture within budget constraints and utilising alternative funding sources 	< 5 years	MTT, TDC, KCC, CAAG volunteers	Crowd sourcing & sponsorship ££
<p>Improved programme of festivals & events</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Community involvement • Civic pride • Footfall to town centre • Celebration of local talent • Extension of season 	<ol style="list-style-type: none"> 1. Margate Event Committee: co-ordination of dates 2. Two festivals: Family Fun day & Christmas Fun day and market organised by MTT 3. Civic events: Blessing of the Seas, Remembrance Sunday, Armistice Day, Mayors Civic Service, Trafalgar Day, Salvation Army Remembrance Service, Battle of Britain Day, Mayors Ball, Mayors Retiring Ball, Civic Society Civic Day 4. Development of festivals that bring visitors to the Margate such as GEEK, CAMR beer festival, Jazz, Looping the Loop, Carnival, Pink & Literary 5. Turner Contemporary extends art offering outside the gallery: Turner Waste Land Community Project (T S Eliot Exhibition) 	<p>2016</p> <p><5years</p>	<p>Margate Event Committee: events reps</p> <p>MTT, MTA, retailers, local groups</p> <p>MCT. Local groups</p> <p>Individual organisations</p> <p>Turner Contemporary & volunteers</p>	<ol style="list-style-type: none"> 2. Pitch fees, TDC events grant, sponsorship, donations 3. MTC Precept 4. Grants, sponsorship, donations <p>££</p>
<p>Enhanced decorative lighting @ Christmas</p>	<ol style="list-style-type: none"> 1. Current decorative lighting issues resolved in High Street 	2016	MTT,	Local businesses, property owners, crowd sourcing,

Benefit: <ul style="list-style-type: none"> • Civic pride • 'go and see the lights' increased footfall 	2. Engage with traders to support #lightingupmargate/cliftonville initiatives: cohesive look with shops having lights round their windows, blue lights strands installed on buildings 3. Develop media initiative that people can join #lightingupmargate/cliftonville	2017 2017	MTA, businesses and residents, KCC	sponsorship KCC members grants £
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*subject to discussion with partners

Theme 2: Celebrating the town's heritage and culture

Outcome	Project: actions	Time scale	Stakeholders	Funding
	A String of Pearls			
Re-opening of Margate Caves Benefit: <ul style="list-style-type: none"> New attraction New community and education space 	1. Complete the BLF development phase 2. Submit phase 2 of BLF application	2017	FMC	BLF Development grant £26,000
Tudor House revitalised and Malting Barns restored Benefit: <ul style="list-style-type: none"> Key attraction Tudor House and barns brought back into use 	1. Develop strategic plan for the site to ensure sustainable future of Tudor House as an attraction and development of barns to support it such as artisan workshops.	2017	TDC	To be confirmed HLF and private investment
Victorian Shelters refurbished Benefit <ul style="list-style-type: none"> Iconic structures on the coastline All season seating 	1. The Nayland Rock, a listed shelter – known as TS Eliot's shelter: is in need of TLC. Develop a community response to the need to repaint the shelter #The Wastelands after the poem he wrote there.	2016	MTT, MCT, MCS, CAAG and community	Donations, sponsorship, grants £
Old Town Hall revitalised: Benefit: <ul style="list-style-type: none"> Key attraction in Old Town Improve care of collection and accessibility Increase flexibility of the space: exhibitions & event space Engaging visitors with Seaside history and social history 	1. Develop strategic plan for the Old Town Hall including museum to ensure sustainable future 2. Investigate the feasibility of a charitable trust taking on the operation of the museum 3. Make HLF and Art Council applications to refurbish the museum, update the display, strengthen trust and develop an engagement programme	<5 years	TDC, volunteers	TDC TDC HLF, Arts Council bid ££££
Theatre Royal with a sustainable future Benefit: <ul style="list-style-type: none"> Key culture facility Engage community with culture 	1. New operator appointed to take on the development of the historic Theatre 2. Operator, TDC and stakeholders to develop project to renovate Theatre to increase viability, improve offer and community engagement	Sept 2016 <5 years	TDC, The Theatre Trust, KCC	Private investment, HLF, Arts Council £££££

<p>Dreamland Cinema complex refurbished</p> <p>Benefit</p> <ul style="list-style-type: none"> • Key culture facility • National visitor attraction • Events and festivals 	<ol style="list-style-type: none"> 1. Dreamland Phase I refurbishment completed and operating 2. Dreamland Phase II refurbishment completed and operating 3. Dreamland Phase III initiated 	<p>2016</p> <p>2017</p> <p><5 years</p>	<p>TDC, TDT, SHL</p> <p>TDC</p> <p>TDC</p>	<p>HLF, CCF, private investment</p>
<p>The Winter Gardens renovation*</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Largest entertainment venue and conference centre for the district • Attracts more events and conferences • Reduced public subsidy 	<ol style="list-style-type: none"> 1. Winter Gardens: an aging Victorian building needing refurbishment to meet modern requirements 2. Meet with stakeholders to discuss issues and develop way forward within budget constraints 	<p><5 Years</p>	<p>TDC, Your Leisure, KCC</p>	<p>To be decided</p> <p>£££££</p>
<p>Lido site project</p> <ul style="list-style-type: none"> • Prominent site • Empty building on the seafront brought back into use • Regeneration of promenade Cliftonville 	<ol style="list-style-type: none"> 1. Under-utilised site with listed areas brought back into full use 	<p><5 years</p>	<p>Owners, TDC</p>	<p>Private investment</p>
<p>Fort Hill</p> <p>Benefit</p> <ul style="list-style-type: none"> • Prominent site • Empty building on the seafront brought back into use • Regeneration of link between Old Town and Cliftonville 	<ol style="list-style-type: none"> 1. Derelict site: brought make into commercial use 	<p><5years</p>	<p>TDC</p>	
<p>Royal Sea Bathing</p>	<ol style="list-style-type: none"> 1. Brought into use as a community and cultural centre of All Souls, Bolton 	<p>>5years</p>	<p>CoE</p>	<p>TBC</p>
Wayfaring and Wayfinding				
<p>Historic information boards improved benefit</p> <ul style="list-style-type: none"> • Margate's history celebrates • Civic pride • Visitor experience improved 	<ol style="list-style-type: none"> 1. Current historic boards refurbished and content refreshed 2. New historic boards installed and new content designed and produced 	<p>2018</p>	<p>MCS TDC</p>	<p>HLF</p>

Fun fibreglass animals Benefit <ul style="list-style-type: none"> • Celebrate Thanet's wildlife • Visitor experience • wayfaring 	<ol style="list-style-type: none"> 1. Project concept developed 2. Community workshops 3. Designed 4. Production 5. Installation 	<5 Years		Art Council/BLF
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*subject to discussion with partners

Theme 3: Diversifying the offer within the town centres

Outcome	Project: actions	Time scale	Stakeholders	Funding
	Small Entrepreneurs Encouragement			
Landlords bring vacant shops back into use Benefit: <ul style="list-style-type: none"> Fewer vacant shops Diversification of town centre Encourages new businesses 	<ol style="list-style-type: none"> MTT liaises with landlords to encourage alternative uses for their premises: artist studios, community facilities MTT encourages landlords to split larger units into smaller units suitable for start-ups 	2016	MTT, landlords, TDC	Private investment
Pop-Up Margate concept Benefit: <ul style="list-style-type: none"> Large retail unit occupied Diverse offering Cheap start-up space Spin-out of business into larger premises 	<ol style="list-style-type: none"> Pop-Up Margate shop continues to operate in the High Street Units offered to local start-ups at reasonable rates Local start-up supported in developing their businesses 	2016	MTT, landlords	MTT £
	<ol style="list-style-type: none"> Investigate the feasibility of taking on another unit: artist studios, retail 	2017		
Pop-Up Cliftonville initiated: Benefit: <ul style="list-style-type: none"> Large retail unit occupied Diverse offering Cheap start-up space Spin-out of business into larger premises 	<ol style="list-style-type: none"> Investigate the feasibility of taking on another unit: artist studios, retail 	2017	To be agreed	To be agreed
Encourage up-take of free businesses support available to pre-starts and businesses Benefit: <ul style="list-style-type: none"> Increase in start-ups & survival rate Businesses growth: employment 	<ul style="list-style-type: none"> Engagement with Growth Hub workshops and 1:1 session Promote Ageless Thanet start-up workshops for the over 50s 	2016	TDC, Ageless Thanet, Kent Invicta Chamber of Commerce	Growth Hub Ageless Thanet

	Creative Cluster			
<p>The Margate School: situated in the High Street*</p> <p>Benefit:</p> <ul style="list-style-type: none"> Reinforces 'creative cluster' Skill development opportunities for local people Utilisation of empty or underutilised buildings Brings students into the town centre National and international profile 	<ol style="list-style-type: none"> Further feasibility work completed on locations and potential socio-economic impact of TMS Pilot TMS/ESADHaR collaborative provision Feasibility work on demand for TMS Sustainable Design Incubator: demand and local provision (stakeholder engagement) 	2016	<p>TMS, ESADHaR</p> <p>Private institutions, community, KCC & TDC</p>	CCT £
	<ol style="list-style-type: none"> Event around FabLab/Maker concept TMS project proceeds to enable the delivery of the seven year business model 	2016 <5years	<p>TMS</p> <p>TMS, ESADHaR, TKA, KCC & TDC</p>	CCT / grant/ private Private donations, Corporate philanthropy, Charitable trusts, art specific funding, education funding, Public sector, LEP, other government funds; EU £££££
<p>Support creative clusters: development and expansion</p> <p>Benefit:</p> <ul style="list-style-type: none"> Reinforces 'creative cluster' Studio space 	<ol style="list-style-type: none"> Resort Studio: sustainable expansion model 	2017	Resort Studio	To be identified

Theme 4: Improving connectivity of the town

Outcome	Project: actions	Time scale	Stakeholders	Funding
	Wayfaring and Wayfinding			
Improved wayfaring and wayfinding: pedestrian Benefit: <ul style="list-style-type: none"> Improved visitor experience Increased visitor footfall around Margate Increase connectivity between entry points, seafront, High Street; and Margate town centre to Cliftonville 	1. Agreed wall-signs installed 2. Develop proposal for Cliftonville 3. Produce factual information captions to celebrate famous opinion formers and artists inspired by Margate 4. Engage stakeholders on development of further initiatives	2016	TDC, MTT, property owners, MCS, MACH, Resort Studios	MACH, TDC, MTT, Arts Council ££ ££
Improved wayfaring and wayfinding: station Benefit: <ul style="list-style-type: none"> Positive statement to users of the station Projection of 'Margate where art happens' 	1. Ticket hall refurbished in heritage colours: grant application submitted 2. Margate Station Art project brief agreed and commissioned 3. Improve information at the station for visitors	2016	Southeastern Railway MTT, TDC, Turner Contemporary, Dreamland Margate	Southeastern railway are applying for a heritage grant MACH, TDC, MTT £££
Connective pedestrian routes: alleyways Benefit: <ul style="list-style-type: none"> Improved permeability: Old Town to High Street & seafront to High Street 	1. Andrews Passage reopened: meeting with KCC, MTA, TDC, MTT to the discuss issues and timescales 2. Market Square to High Street re-opened: meeting with developer to ascertain completion of building work & re-opening of passage 3. Herbert Street to High Street: meeting with KCC, MTA, TDC, MTT to the discuss issues and ways to improve	2016 <5 years	KCC, TDC, MTA, MTT, owners, developer	Private/public investment, KCC £££ Private investment TDC, KCC, MTA
	A String of Pearls			
Attractions create 'a string of pearls' through Margate and Cliftonville Benefit: <ul style="list-style-type: none"> Encourages visitor exploration Supports regeneration into Cliftonville and the 	1. Key sites with potential: The Lido, Old Town Hall, Thanet Press, The Winter Gardens, Margate caves, Tudor House and barns, Theatre Royal, Victorian shelters, beach café facilities	<5 years	TDC, developers, owners, third sector, CAAG, MNPF	Private investment, public funds, BLF, HLF

hinterland of Margate • Increases visitor stays				
	Seafront Upgrade			
Margate Seafront Approach Public Realm Improvements Scheme* Benefit: • Improved pedestrian space and linkage between station and town centre • Reduced traffic along seafront	1. Meeting with TDC, Kent, MTT, MCAAG about the issues and feasibility of the Margate Seafront & Station Approach Public Realm Improvements Scheme Development & Stakeholder Engagement Report 2011 within the current budget constraints 2. Develop consensus on improvements to the seafront and public realm 3. Seafront improvements scheme implemented	2016 <5 years > 5 years	KCC, TDC, MTT, MCAAG	To be determined £££££
Margate Coastal Park Benefit: • Improved recreation & leisure space: health and well-being • Encourage visitor exploration • Support regeneration into Cliftonville	1. Engagement with public through the NPF consultation process 2. Coastal promenades, shelters and green spaces protected and enhanced to encourage community recreation use and diversity of fauna and flora 3. Incorporated into the Margate Neighbourhood Plan	2016 2017	MNPF	MNPF

*subject to discussion with partners

APPENDIX C

Note on The Margate School Ltd (A Community Interest Company)

This is a liberal arts school development that incorporated as a not-for-profit in 2015

- it will build on the arts education heritage of Margate
- it will maintain the 'creative cluster momentum' deriving from Turner Contemporary
- it will at least partly compensate for the loss of quality employment from the Deaf School and help restore overall 'social balance' with teaching jobs that further attract 'creatives'
- it will contribute to 'international image' through summer schools with European links thus boosting the local economy
- it will utilise long vacant central 'public spaces' eliminating 'anti-tourist eyesores'
- it will be able to grow 'organically' round the town dispelling the 'evening ghost town' problems
- it will outreach to local youth with classes in 'digital creativity' which can be held away from any main sites in 'difficult' areas and take advantage of 'online courses' (from e.g. FutureLearn on 'animation') engaging community-spirited creative professionals
- it will forge links with the local further education college in the development of 'outreach'
- it will contribute enormously to the 'cafe culture' and retro-retail scene and generally liven up the town as somewhere where there is 'always something going on' working hand in glove with Turner Contemporary and the Margate Town Team to make Margate a fun place to live in and visit – often

TMS has the support of local and international entrepreneurs, designers, artists and academics as well as political encouragement. It has already established a collaborative agreement with an art school based in Normandy with further art and design school and university collaborative links in London, Brittany, Cyprus, The Netherlands and Canada. An advisory board needs to be developed with international, national and local representation.

An associated development is the **TMS Sustainable Design Incubator** which is integral to the overall business objective and delivery plan. The incubator will be a direct contribution to moving Margate towards the knowledge and digital economy with direct links to an international design community and the FabLab network, such as in Le Havre and Plymouth. It will provide designer start-up opportunities, design apprenticeships and feed into a local quality creative design supply pool and as such can contribute to a robust local circular economy. It will serve as an initial destination for both local and potentially international design, engineering and technology graduates. A scoping study needs to underpin the concept, including the identification of suitable premises within Margate.

Further projects

Thinking beyond the 5 year horizon, the Team is well aware of the need to bring large public and central sites back into use. The dereliction around Arlington Square is out of the Team's hands (though perfectly good 'piazza' scenarios have been proposed in the past) but there are other projects which are open to initiatives :

1 Royal Sea Bathing Chapel

The Margate Civic Society was impressed by what had been achieved at All Souls Bolton by the community. The 10 year project was recognised at the Civic Voice National Design Awards 2015 as a supreme example of multi-faith localism in action. The Chapel could also be transformed over maybe a 7 year timescale and add to Margate's exponential growth with a cultural centre (for example as a permanent local artists such as Christopher Alexander gallery cum a museum of 'sea bathing and valetudinarianism') as well as a more general community gathering place. Close liaison with the Churches Conservation Trust/Heritage Lottery Fund is required.

2 The Old Town Hall

Margate does not make enough of its adopted son J M W Turner (some visitors may think Turner Contemporary is connected with Joseph Turner the Shirtmaker – what is there to disabuse them ?) Rochester's Guildhall exploitation of Charles Dickens is something to model on. Margate has a substantial Georgian/Early Victorian built heritage and history. It needs a home.

3 Fort Road Hotel

Now derelict but capable of restoration in a prime tourist position overlooking Margate Bay. The local economic climate is much changed since plans were unveiled 3 or 4 years ago. Margate needs more 'boutique' hotels and the mooted Rendezvous 100 bed accommodation is out of proportion and seemingly going nowhere. It has been suggested by the Margate Town Team that this building could partially be reactivated as a cookery school for Kent produce.

4 The Lido

This has been proposed by the Neighbourhood Plan heritage consultant as the nucleus of a 'thalassotherapy' centre – catering for the 'international silver generation' and providing apprenticeships. To be explored.

5 The Winter Gardens

Have demonstrated their usefulness in the established of the annual GEEK Fair and Planet Thanet Beer Festival. This can be built on as a weighty contribution to Margate's year-round appeal. The Coastal Community Team needs to apply its thoughts to 'expansion'.