



RAMSGATE COASTAL COMMUNITY TEAM: AN ECONOMIC PLAN FOR RAMSGATE: UPDATE SPRING 2018

1 Introduction

Ramsgate Coastal Community Team (RCCT) has reviewed its Economic Plan 2016 and prepared an updated report.

Active members of RCCT are Ramsgate Neighbourhood Plan Group (RNPG), Ramsgate Town Council (RTC), Ramsgate Town Team (RTT), the Ramsgate Society (RS) and Thanet District Council (TDC). Ramsgate Regeneration Alliance is also represented.

RCCT's Economic Plan sits alongside TDC, KCC and LEP strategies and links to the development of Ramsgate Heritage Action Zone and Ramsgate Neighbourhood Plan.

A Commonplace online survey from March to May 2017 confirmed the community's view of the strengths, weaknesses, opportunities and threats identified in the SWOT analysis included in the Report. Little has changed but the District Council has begun to introduce measures to address some problem areas.

2 What has changed since Spring 2016?

- The area covered by the Economic Plan has been increased. The corridor from the harbour through the town centre has been extended to the Grade I listed St Laurence Church, taking in Ellington Park and the route to the railway station and extending outwards to cover other important town centre locations. The stretch of seafront included in the plan has been extended to the full stretch of Ramsgate's coastal fringe.

- In March 2018, Historic England awarded Heritage Action Zone status to the whole of Ramsgate. This five-year programme will use the historic environment to stimulate and support economic, social, and cultural regeneration in Ramsgate. RCCT is one of the partners in the HAZ along with Historic England and Thanet District Council (TDC). A full-time Programme Manager has been appointed for the duration of the project.
- Ellington Park was awarded a Stage One grant by the Heritage Lottery Fund to begin restoration work.
- Members of Thanet District Council voted against adopting the Draft Local Plan. The Secretary of State is to intervene.
- Thanet District Council has undergone a series of re-organisations, with the latest effective from 1 April 2018.

3 What been achieved since Spring 2016?

- RCCT is unfunded but continues to receive support from RTC and TDC officers, and from community volunteers. The original £10,000 grant from DCLG has been expended along with £50,000 from the Coastal Renewal Fund shared between Ramsgate Town Council and the Ramsgate Society.
- RCCT drafted the successful HAZ application.
- In conjunction with the HAZ, a Dutch-funded exploration of the Rooswijk, an historic wreck on the Goodwin Sands, operated out of Ramsgate and attracted visitors to public exhibitions in the summer of 2017.
- Ramsgate Town Council (RTC) commissioned a Commonplace survey, funded by Awards for All, to find out how people felt about the town. An invitation to participate was sent to every household in Ramsgate. The results of this online survey will inform both the Ramsgate Neighbourhood Plan and the Economic Plan and will be shared with Ramsgate Town Council, Thanet District Council and Kent County Council.
- The Ramsgate Society, Ramsgate's Civic Society and one of the members of RCCT, set up Ramsgate Heritage & Design Forum (RHDF) in partnership with Ramsgate Conservation Area Action Group. Individual members have experience of planning and conservation and include architects, landscape architects, and town planners.

- An historic, and formerly derelict, building in the vicinity of the harbour has been restored by JD Wetherspoon and opened for business in August 2017. The Grade II listed Royal Victoria Pavilion is Wetherspoon's largest site and is being marketed as visitor attraction.
- TDC has been in negotiation with the owners of a development site commonly known as 'Pleasurama' and regarded as a blight on the seafront. Planning permission was granted in 2004 but work has stalled.

But ...

- RCCT was not successful in its bid for Round 4 of the Coastal Communities Fund although it did reach the second stage. This means that one of the projects included in the Economic Plan, a business centre, has been lost, at least in its original form.
- Hornby abandoned plans to build a visitor centre in Pier Yard.
- Ramsgate's Main Sands lost their Blue Flag status for 2017.
- The future of the former airport site to the north of Ramsgate is still undecided.

4 What is happening now?

- RCCT continues to meet regularly and is working with TDC on the development of potential projects for inclusion in an application to the Coastal Community Fund, Round 5.
- Three members of RCCT sit on the Programme Board for Ramsgate Heritage Action Zone (HAZ). Thanet District Council (TDC) is the Accountable Body.
- Ramsgate HAZ is developing a five-year programme of activities in conjunction with Historic England. The programme will include opportunities for skills training and community volunteering. The HAZ area covers the whole of Ramsgate, not just conservation areas.
- Ramsgate Neighbourhood Plan Group is continuing to develop its Neighbourhood Plan for the whole of Ramsgate:
 - Ramsgate Heritage and Design Forum has agreed to draft a Design Code that will be the key policy for the Neighbourhood Plan.
 - Ramsgate Town Council commissioned a Commonplace survey to inform the development of the plan.

- Ramsgate Town Council is negotiating to purchase the redundant Grade II Fire Station in Effingham Street when Kent Fire & Rescue relocates next year. The building will be restored to provide administrative space for the council, community event space and will house a town archive. RTC intends that this be an exemplar for restoration projects in the town.
- Ramsgate Town Team has secured part-funding for two of the projects included in the Economic Plan: wayfinding, and hanging baskets for Harbour Street. RTT also secured funding for, and installed, planters at Ramsgate Station. The team of volunteers have also repainted all the bollards in Harbour Street in black and worked with KCC to repair and replace some of the bent and broken railings along Harbour Parade.
- RTC and RTT are working with KCC to install an automated bollard at the entrance to Harbour Street to improve pedestrian safety and enhance the visitor experience.
- TDC has introduced measures to address anti-social behaviour, littering, dog fouling, empty homes and neglect of heritage buildings.
- TDC has been reviewing its portfolio of assets and decided have to dispose of some assets within the plan area, either by asset transfer or commercial sale.

5 SWOT ANALYSIS (from 2016 Economic Plan)

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Royal Harbour <ul style="list-style-type: none"> • Destination • Tourist attraction • Commercial asset • Urban aesthetic • Café culture • Port 2. Infrastructure <ul style="list-style-type: none"> • Excellent access • Windfarm • Second closest port to Europe 3. Coastal location <ul style="list-style-type: none"> • Blue Flag beaches • National Nature Reserve (adjacent) Pegwell Bay • Royal Harbour 4. Heritage <ul style="list-style-type: none"> • One of the UK's first Heritage Action Zones • Superb domestic architecture • Historic legacy • High proportion of listed buildings • Strong historic narrative • Pugin • Montefiore • Ramsgate Tunnels 	<ol style="list-style-type: none"> 1. Visual impression <ul style="list-style-type: none"> • Poor quality public realm • Vacant and neglected shops • Deteriorating historic buildings 2. Community engagement <ul style="list-style-type: none"> • Lack of wider community engagement • Lack of civic pride e.g. litter • Community fragmentation 3. Societal <ul style="list-style-type: none"> • High levels of deprivation • Weekend drinking culture and related crime • Low aspiration • Deteriorating community assets 4. Economic <ul style="list-style-type: none"> • High unemployment • Lack of employment opportunities • Loss of major employers • Shortage of major employers • Low skilled economy 5. Access <ul style="list-style-type: none"> • Train station relatively remote • Signage to attractions • Dated car parks and lack of capacity in some locations • Poor linkages between some attractions and to beach

<p>5. Property</p> <ul style="list-style-type: none"> • Architectural merit • Variety and mix • Affordability <p>6. Transport infrastructure</p> <ul style="list-style-type: none"> • Rail HS1 • Road network • Accessibility to Continent <p>7. Retail assets</p> <ul style="list-style-type: none"> • Town centre, Waitrose, Aldi • Westwood Cross • Independents <p>8. Education</p> <ul style="list-style-type: none"> • Grammar schools • Access to FE and HE <p>9. Urban open space</p> <ul style="list-style-type: none"> • Ellington Park • King George VI Park • Government Acre • Squares and Lawns <p>10. Demography</p> <ul style="list-style-type: none"> • 'DFL' influx of talent • Cohort of creatives • Number of active community/heritage groups <p>11. Economy</p> <ul style="list-style-type: none"> • Tourism • Availability of labour 	<p>6. Commercial</p> <ul style="list-style-type: none"> • Poor town centre retail offer • Vacant shops • Competition from other centres
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Opportunities	Threats
<ol style="list-style-type: none"> 1. Major opportunities <ul style="list-style-type: none"> • Port • Promoting local heritage and history • Increasing visitor offer e.g. 2. Policy <ul style="list-style-type: none"> • Local Plan setting clear strategy for development • Neighbourhood plan giving strong local policy direction 3. Availability of project funding <ul style="list-style-type: none"> • Heritage Lottery Fund • Architectural Heritage Fund • Coastal Communities Fund • Local Enterprise Partnerships • EU INTERREG? • S106 4. Masterplanning and Design Strategies <ul style="list-style-type: none"> • Harbour • Port • Town centre • East/west coastal strip • Development Management Documents and Design Briefs 5. Enhanced marketing, promotion and engagement 6. Improved Accessibility <ul style="list-style-type: none"> • Way-finding signage • Hi Speed 1 	<ol style="list-style-type: none"> 1. Delivery - Lack of capacity and resources <ul style="list-style-type: none"> • Manston: return of low-flying cargo planes and night flights would damage town's economy and environment • Uncertainty 2. Port <ul style="list-style-type: none"> • Piecemeal proposals may undermine longer term opportunity • Lack of funding to maximise potential 3. Ongoing deterioration of building stock through lack of investment <ul style="list-style-type: none"> • Policy vacuum • Piecemeal and reactive decision-making • Development having adverse impact on environment 4. Community <ul style="list-style-type: none"> • Ongoing problems with lack of engagement 5. Economic challenges <ul style="list-style-type: none"> • Skill shortages deter potential new employers • Competition from other centres within East Kent • Growth of on-line shopping impacting further on High Street retailing • Imported deprivation • House building targets • Benefit caps 6. Competition <ul style="list-style-type: none"> • Dover Harbour Board expansion plans, including dredging Goodwin Sands

6 BACKGROUND

The original plan focused on Ramsgate's town centre and the key areas that draw visitors to the town - the Royal Harbour and Ramsgate Main Sands. In 2017 the area was extended along a corridor from the harbour to the Grade I listed St Laurence Church taking in Ellington Park and the route to the railway station. This corridor extends outwards to include other important town centre locations. The stretch of seafront included in the plan has also been extended to include the whole of Ramsgate's coastal fringe.

Note: The town centre contains around 120 business units, including banks and licensed premises, and is defined by Primary Frontages designated in the Thanet District Council Draft Local Plan to 2031:

- Harbour Street (leading to the waterfront and Royal Harbour)
- High Street (to the junction with George Street/ Hardres Street),
- Queen Street (north side to Elms Avenue, south side to Leopold Street),
- King Street (to Broad Street).

7 AMBITION

Our long-term ambition is to see Ramsgate thriving, with a strong, mixed economy that meets the needs of its residents and draws visitors to the town. Fulfilment of this ambition would be evidenced by:

- Well-maintained public environment
- Effective transport
- Improved educational attainment
- Improved public health
- Job opportunities
- High quality retail and leisure areas
- Effective and socially useful capital investment.

We will achieve this by:

- Ensuring that activities included in the Economic Plan deliver benefits for the whole of Ramsgate;
- Bringing together those organisations that have an interest and knowledge of the town to work collaboratively in supporting and framing economic activity;
- Promoting the town's considerable assets;
- Concentrating on the regeneration of the town centre and harbour area: bringing buildings back into use, reconnecting the different areas of the town, improving the public realm and bringing in new businesses;
- 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 access to funding to make designated projects happen.

In 2017 Ramsgate Town Council commissioned a Commonplace survey to inform Neighbourhood Planning. A full report can be found at <https://www.ramsgatetown.org/our-community/neighbourhoodplanning/commonplace>. The survey found that residents have strong feelings about the state of the town centre.

Our plan continues to address the town centre and the creation of a central area that local people can have pride in and where visitors will want to linger, which in turn will encourage investment, new businesses and the creation of jobs:

- Harbour Street and the High Street will be populated with an interesting selection of small retailers spreading a new culture of value, design and innovation;
- Public spaces, parks, gardens, lifts and infrastructure will be restored and working effectively to create a pleasant and supportive environment;
- Ramsgate will establish its own identity and will have an effective voice within Thanet;
- Ramsgate will be capable of making the very best of any opportunities that come its way;

Overarching Themes

Overarching themes for Ramsgate Coastal Community Team remain:

- ***Creating an attractive place to visit and to live in***
 - Enhancing the pedestrian experience
 - Making the most of the coastline
 - Improving the public realm and street scene
 - Delivering quality community and visitor activities

- ***Celebrating the town centre's heritage and culture***
 - Making the most of our historic built environment
 - Improving the heritage and cultural offer
 - Engaging resident and visitors in local heritage and culture

- ***Diversifying the offer***
 - Encouraging the birth and growth of new businesses
 - Developing leisure, education and community opportunities
 - Re-using and refurbishment of key buildings
 - Diversification of the Harbour and Port.

- ***Improving connectivity***
 - Improving wayfaring and wayfinding for pedestrians and cars
 - Revitalising the connections to the High Streets and coastline
 - Refurbishment of the station and visitor entry points
 - Promoting a 60-minute High Speed service from the Capital as a priority target.

8 DELIVERING THE PLAN

8.1 KEY PROJECTS

- **Town Centre and adjacent areas:** focuses on developing civic pride and improving the appearance of the buildings and public areas. Studio space is developed to meet the needs of the creative community of artists and craftsmen.
- **Harbour Street:** a key link between the harbour, seafront and town centre is regenerated by bringing properties back into use and improving the appearance of the street.
- **Town Centre to St Laurence Church taking in Ellington Park and Ramsgate Station:** properties along pedestrian route are regenerated; park restored; station area improved; repairs to the church and improvements to the churchyard.
- **Pier Yard:** improvements to the public realm link the Town and Harbour and provide useful outdoor space for community use.
- **Royal Harbour and Environs:** and historic area is revitalised, the Sailors' Church and Smack Boys' Home are restored and make a positive contribution to the area; restoring and repurposing listed buildings creates a stronger focal point for the historical centre of Ramsgate, and the public realm is more welcoming.
- **Royal Harbour to Main Sands:** focuses on bringing derelict and under-utilised buildings back in to use to create a vibrant and economically active connection between the Royal Harbour and Main Sands.
- **Main Sands to King George VI Park:** necessary repairs, restoration and signposting to listed buildings encourages visitor footfall.

- **King George VI Park to Western Chine:** the Pulhamite Collection is restored, with conservation management plan and planting plans in place; Pulhamite Collection promoted as an attraction.
- **Western Undercliff to Pegwell Bay:** opens up the hidden beach by restoring a listed Edwardian Art Deco lift and develops a sustainable use for a derelict building; promotion of walking routes, history and natural environment.
- **Wayfaring and Wayfinding:** develops a coherent scheme for pedestrians that encourages visitors to explore the town and visit its attractions. Road signs are de-cluttered and signage into and out of the town improved.

Appendix A: Action Plan

Key to stakeholders:

RTC – Ramsgate Town Council

KCC – Kent County Council

RHRT - Ramsgate Heritage Regeneration Trust

RS – The Ramsgate Society

RTT – Ramsgate Town Team

RTYC – Royal Temple Yacht Club

SMT – Steam Maritime Trust

TDC – Thanet District Council

DMP – TDC Destination Management Plan

Stakeholder in bold: project leader

Key to Time-scale of actions

Completed or not proceeding
Action within 6 months
Action within < 5 years

Theme 1: An attractive place to visit and to live in

Outcome	Project: actions	Time scale	Stakeholders (Project lead in bold)	Funding
	Project: Town Centre			
Town Centre: appearance improved Benefit: <ul style="list-style-type: none"> • More attractive to residents and visitors • Civic pride 	<ul style="list-style-type: none"> • Meetings held with stakeholders (retailers, owners, community, TDC & KCC) to engage and develop commitment to a programme of action • Repairs to cobbles and street furniture 	June 2016 and ongoing 2017	RTC, RTT, TDC & KCC	n/a
Condition of shops within the town centre appraised Benefit: <ul style="list-style-type: none"> • Benchmark • Overview of the situation 	<ul style="list-style-type: none"> • Engage with retailers, free holders and landlords, leaseholders • Audit the condition of the shops and usage 	2016	RTC, RTT, retailers, free holders and landlords, leaseholders	RTC
<ul style="list-style-type: none"> • Leopold Street Car Park improved Benefit: <ul style="list-style-type: none"> • Cared for appearance 	<ul style="list-style-type: none"> • TDC to purchase freehold • Renovation agreed • Hanging baskets installed 2017: Renamed 'Royal Harbour Car Park'	< 5yrs	TDC, RTC freeholder	TDC, RTC

<ul style="list-style-type: none"> • Users feel more secure • Increased use. 				
<p>Improve appearance of shops fronts: town centre</p> <ul style="list-style-type: none"> • Benefit • Cared for appearance • Encourage new businesses 	<ul style="list-style-type: none"> • Engage with owners and tenants • Encourage pride in appearance of shops: cleanliness, rubbish cleared, window displays • Encourage painting of the shop fronts 	< 5 years	RTC , Shop keepers/ freeholders/ landlords	Private investment
<p>Improve appearance of streets: flowers</p> <ul style="list-style-type: none"> • Benefit: • Cared for appearance <p>Encourage new businesses</p>	<ul style="list-style-type: none"> • Work with individual shops to install hanging baskets and planters 	2016 and ongoing	RTC , Shop keepers/ freeholders/ landlords	
	Project: Harbour Street			
<p>Two empty shops boarded in Harbour Street</p> <p>Benefit:</p> <p>Improved appearance</p>	<ul style="list-style-type: none"> • Permission from owners gained • Boards installed and painted a neutral colour • Artist brief developed • Experienced muralist /designer commissioned • Murals created by local artist 	Feb 2016	RTC , owners, RTT	RTC

<p>Improved street cleanliness</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Pavements cleaned of gum • Reduced rubbish and litter on the streets 	<ul style="list-style-type: none"> • Intensive deep clean of street completed • Temporary 'No Entry' sign in place • Negotiate with KCC for permanent sign • Meeting held with TDC & RTC to discuss issues and identify ways to improve cleanliness within budget constraints 	<p>March 2016</p> <p>2017</p> <p>Ongoing</p> <p>June 2016</p> <p>Ongoing</p>	<p>RTC, RTT</p>	<p>RTC</p>
<p>Improved appearance of Harbour Street: flowers</p> <p>Benefit</p> <ul style="list-style-type: none"> • Cared for appearance • Encourage new businesses 	<ul style="list-style-type: none"> • Work with individual shops to install hanging baskets and planters • Brackets installed 2017 • Planters installed April 2018 	<p>2017</p>	<p>RTC, RTT, Shop keepers/ Freeholders/ landlords</p>	<p>Private investment / RTC/RTT</p>
<p>Project: Town Centre to St Laurence Church</p>				
<p>Ellington Park restored</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Improved appearance • Increase in year round visitor numbers 	<ul style="list-style-type: none"> • Restoration of park 	<p><5years</p>	<p>Friends of Ellington Park</p>	<p>HLF</p>

<p>Planters in place at Ramsgate Station</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Improved appearance • Improved visitor experience 	<ul style="list-style-type: none"> • Granite planters sourced and installed • Seasonal planting programme <p>Holder for information leaflets in place</p>	<p>2017</p> <p>Ongoing</p>	<p>RTT, RTC, Southeastern Rail</p>	<p>RTC</p>
<p>St Laurence Churchyard improved and maintenance agreed</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Listed monuments protected • Improved appearance <p>Increase in year round visitor numbers</p>	<ul style="list-style-type: none"> • Conservation Management Plan • Planting Scheme <p>Volunteer engagement</p>	<p>< 5yrs</p> <p>Ongoing</p>	<p>St Laurence PCC, RTC, TDC</p> <p>HAZ</p>	
Project: Royal Harbour & Environs				
<p>Restoration and development of Pier Yard: public realm and surroundings*</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Links main sands with 	<ul style="list-style-type: none"> • Meeting held with RTC and key stakeholders to discuss issues regarding Pier Yard's public realm and surroundings within the budget constraints 	<p>< 5yrs</p>	<p>RTC, TDC, RS, Harbour Office,</p>	<p>To be confirmed</p>

Harbour and Harbour St				
<p>Harbour lighting: seasonal and permanent lighting installations in place.</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Increase in year round visitor numbers • Improved security for pedestrians in area of Military Road and Jacob's Ladder. 	<p>Meeting held with RTC and key stakeholders</p> <p>2017: increased number of owners dressing boats with Christmas lights.</p>	2016 and ongoing	RTC, TDC, RTYC, Harbour Office,	To be confirmed
<p>Restoration of Sailors' Church and Smack Boy's Home.</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Improvements to public realm • Improved security for pedestrians in area of Military Road and Jacob's Ladder. 	<ul style="list-style-type: none"> • Work with TDC to develop proposals 	< 5yrs	TDC, RTC, RCCT	To be confirmed

	Project: Royal Harbour to Main Sands			
<p>Ramsgate Community Beach Hut operational</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Improved disability facilities on beach • Community facility with disability access 	<ul style="list-style-type: none"> • Erection of community beach hut • Community activities delivered from hut • Hut available for hire • Organisation identified to take over the facility 	2016	TDC	<p>Destination Thanet</p> <p>Thanet Coast Project</p>
<p>Relocation of public toilets to Eastcliff lift*</p> <p>Benefit</p> <ul style="list-style-type: none"> • New toilets • Easier to secure 	<ul style="list-style-type: none"> • Feasibility study carried out on a unified design incorporating public toilets with Eastcliff lifts* 	<5years	RTC	To be identified
	<ul style="list-style-type: none"> • Project: King George VI Park to Western Chine 			
<p>Pulhamite Collection restored and maintained</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Improved appearance • Increase in year round visitor numbers 	<ul style="list-style-type: none"> • Conservation Management Plan drawn up • Planting Scheme • Volunteer engagement <p>Spring 2018:</p> <p>Albion Gardens- Volunteers organising</p>	<5years	HAZ	HLF, RTC

	fortnightly weeding, gardening and litter picking Western Undercliff - Volunteers organising regular litter picks and gardening			
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Theme 2: Celebrating the town's heritage and culture

Outcome	Project: actions	Time scale	Stakeholders	Funding
	Town Centre and adjacent areas:			
Old Fire Station acquired by RTC: Benefit: <ul style="list-style-type: none"> • Important listed building retained in public ownership • New community uses 	<ul style="list-style-type: none"> • Purchase completed • Condition survey commissioned with cost estimates for essential repairs • Business plan prepared • Additional funding in place • Repair and renovation completed 	< 5yrs	RTC	RTC and other sources
	Project: Town Centre to St Laurence Church			
Ellington Park restored: Benefit: <ul style="list-style-type: none"> • Improved appearance • Increase in year round 	<ul style="list-style-type: none"> • Stage 2 bid to HLF 	<5years	Friends of Ellington Park	HLF

visitor numbers				
<p>St Laurence Churchyard</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Improved appearance <p>Increase in year round visitor numbers</p>	<ul style="list-style-type: none"> • Conservation Management Plan • Planting Scheme • Volunteer engagement 	<5years	<p>St Laurence PCC, RTC, TDC</p> <p>HAZ</p>	
Project: Royal Harbour and Environs				
<p>The Clock House: revitalised*</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Key attraction for the town • Home of the maritime museum 	<ul style="list-style-type: none"> • Condition survey commissioned with cost estimates for essential repairs • Preliminary costings for the Clock House Project • Business plan for The Ramsgate Society to take on the Clock House and associated museum • Prepare HLF bid to carry out emergency repairs 	<p>March 2016</p> <p>2016</p>	<p>RS, RTC, TDC, SMT</p>	Coastal Revival Fund
<p>The Clock House: revitalised*</p> <p>Benefit;</p> <ul style="list-style-type: none"> • Key attraction for the town 	<ul style="list-style-type: none"> • Determination of lease. • HLF bid for renovation • Repair and renovation completed 	<5years	<p>RS, RTC, TDC, SMT</p>	To be identified

<p>Smeaton Dry Dock: unlocking potential*</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Under developed attraction • Listed building repaired 	<ul style="list-style-type: none"> • Condition survey commissioned with cost estimates for essential repairs • Preliminary costings for restoration of Smeaton Dry Dock 	<p>2016</p>	<p>RS, RTC, TDC, SMT</p>	<p>Coastal Revival Fund</p>
<p>Smeaton Dry Dock:</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Under developed attraction • Listed building repaired 	<ul style="list-style-type: none"> • Determination of lease. • HLF bid for renovation • Repair and renovation completed 	<p><5years</p>		<p>To be identified</p>
<p>Slipways</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Under developed attraction • Listed building repaired 				

<p>Sailors' Church and Smack Boys' Home repaired and refurbished</p> <p>Benefits:</p> <ul style="list-style-type: none"> Listed building repaired New, sustainable use New visitor accommodation Improved western harbour 	<ul style="list-style-type: none"> Prepare surveys Business Plan Refurbish and refit listed building Identify operator 		<p>TDC, RCCT</p> <p>HAZ</p>	<p>TDC, CCF</p>
<p>The Ice House restored and brought back into use.</p> <p>Benefits:</p> <ul style="list-style-type: none"> New, sustainable use Improved western harbour 	<ul style="list-style-type: none"> Prepare surveys Business Plan 		<p>TDC, RCCT</p>	<p>TBA</p>
<p>New, sustainable uses for assorted harbour buildings</p> <p>Benefits:</p> <p>Harbour revitalised</p>	<ul style="list-style-type: none"> Prepare surveys Business Plans 		<p>TDC, RCCT</p>	<p>TBA</p>

	Project: Royal Harbour to Main Sands			
<p>Ramsgate Tunnels: offer expanded</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Key attraction • Engagement with war-time experiences • 	<ul style="list-style-type: none"> • Continue the development of attraction after successful opening: open more of the tunnels & improve interpretation and engagement opportunities • New museum and café opened April 2017 	<5 years	RHRT	HLF, BLF
	Project: King George VI to Western Chine			
<p>Listed Pulhamite Collection better appreciated</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Improved appearance • Increase in year round visitor numbers 	<ul style="list-style-type: none"> • Conservation Management Plan drawn up • Planting Scheme • Volunteer engagement 	<5years	HAZ	HLF, RTC
	Project: Western Undercliff to Pegwell Bay			
<p>West Cliff Hall brought back into use.</p> <p>Benefit:</p> <ul style="list-style-type: none"> • Large building on the 	<ul style="list-style-type: none"> • Address the structural issues of the site • Determine leasehold/freehold • Bring building back into use 	< 5 years	TDC, KCC, Tbc	Private investment

seafront Potential community, creative and commercial space				
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Theme 3: Diversifying the offer

Outcome	Project: actions	Time scale	Stakeholders	Funding
	Project: Harbour Street			
Derelict buildings brought back into use Benefit: • Key site on main thoroughfare		<5years		To be identified
Derelict building: brought back into use Benefit • Key site on main thoroughfare brought back into use. • Business support for new enterprise	<ul style="list-style-type: none"> • Draft Business Plan • Assessment of damage and work required to restore listed building • Emergency repairs carried out, as necessary (subject to acquisition). 	March 2016	RTC	Coastal Revival Fund

Encourage new businesses and support surrounding shops	<ul style="list-style-type: none"> Initiate the creation of a CIC/Charitable Trust to take over empty properties A property acquired and refurbished Properties brought back into use Business centre/ business suite set up 	2016 < 5 years	RTC	To be confirmed
Project: Royal Harbour & Environs				
<p>Sailors' Church and Smack Boys' Home repaired and refurbished</p> <p>Benefits:</p> <ul style="list-style-type: none"> Listed building repaired New, sustainable use New visitor accommodation Improved western harbour 	<ul style="list-style-type: none"> Prepare surveys Business Plan Refurbish and refit listed building Identify operator 	< 5yrs	TDC, RCCT HAZ	TDC, CCF
<p>Diversify role of the Port</p> <p>Benefit:</p> <ul style="list-style-type: none"> Boost to local economy Jobs 		< 5 years	TDC	To be agreed

	Project: Royal Harbour to Main Sands			
<p>Hornby visitor centre open to the public</p> <p>Benefit</p> <ul style="list-style-type: none"> Major visitor attraction on the seafront: 	<ul style="list-style-type: none"> Development of Hornby Visitor Centre Centre opens to the public <p>2017: Hornby withdrew</p>	n/a		
<p>Feasibility study for Beach Club on Ramsgate main sands*</p> <ul style="list-style-type: none"> Improved facilities New business 	<ul style="list-style-type: none"> A feasibility study undertaken on the viability of a Beach Club: restaurant/café and non for profit sea sports centre 	<5 years	TDC, RTC	To be agreed
<p>Redevelopment of Royal Victoria Pavilion</p> <p>Benefit:</p> <ul style="list-style-type: none"> Empty building on the seafront brought back into use Regeneration of link between main sands and Royal Harbour 		<ul style="list-style-type: none"> Redevelopment of site completed 2017 	TDC, developer	Private investment: JD Wetherspoon
<p>Development of Pleasurama site/Royal Sands</p>	<ul style="list-style-type: none"> Redevelopment of site 	< 5 years	TDC, developer	Private investment

<ul style="list-style-type: none">• Empty building on the seafront brought back into use• Regeneration of link main sands to Royal Harbour				
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Theme 4: Improving connectivity

Outcome	Project: actions	Time scale	Stakeholders	Funding
	Project: Harbour Street			
Enforce controls on unauthorised vehicular access of Harbour Street Benefit <ul style="list-style-type: none"> • Pedestrian safety • Reduced illegal parking 	<ul style="list-style-type: none"> • Meeting held with TDC KCC & RTC to identify ways to improve enforcement within budget constraints 	June 2016	RTC, RT, TDC, KCC	To be identified
Mark the southern entrance to Harbour Street* Benefit: <ul style="list-style-type: none"> • Increased awareness of street • Increased footfall from harbour visitors 	<ul style="list-style-type: none"> • Concept developed and agreed • Solution implemented 	< 5yrs	RTC, RTT	Tba
	Project: Wayfaring and Wayfinding			
Improved wayfaring and wayfinding, pedestrian and	<ul style="list-style-type: none"> • Audit of signs from key entry points to harbour/ beach • Identify gaps/ surplus to need 	2016	RTT , RTC, TDC, DMP	RTT/ RTC To be confirmed:

vehicular Benefit: • Improved visitor experience • Increased visitor footfall around the town	<ul style="list-style-type: none"> • Develop plan to improve pedestrian signage and wayfaring • Identify funding 			grants/sponsorship
Main car parks renamed* Benefit • Car parks linked to visitor attractions i.e. Royal Harbour car park	<ul style="list-style-type: none"> • Meeting held with TDC, KCC & RTC to discuss the feasibility of changing car-park names. <p>2017: Leopold Street Car Park renamed 'Royal Harbour Car Park'</p>	2016 and ongoing	RTC, KCC, TDC	To be confirmed
Eastcliff lift refurbished* Benefit • Connects Eastcliff with harbour & beach • Increased visitor footfall around the town	<ul style="list-style-type: none"> • Meeting held with TDC RTT & RTC to discuss current condition and feasibility of refurbishment within budget constraints • Restore the lift 	2016 < 5years	RTC, TDC, RTT	To be confirmed
	Project: Western Undercliff			
Western Undercliff: art deco lift restored* Benefit	Meeting with TDC & RTC to discuss feasibility of project within budget constraints	< 5yrs	RTC, TDC, RTT	To be confirmed

<ul style="list-style-type: none">• Connects beach with Westcliff promenade Increased visitor footfall around the town				
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NB * Projects subject to discussion/agreement with partners and availability of funding