

# 10

**A Cultural Vision for Margate**  
**Creative Margate**  
**Ten Year Delivery Plan**

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# Introduction

## A Cultural Vision For Margate

In 2008 Margate Renewal Partnership commissioned Tom Fleming Associates to produce a Cultural Vision for Margate :The Next Ten Years. The Cultural Vision is described by the Six Themes, overleaf and The approach to the delivery of the vision is outlined within A Cultural Toolkit for Margate a set of practical and deliverable actions for the first two years. The overarching recommendation is to establish 'Creative Margate'.

'Creative Margate, a ten-year programme, will tell the many stories of Margate and position Margate as a seaside town re-born with visual arts and culture at the forefront. Margate will be the leading innovator and hub for cultural- led regeneration planning and place-shaping in the South East.'  
*A Cultural Vision for Margate, Tom Fleming*

This report describes the ten-year objectives, with strategies and measures of success for Creative Margate, and details priorities for the first two years.

## Creative Margate and Margate Renewal Partnership

Margate Renewal Partnership (MRP) is the lead organisation for Creative Margate and is steered by the Creative Margate Task Force, a stakeholder group chaired by Richard Russell, Arts Council England South East. The Creative Margate objectives are owned by MRP and will be reflected in the new MRP Implementation plan 2009-11 as a key component of the vision for Margate, providing guiding principles for the Town's renewal.

## Margate Renewal Partnership's Four Strategic Aims

Creative Margate is a key deliverable for MRP Strategic Aim Two, Investing in Key Sectors. But Creative Margate has a much broader role to play. Culture is a crosscutting theme across the MRP programme. Its role is played out in a number of strategic aims including: place shaping and place making, particularly in developing the Town's infrastructure and bringing innovation into the public realm; developing the ethos of 'Living

Places' through the housing renewal programme and creating vibrant and cohesive communities. Margate's distinctiveness is defined by its seaside heritage and cultural production - community-led celebrations and festivals, Dreamland Cinema rejuvenated, a piece of theatre unique to Margate and outstanding art interventions in the public realm.



Above: Zoe Walker and Neil Bromwich, *Celestial Radio*, 2008  
commissioned by Turner Contemporary © the artists

# The Six Cultural Visioning Themes

## Six Visioning Themes underpinning the Creative Margate Delivery Plan

### 1. A place where culture is for everyone

The cultural activity base of the town will be made visible to all residents and visitors. It will animate the historic public realm and buzz across and between buildings. Participation in Creative Margate will make people feel that they have a voice and a role that will be valued: they will be active, excited that they are part of Creative Margate, working together to make their Town not just better, but the best.

### 2. A place where people come first

Margate will be recognised as a centre of excellence in culture-led community engagement and have an outstanding creative education programme. Policies on housing, job creation and social cohesion will be informed by Creative Margate and the cultural sector. Margate will be recognised as a place of innovation and risk in community engagement and will be known as a place of intercultural opportunity by the sea where different communities come together to co-create Margate.

### 3. A place with stunning inspirational public realm

Margate will be a tactile, open and intimate place where high profile buildings such as Theatre Royal, Turner Contemporary and Dreamland Cinema are connected within the absorbing texture of streets, open spaces and seas views. The historic built environment will be preserved, providing grain and warmth. New developments will confidently project themselves, their high design values establishing Margate as a place accepting only the best. Vacant buildings will have disappeared and every opportunity taken to re-animate spaces with creative businesses whose activities pour energetically outwards.

### 4. A place that is dynamic and full

Margate will be the place to come and live and breathe the contemporary seaside experience. Turner Contemporary will glint and sparkle for Margate internationally; the retail offer will be rejuvenated by the strength of its cultural offer; year-round cultural events will make Margate the

star attraction and accommodation and hospitality are finely honed to stage Margate in its best light. Creative organisations and businesses will be attracted to the Town, welcomed, connected to existing communities and their activity will fill buildings, streets and *the idea of Margate* with an ebullience of creativity, innovation and risk.

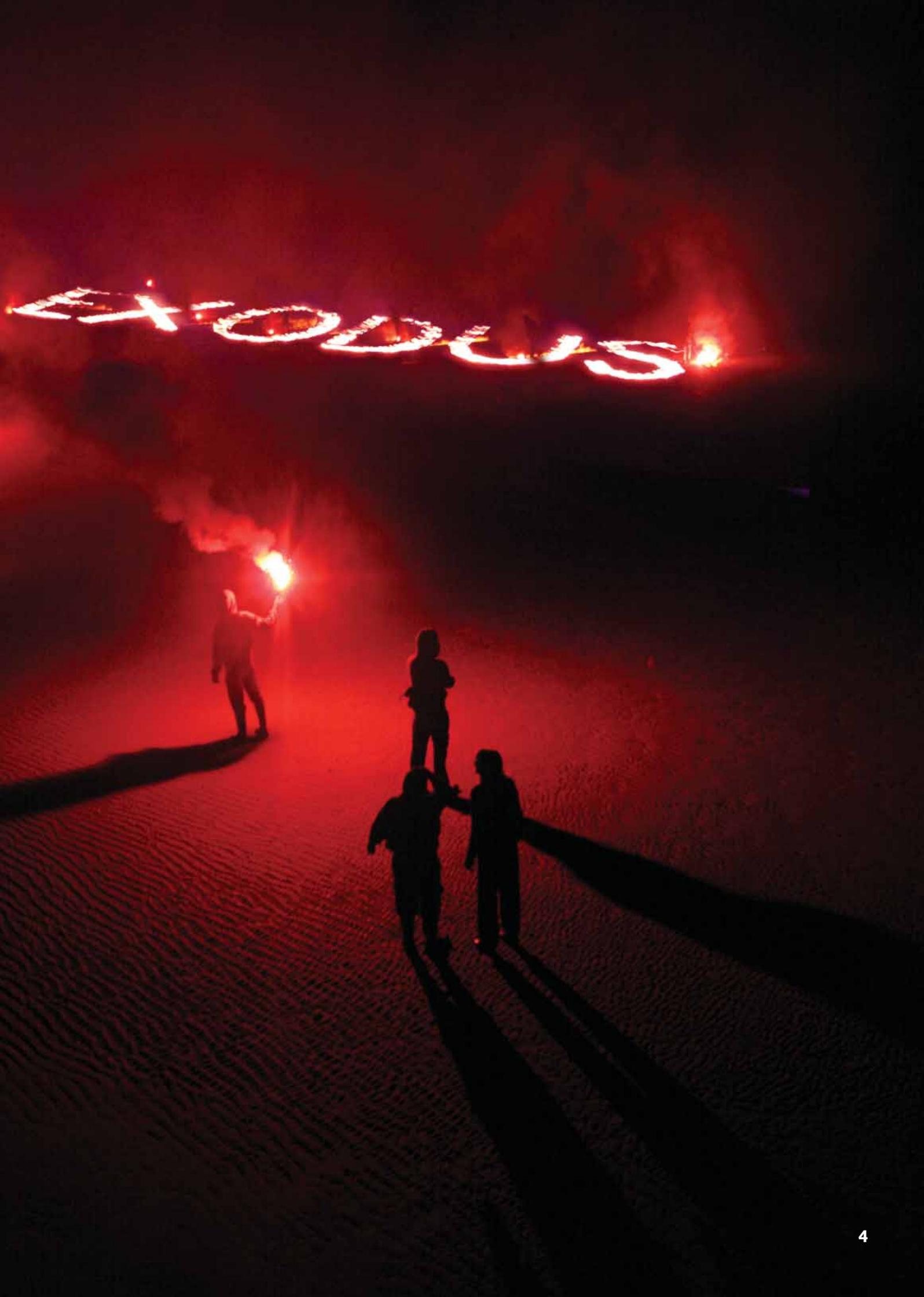
### 5. A place where past and present hold hands

Margate will be a town of youthful exuberance. It will celebrate all the fun of the seaside through a visitor offer at Dreamland that embraces the importance of youth culture to the Town's heritage. It will be a Town where new youth cultures flourish and where young people congregate to express their identities. Margate will also be a Town where the cultural sector leads processes of conservation and renovation of the heritage environment - a starting point for Margate's cultural renaissance.

### 6. A place of cultural entrepreneurialism and creative business

Margate will be a town that attracts and retains creative talent. Its vacant heritage buildings will be laid open for renewal by upwardly mobile cultural organisations and creative businesses. Creative Margate's central role in place shaping will attract creative entrepreneurs, developers, creative work place providers and opinion forming intermediaries. Local universities, Thanet College and the non-formal learning sector will play a major role, mainstreaming entrepreneurialism in to creative courses and supporting pre-start up to think of Margate as a place they will be valued. Residency programmes will connect Margate internationally and the spirit of creativity, risk and endeavour will transform Margate into a creativity spike for the South East.

Overleaf: *Exodus Day*, Margate, 2006, to celebrate the burning of *Waste Man* by Anthony Gormley, commissioned by Artangel, photograph © Jessica Baum



# A Ten Year Delivery Plan 2009 to 2019

## 2009 to 2019 – Objectives, Measures, Strategy (OMS)

Objective	Measure	Strategy
<p><b>Objective 1</b></p> <p>Investment and development of Margate’s built environment supports the growth of the creative industries and development of the cultural infrastructure and realises the potential for the whole of Margate of Turner Contemporary. Development compliments the Town’s heritage, pays respect to Margate’s position as home of the British seaside and delivers the very best in design standards.</p> <p>MRP Strategic Action 1, 2.</p>	<ul style="list-style-type: none"> <li>• All new buildings and developments will have achieved Kent Design Standards</li> <li>• New capital investment in Turner Contemporary, Theatre Royal and Dreamland to provide the cornerstones for a culturally vibrant town by the sea.</li> <li>• Achieve International recognition for new buildings</li> <li>• The historic built environment of Cliftonville and Central Margate will have been preserved and enhanced: listed buildings will be rejuvenated and re-purposed; Margate’s character defined by Character Appraisals will inform new development</li> <li>• Recommendations within the Urban Panel report implemented</li> <li>• An increased number of heritage and new buildings will house artists and creative businesses</li> <li>• Vacant building reanimated by creative businesses and production</li> </ul>	<p>Establishing a Design Panel that works in partnership with appropriate national and regional bodies and seeks to engage with the best new architects and designers.</p> <p>Margate’s Design Champion will advocate for good design in Margate and tell the Margate story internationally. Town Centre development will be informed by the Town Framework. Urban Panel visit and report and completion of Character Appraisals for Cliftonville and Margate central.</p> <p>The local authority will embed a commitment to good design and cultural provision within its planning processes.</p> <p>Bids to Sea Change, Heritage Lottery Fund and other funders as appropriate.</p>

Overleaf: Margate International Big Sky Kite Festival, organised by Margate Town Partnership and The Kite Society of Great Britain, photograph © David Case

Objective	Measure	Strategy
<p><b>Objective 2</b></p> <p>To establish sustainable, artist led and well managed creative workspace in Margate that embeds Turner Contemporary into a creative community and supports the current investment in Margate Old Town's cultural quarter.</p> <p>MRP Strategic Action 1, 2.</p>	<ul style="list-style-type: none"> <li>• Increase the number of new artist-led creative workspaces considered sustainable by standards set by the NFASP</li> <li>• Retention or relocation of Crate and Limbo into appropriate buildings in the centre of Margate</li> <li>• Increase the number of creative SME's in Margate from the baseline provided in A Cultural Vision for Margate</li> <li>• Margate creative workspace development models being adapted and applied elsewhere as good practice</li> <li>• Excellent relationships with HEI's are resulting in good levels of graduates locating in Margate</li> <li>• Improved graduate retention levels in area</li> </ul>	<p>Establish the current and potential demand for creative workspace in Margate.</p> <p>Take the opportunity presented by the current property market and asset transfer to invest in property acquisition that will underpin development of sustainable workspace and provide the financial leverage for future investment.</p> <p>Embed 'Lift and shift' for creative workspaces into TDC policy.</p>
<p><b>Objective 3</b></p> <p>Margate is a place with stunning, inspirational public realm that has creativity, innovation and inspiring art at its heart. The process of achieving this will also be innovative and inclusive and will restore a pride and sense of ownership within the local community. Margate will set the bar for other public realm interventions across the South East and beyond.</p> <p>MRP Strategic Action 1, 2, 4.</p>	<ul style="list-style-type: none"> <li>• New capital investment will have enabled transformation the station gateway area and seafront with innovative design</li> <li>• Margate will provide a model for public realm development across the South East and beyond</li> <li>• Margate will have achieved recognition from CABE and ACE for innovation in public realm development</li> <li>• The public art strategy and commissioning process is established and has led to new commissions and art interventions</li> </ul> <p><i>Cont...</i></p>	<p>Capital funding secured for public realm development. Artists/arts consultants will be part of future design teams from the beginning of the process.</p> <p>Art commissions and interventions will be informed by a public art strategy.</p> <p>Public realm design will reference the Margate Creative Action Group report and Urban Panel report.</p> <p>The Margate Creative Action Group will act as a 'creative standing forum' advising on future development.</p> <p><i>Cont..</i></p>

	<ul style="list-style-type: none"> <li>• Margate’s quality public spaces are the location for safe, lively and engaging cultural and leisure events</li> <li>• Local people feel proud of their Town</li> <li>• There is an improved perception of Margate being considered safe and navigable by local residents</li> <li>• Improved visitor perceptions of Margate as an inspiring and creative place to visit, balancing H&amp;S needs with quality visitor experience</li> </ul>	<p>The Margate Design Panel and Design Champion will assess future interventions. Innovative community engagement will be a core feature of all interventions.</p>
<p><b>Objective 4</b></p> <p>To create a brand for Margate that is distinctive and works with its cultural narrative and seaside heritage; contributes to a distinctive sense of place, community pride and cohesion and builds local support for Margate’s renewal and the development of Turner Contemporary; shifts visitor and investor perceptions of Margate.</p> <p>MRP Strategic Action 1, 2, 4.</p>	<ul style="list-style-type: none"> <li>• Margate is an inspirational example for other coastal towns engaged in re-branding and cultural offer development</li> <li>• Exemplar ‘Welcome to Margate’ guides and ambassadors</li> <li>• Margate branding identity coherent across all print, AV and electronic promotion</li> <li>• Visitor perceptions of Margate shifted from a traditional and faded seaside resort to a contemporary and creative place</li> <li>• Increased levels of community pride in Margate</li> <li>• Increased inward investment and inward relocation</li> <li>• Increased numbers and a more diverse range of visitors</li> <li>• Increase in the number of higher spending visitors</li> <li>• Increase in the amount of positive media coverage and press</li> </ul>	<p>Working in partnership across the key stakeholders who are actively promoting Margate to different markets and audiences - MRP, TDC, cultural sector and arts organisations, and the tourism sector – to fund and create the Margate brand.</p>

Objective	Measure	Strategy
<p><b>Objective 5</b></p> <p>Margate as a place where culture is for everyone and the value of a culturally-led regeneration process that engages with the local community is embedded into the delivery mechanisms for the renewal of Margate.</p> <p>MRP Strategic Action 2, 3, 4.</p>	<ul style="list-style-type: none"> <li>• Margate recognised as a centre for excellence in culture-led community engagement by DCMS</li> <li>• Increase the numbers of people participating in cultural ambassador campaigns</li> <li>• Increase the number of community champions for culture</li> <li>• Number of volunteers actively engaged in the arts and culture</li> <li>• Increase the number of adults engaging with arts and culture</li> <li>• Increase the number of young people engaging with the arts and culture</li> <li>• National recognition from the HCA for innovation in community engagement in housing renewal</li> </ul>	<p>Developing local civic and community champions for culture that champion a ‘bottom up’ approach to regeneration where culture is the glue.</p> <p>Development of an overarching community engagement programme for the Town.</p> <p>Appropriate cultural and arts organisations have community engagement as a core component of their programme and develop projects that are specifically targetted at engaging with the local community.</p> <p>‘Teenagers’ a project led by Turner Contemporary, will have engaged Margate’s young people.</p>
<p><b>Objective 6</b></p> <p>Animation of Margate with international standard public art, festivals and celebrations, street theatre, exhibitions and performance, that lies at the core of the Creative Margate narrative. Through outstanding art raise Margate’s profile internationally, shift commonly held perceptions of the town and stimulate local pride.</p> <p>MRP Strategic Action 1, 2, 4.</p>	<ul style="list-style-type: none"> <li>• Margate recognised in national/international/arts press as an international centre of excellence in the visual arts</li> <li>• Margate’s year-round cultural programme grown around a successful mix of local, national and international artists assessed by ACE artistic assessment, peer review and audience /participant feedback</li> <li>• International artists are choosing to work in Margate</li> <li>• Achieve excellence in public art commissioning assessed by the local community, CABE, ACE and peer review</li> </ul>	<p>The Margate programming group will create a coordinated approach to Margate’s cultural calendar and raise events standards and aspiration. A creative producer role will develop new themes and commission internationally renowned new work.</p>

Objective	Measure	Strategy
<p><b>Objective 7</b></p> <p>To align the visitor offer and visitor marketing to Margate’s cultural narrative and provide the wrap around infrastructure to maximise the return back to the local economy generated by the investment in Turner Contemporary.</p> <p>MRP Strategic Action 1, 2,4.</p>	<ul style="list-style-type: none"> <li>• Increase in the number of visitors</li> <li>• Increase in the number of visitor beds meeting the needs of a new visitor profile</li> <li>• Raised awareness within the tourism sector of the service delivery expectations of cultural tourists, the benefits of cultural tourism and delivering a ‘warm welcome’</li> <li>• Delivery of appropriate cultural tourism marketing</li> <li>• Clear, creative and distinctive lighting and signage schemes make Margate safe and navigable</li> <li>• Lighting and signage schemes reinforce Margate’s cultural narrative to visitors</li> </ul>	<p>Cross-sectoral partnerships established to explore and jointly define the cultural tourism offer. A research project will reveal the Margate specific cultural visitor market, inform marketing practice and visitor needs.</p> <p>Potential developers of new accommodation are to be marketed, made aware of Margate’s ambitions and receive a ‘package of support’. Development of inappropriate accommodation will be controlled.</p> <p>Curated campaigns appropriate to culturally competent visitors will promote the Town, as part of East Kent, as a centre of excellence in contemporary art and the destination for a cultural visit.</p> <p>The perceptions study undertaken in 2007 will be repeated to measure changes and effectiveness.</p>
<p><b>Objective 8</b></p> <p>Co-ordinate support for formal and non-formal creative industry learning and skills initiatives framing a ‘ladder of opportunity’ for local people.</p> <p>MRP Strategic Aim 2, 4.</p>	<ul style="list-style-type: none"> <li>• Number of school age children participating in cultural activity</li> <li>• Education and Skills Network established.</li> <li>• Number of participants receiving formal/non-formal learning</li> <li>• Increased number of businesses advised.</li> <li>• Growth in the number of creative industries SME’s in Margate.</li> <li>• Increased number of creative industries SME start-ups</li> <li>• Economic value of the creative economy from baseline provided in A Cultural vision for Margate</li> </ul>	<p>Brokering a delivery partnership with HEI’s, FE’s and other formal/non-formal learning organisations. Ensure that creative skills are properly represented across the regional skills agenda and opportunities like the Working Neighbourhoods Fund are exploited. Legacy of CIBAS developed with BLK and ACE.</p>

# Priorities for the First Two Years 2009 to 2011

## Objective 1: Planning and Development

Investment and development of Margate's built environment supports the growth of the creative industries and development of the cultural infrastructure and realises the potential for the whole of Margate of Turner Contemporary. Development compliments the Town's heritage, pays respect to Margate's position as home of the British seaside and delivers the very best in design standards.

Action	Lead/Partners	Resources	Delivery
<b>a. Design of the Built Environment</b>			
<p><b>Margate Design Panel</b> Establish a voluntary Margate Design Panel, composed of appropriately qualified people, committed to seeing Margate's renewal. The independent panel will offer constructive advice on planning proposals and applications, with links to RIBA, English Heritage, two Canterbury-based schools of architecture, Further Education and the SE Design Panel.</p>	TDC / MRP	Staff time  Expenses for the Design Panel and Champion est. £ 5000 pa	Established by April 2009
<p><b>Margate Design Champion</b> David Chipperfield has been approached as Margate Design Champion. Role/job description and relationship to KCC design champion is being negotiated.</p>	Turner Contemporary		Dec 2009
<p><b>Urban Panel</b> Urban Panel visit requested.</p>	MRP /English Heritage		TBC
<p><b>Character Appraisal for Margate and Cliftonville West</b></p>	MRP /English Heritage		TBC
<p><b>CABE Enabler</b> Seek input from a CABE Enabler, following an Urban Panel visit.</p>	MRP/KCC		June 2009
<i>Cont...</i>			

<p><b>b. Develop Thanet District Council Policy</b> to embed support for the development of cultural infrastructure into the planning and asset management process, and ultimately into the Local Development Framework.</p>	MRP/KCC	Staff time	Policy adopted April 2009
<p><b>c. Margate Town Framework</b> Establish an cross-sector learning set to review the Margate Master Plan and develop a new Town Framework.</p>	TDC/MRP	Staff time	Dec 2009
<p><b>d. Capital Investment</b> Continue to support the development of Dreamland and Margate Theatre Royal with development of feasibility and business plans and securing major capital funding.</p>	MRP	Staff time	Dreamland feasibility May 2009



Above: Artist impression of Turner Contemporary © David Chipperfield Ltd.

## Objective 2: Creative Workspace Programme

To establish sustainable, artist led and well managed creative workspace in Margate that embeds Turner Contemporary into a creative community and supports the current investment in Margate Old Town's cultural quarter. The longer-term aim is the development of a Trust with a portfolio of sustainable creative workspace that will form Margate's creative hub.

Action	Lead/Partners	Resources	Delivery
<b>a. Supporting Margate creative workspace providers</b>	TDC	Staff time	April 2009
<b>b. Commission a survey to determine the demand in Margate for creative workspaces</b>	MRP/KCC/ TDC	Staff time  Consultancy fee £10,000	Dec 2009
<b>c. Establish a Creative Margate Work Space organisation</b> The current property values and the Quirk Report recommendations on asset transfer provide an opportunity now to create a sustainable creative industries hub in Margate.	MRP/KCC	Post, consultancy or secondment	Organisation established by Dec 2010
<b>d. Creative Squat Programme – Empty Shops</b> Bringing empty Shops back into use through use as exhibition space/work space	TDC/KCC/ Turner Contemporary	TBC	March 2011

### Objective 3: Public Realm

Margate is a place with stunning, inspirational public realm that has creativity, innovation and inspiring art at its heart. The process of achieving this will also be innovative and inclusive and will restore a pride and sense of ownership within the local community. Margate will set the bar for other public realm interventions across the South East and beyond.

Action	Lead/Partners	Resources	Delivery
<b>a. Public Realm Strategy</b>	KCC	KCC/Partner funded	Dec 2009
<b>b. Art in the Public Realm</b> Develop a public art strategy and commission ephemeral and permanent public art.	See priority 6c.		
<b>c. Margate Creative Advisory Group</b> Retain the Margate Creative Advisory Group as a standing forum to critically assess future interventions and advise on community engagement.	KCC  Funding for Margate Creative Advisory Group to be included within future funding bids.	Staff time	Ongoing
<b>d. Public Realm Development</b> Phase 1 to focus on the station 'gateway' area around the station approach and roundabout, down to the sea front in front of Arlington House.  Next steps: Funding secured, appoint designers and an arts consultant.	KCC / MRP	Requires major capital funding	Completion of work 2013
<b>e. Quick Wins</b> Identify 'quick wins', both permanent and ephemeral, particularly along the sea front, that improve the public realm.	MRP	Requires funding  £260,000	Ongoing

## Objective 4: Inward Investment and Marketing

To create a brand for Margate that is distinctive and works with its cultural narrative and seaside heritage; contributes to a distinctive sense of place, community pride and cohesion and builds local support for Margate's renewal and the development of Turner Contemporary; shifts visitor and investor perceptions of Margate.

Marketing Margate and development of the brand will be informed by the branding for the Kent Coast by VECK; the proposed marketing of East Kent to maximise benefit from High Speed 1 and future work around cultural tourism promotion in East Kent as a result of the current pilot campaign.

Action	Lead/Partners	Resources	Delivery
<p>Create a single message about Margate that establishes the commitment to retaining its seaside heritage, the development of the cultural narrative and its renewal.</p> <p>The development of a brand will build on partners current marketing activity and campaigns and their evaluation including: Turner Contemporary, Coastal Cultural Tourism, Locate in Kent activity etc. and the MRP-led 'Wish You Were Here' campaign.</p> <p>The priority is to initially establish the brand within the local community and with local businesses to support development of Margate's sense of place and local pride.</p>	MRP	<p>Staff time</p> <p>Funding for marketing/branding campaign Est. £60,000</p>	Outline Plan March 2009



Above: Margate Main Sands, photograph © Thanet District Council

## Objective 5: People and Partnerships

Margate as a place where culture is for everyone and the value of a culturally-led regeneration process that engages with the local community is embedded into the delivery mechanisms for the renewal of Margate.

Action	Lead/Partners	Resources	Delivery
<p><b>a. Cultural Leadership Programme</b> (East Kent-wide) Aimed at key decision makers to extend their support for and investment in culture.</p>	ACE	ACE funding of £10,000 confirmed.	Dec 2009
<p><b>b. 'Teenagers'</b> A three-year theme for Creative Margate with resources focussed on a multi-partner project, delivering a number of components. The project will culminate in a cross-art form exhibition within the main exhibition space at Turner Contemporary.</p>	Turner Contemporary	Project and partner funding required.	3 year project starting 2010
<p><b>c. Connecting to Schools</b> The Future Creative Change School programme supports innovative approaches to teaching and learning through creativity and culture in the new spaces and Creative Margate will be incorporated into this programme to ensure a joined up approach.</p>	Future Creatives	TBC	TBC
<p><b>d. Housing Renewal</b> Maximise the role of culture to contribute to engaging communities and creating cohesive communities as part of the housing renewal programme to create 'living places'</p>	MRP/TDC	Staff time	Programme outline March 2009
<p><b>e. Culture as a key component of community engagement</b> MRP is co-ordinating greater community engagement and will produce a community engagement strategy that recognises the value of culture.</p>	MRP	Staff time	December 2008

## Objective 6: Great Art for Everyone

Animation of Margate with international standard public art, festivals and celebrations, street theatre, exhibitions and performance, that lies at the core of the Creative Margate narrative. Through outstanding art raise Margate's profile internationally, shift commonly held perceptions of the town and stimulate local pride.

Action	Lead/Partners	Resources	Delivery
<p><b>a. Cultural Programme Co-ordination</b> Events and programming co-ordination for future cultural activity in Margate - five-year forward planning and identification of potential synergy/opportunities for partnership working.</p>	TDC	Staff time	January 2009
<p><b>b. Programming Group</b> Establish Margate Programming Group:</p> <ul style="list-style-type: none"> <li>• Develop a programming policy</li> <li>• To develop themes and new work, co-ordinating the activity</li> <li>• Raising the standards of event and festival delivery</li> <li>• Link to the SEEDA Festivals project</li> </ul>	TDC/Turner Contemporary	Staff time	December 2008
<p><b>c. London 2012 Cultural Olympiad</b> Aim for cultural events to meet the ambitions of the cultural Olympiad and that appropriate 2012 branding is sort. Produce a number of special Cultural Olympiad events, including the Leap Years project.</p>	TDC	Staff time/ TBC	
<p><b>d. Commissioning new work including art in the public realm</b> This priority has links to the Priority 3 Public Realm and Priority 2 Creative Space (Creative Squat programme). Through ephemeral or permanent commissions achieve an international profile for work in Margate to rival that produced for the Liverpool Biennale.</p> <p>An initial opportunity is to develop the 'Bank Holiday' proposal from Whitstable Commissions – a two year programme of ephemeral and mobile cultural events, engaging the audience with Margate's seafront.</p>	Turner Contemporary /MRP	Consultancy or new post	Appoint interim Jan 2009

## Objective 7: Visitor Economy and Cultural Tourism

To align the visitor offer and visitor marketing to Margate's cultural narrative and provide the wrap around infrastructure to maximise the return back to the local economy generated by the investment in Turner Contemporary.

Action	Lead/Partners	Resources	Delivery
<p><b>a. Visitor Research</b> Define the profile of Margate's cultural tourist and research cultural visitors expectations of the visitor experience.</p>	KCC	Consultancy  Est. Cost £10,000	August 2009
<p><b>b. Cultural Tourism</b> Informed by Creative Margate's marketing plans in Priority 4 and informed by the above research, develop cultural tourism marketing.</p>	Visit Kent/ KCC	Further funding will be required for this priority	Evaluation Dec 08 Future campaigns TBC
<p><b>c. Margate Conference</b> The conference will be a day about imagination, inspiration and ideas for the future, bringing a National focus to Margate. The conference will bring leading experts to look at Margate alongside successful international and UK destinations to provide an external perspective and generate discussion and debate.</p>	TSE	£25,000 TSE funding agreed, partner funding of £20,000 required.	Conference June 2009
<p><b>d. New Visitor Accommodation</b> Seek to attract a broad variety of new types of accommodation to the town with a particular ambition for higher quality 'boutique' style accommodation that will set new standards in delivery.</p>	TDC	Staff time	Starting immediately
<p><b>e. Creative Margate Induction</b> New investors/owners/managers are to be inducted by the creative sector to the town's cultural narrative.  Cont...</p>	Turner Contemporary	Staff time	Starting immediately

<p><b>f. Attract new investors</b> Create and present an investment package to potential investors and provide the appropriate welcome and support to potential investors.</p>	MRP	TBC	May 2009
<p><b>g. Business Support to existing accommodation</b></p> <p>Visits to all hotels to determine status and ambitions Phase 1 Cliftonville, Phase 2 Margate. Delivery of Quality Programme Workshops.</p> <p>‘Go and see’ familiarisation trips for new and existing accommodation providers to other hotels and the local visitor offer.</p>	Visit Kent / TDC	VK/TDC	Phase 1 Jan 09 / Phase 2 April 09
<p><b>h. Arts Rooms</b></p> <p>Project aimed at new and existing visitor accommodation in Margate, this project will facilitate a relationship between owners and a selected artist/designer to bring a creative approach and thinking to their business.</p>	TDC/KCC		Project Brief to be completed Jan 09.
<p><b>i. Connecting Visitors</b></p> <p>Signs and information</p> <p>Phase 1 - major tourism signs, Phase 2 – signs around the town replaced. Phase 3 - Development of a new tourism signposting strategy</p>	TDC/KCC	TDC/KCC  Phase 3 project Funding £50,000.	Phase 1 April 2009  Phase 2 TBC
<p><b>j. Town Map</b></p> <p>Development of an artist designed town map available as a hard copy at gateways like the station and online. Town map to be complimented by an artist designed MP3 download navigation tool.</p>	MRP	Funding secured	August 2010
<p><b>k. Upgrade of the Margate ‘welcome’ at the train station</b></p> <p><i>Cont...</i></p>	Visit Kent	TBC	March 2009

<p><b>I. 'Warm Welcome' to Margate</b></p> <p><b>Phase 1:</b> Familiarisation visits to the visitor offer and people awards aimed at the broad service industry, with a focus on Taxi Drivers in 2009.</p> <p><b>Phase 2:</b> Further specific development of the Pride in Thanet programme specifically aimed at Margate:</p> <ul style="list-style-type: none"> <li>• 80% of all service businesses in the Margate ward to undertake one Welcome Host course and an out and about cultural familiarisation course by the opening of Turner Contemporary.</li> <li>• Training for 50% of transport staff working with the public – buses, taxis, trains</li> <li>• To develop a Creative Margate Greeters group promoted by all accommodation, service providers and arts organisations.</li> </ul>	<p>Visit Kent</p> <p>Visit Kent</p>	<p>Interreg bid submitted.</p> <p>Phase 2: Additional £20,000</p>	<p>Dec 2010</p> <p>Lead up to 2012</p>
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Above: Droit House and Margate harbour, photograph © Simon Welsford

## Objective 8: Education and Skills

Co-ordinate support for formal and non-formal creative industry learning and skills initiatives framing a 'ladder of opportunity' for local people. This priority also links to Priority 5 People and Partnerships.

Action	Lead/Partners	Resources	Delivery
<p><b>a. Scope opportunities for the development of the creative industries including formal and non-formal skills development.</b>            Opportunities include: Thanet Works, review of the TDC E&amp;R rolling programme, links to the East Kent Economic Development Officers group delivering NI 171</p>	MRP/KCC	Staff time	March 2009
<p><b>b. Establish a Creative Learning and Skills network for Kent</b> with HEI's</p>	KCC	Staff time	August 2009
<p><b>c. Develop Creative sector networks</b> using existing networks as a starting point - Creative Futures, Turner Contemporary and TDC's Isle Arts website.</p>	MRP/KCC	TBC	March 2010
<p><b>d. Business and organisational development</b> support for creative businesses and organisations as an East Kent wide initiative with a focus on graduate retention and as a legacy of CIBAS.</p>	KCC	Staff time	March 2010



# Margate in 2011

By 2011, Turner Contemporary, glittering on the side of the bay, will be full of local people and visitors, here to see an outstanding contemporary art exhibition that has received International acclaim.

Margate will welcome visitors. The station will be animated with art, and navigation guides to the Town are readily available. People will be drawn to Margate as a jewel in East Kent's cultural crown, marketed to high spending market segments.

Margate's people will welcome visitors. Taxi drivers, hotel owners, restaurateurs and shop owners will all appreciate the value of a warm Margate welcome and the visitor offer will reflect the needs of a new visitor profile, with 'boutique' style accommodation available.

Margate's people will feel part of *Creative Margate* and connected to the regeneration of their Town. There will be a new-found confidence in the re-development of Margate, expressed through the Margate brand. A consensus driven plan for the future development of the Town Centre is in place. 'Teenagers', a three-year long cultural project will be inspiring and uniting Margate's young people and connecting them to Turner Contemporary.

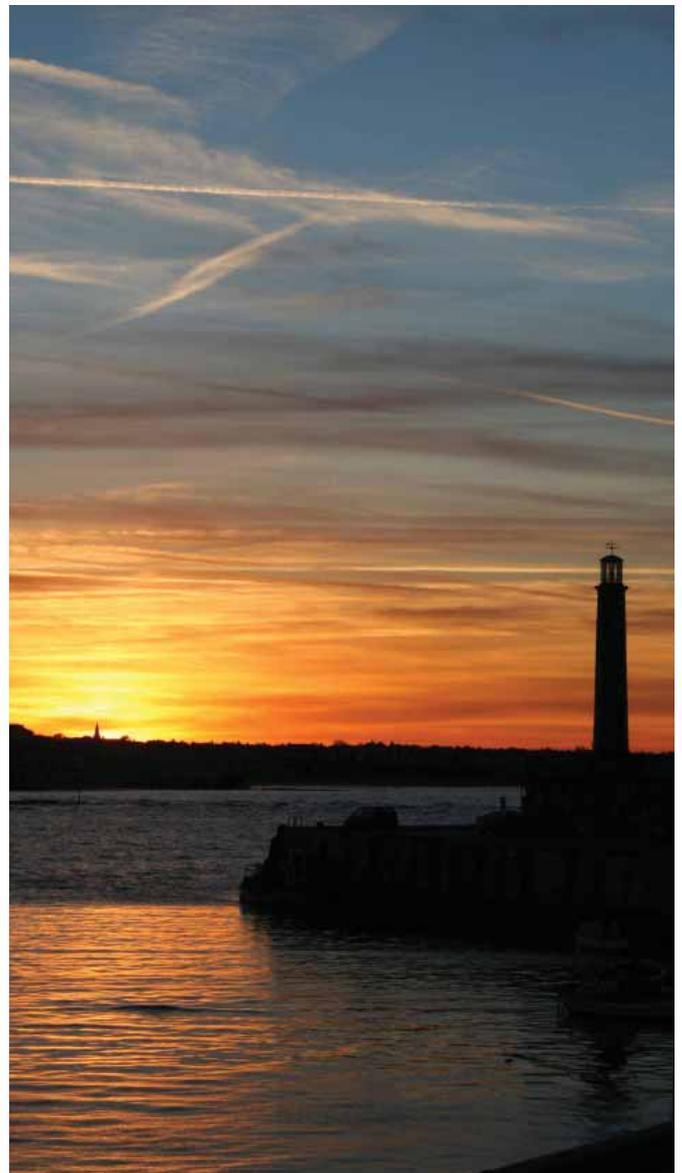
Empty shops have been brought back to life by the Creative Squat project providing temporary spaces to artists and designers. Vibrant work and exhibition spaces, created in partnership with entrepreneurial artists, are evident and artists and creative organisations are networked and connected and attracting the inward relocation of people and businesses.

Margate Theatre Royal is home to a highly successful youth theatre and its programming has united audiences, new and old.

Work will have started on the transformation of Dreamland Heritage Park – a celebration of the iconic British seaside that captures its spirit and hedonistic pleasure and playfully re-imagines and invigorates seaside culture. Dreamland Cinema, in the process of being of being restored as an architectural art deco gem, will be the home to the National Youth Cults Museum and an outstanding performance venue, serving the whole of East Kent.

Margate will feel like a town where great art is possible. Creative commissioning and aspirational, high profile cultural activity will raise Margate's profile as a place where exciting things happen.

Margate will have developed a new identity that celebrates its seaside heritage and its future - an identity that is owned by the local community and reaches out to the world.



Above: Margate pier, photograph © Simon Welsford

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