

## **Visitor Economy Development Framework and Action Plan – in detail**

<b>Action / Target</b>	<b>Purpose</b>	<b>Key activities</b>	<b>Who</b>	<b>When</b>	<b>Prog-ress</b>
<b>1. Deliver an annual Destination Marketing and PR Plan that positions Thanet as a leading day trip and short break destination and ties in with Coastal Kent and Visit Kent activity</b>	Generate short breaks / day visits and spend in the local economy. To change and shift the perception of the three resorts.	Marketing mix of off line and on line activity, PR and partnership campaigns with Visit Kent and Tourism South East.	PH	March 2009	2008 Plan delivered campaign report being prepared and activity reviewed for 2009/10 plan
<b>2. Continue to develop and use ICT to promote awareness of Thanet as a destination</b>	Increase visits to www.visitthanet.co.uk and the bookings made on line. Improve and develop web site capabilities.	1. Attractions and events becoming bookable, multi media. 2. Multi media footage available on the destination 3. Improved SEO	PH	March 2009	Multi media filming completed, web site template changes in progress. SEO plan in place. Web visits increase by 42.5% for 2008
<b>3. At least one new 'boutique-style' hotel in each of Margate, Ramsgate and Broadstairs</b>	To expand Thanet's range of visitor accommodation	1. Identify and support existing businesses that may be interested to develop 2. Identify buildings potentially suitable to convert 3. Target external potential investors	DH DH DH / RW	By 2011	
<b>4. Two new branded hotels in Margate and Ramsgate</b>	To add to Thanet's stock of serviced accommodation and benefit from the presence of recognised hotels brands	1. Compile and refresh up to date information on local tourism performance 2. Work with KCC and LiK to seek developers / operators for key sites	DH / DG DH / LB	By 2011	VIC Team supported accommodation review.
<b>5. At least 3 new quality graded B&amp;B's per year (12 by 2011)</b>	To add to Thanet's stock of quality B&B providers thus assisting overall destination marketing work	1. Communicate the potential opportunity to local residents 2. Provide assistance to applicants 3. Monitor progress and performance	DH DH / DG DH	By 2011	VIC involved in contacting providers
<b>6. At least 2 new quality graded self-catering properties per year (8 by 2011) and an increase in the number of pitches available for touring caravans and camping</b>	To add to the stock of quality self-catering accommodation to assist overall destination marketing work	1. Communicate the potential opportunity to local residents 2. Provide assistance to applicants 3. Monitor progress and performance	DH DH / DG DH	By 2011	VIC involved in contacting providers

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<i>7. A coordinated approach to providing visitor information as part of a coastal Kent network, with streamlined and more focused provision in each of the main towns, including the introduction of a mobile visitor information 'outreach' service for major events</i>	To develop an innovative, more flexible and cost effective visitor information service		DH/DG		
<i>8. Replacement, better quality and more visible tourist information points (TIP's) throughout the district</i>	To develop a better, more sustainable approach to information point provision	<ol style="list-style-type: none"> <li>1. Audit TIP's and assess their condition</li> <li>2. Produce and cost new provision</li> <li>3. Implement scheme</li> </ol>	DH / DG DH / DG DH / DG		Audit had been carried out and work is continuing on temporary repairs to existing TIPs.
<i>9. Increase turnover at the visitor information centres by 30% in 2008/09 and a further 30% in 2009/10 and establish Margate as a flagship, registered information centre for Thanet</i>	To increase significantly income levels and improve the quality of the centres	<ol style="list-style-type: none"> <li>1. Increase income streams</li> <li>2. Review and increase stock offering</li> <li>3. Maximise opening pattern</li> <li>4. Establish commission partnerships.</li> </ol>	DG		VIC 2008 Income increased % on 2007Both Margate & Ramsgate re-furbed and official enjoy England partners.
<i>10. Provide innovative solutions to visitor information and heritage interpretation eg MP3 downloads such as Brenda Blethyn's Ramsgate</i>	To make best use of new technology to help to generate visitor interest		DH/DG		
<i>11. A new tourism signing strategy and resultant new signs</i>	To better direct visitors to Thanet's main attractions	<ol style="list-style-type: none"> <li>1. Audit existing signing</li> <li>2. Produce a revised signing plan and obtain budget</li> <li>3. Implement the strategy</li> </ol>	DH DH (cooperat ion with ITTA) DH		
<i>12. Visitor car and coach parking strategy and implementation plan, following on from a traffic management study, with resultant improved parking and traffic management</i>	To make it easy for car and coach borne visitors to access the main destinations and attractions; and to increase coach visitor numbers	<ol style="list-style-type: none"> <li>1. Review current provision</li> <li>2. Produce revised plans and identify required budget</li> <li>3. Implement new schemes</li> <li>4. Launch to operators and monitor usage and effectiveness</li> </ol>	DH / SS DH / SS/ GC  DH / SS DH / SS	2010	

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<b>13. Agreed plan for maximising the visitor potential / benefits of Turner Contemporary</b>	To ensure that the potential benefits of Turner Contemporary to Thanet's visitor economy are fully realised	<ol style="list-style-type: none"> <li>1. Produce initial draft for discussion with key partners</li> <li>2. Revise plan as required, identify costs</li> <li>3. Implement plan and monitor response / effectiveness</li> <li>4. Feed results back into plan revisions</li> </ol>	TC – TDC / KCC / MRP TC TC  TC – TDC / KCC	2009  2009 2010  2011 & On-going	
<b>14. Clearly defined tourism product within the overall development plans for the Dreamland / Arlington site</b>	To ensure that the development of the Dreamland / Arlington site enhances significantly Margate's offer to visitors	<ol style="list-style-type: none"> <li>1. Lead / provide input to development plan preparation</li> </ol>	DB / DHa / DH	2008 and on-going	
<b>15. A clear definition of the contribution of the visitor economy to the 'visionary future of Thanet'</b>	To identify how the visitor economy is integral to Thanet's future development	<ol style="list-style-type: none"> <li>1. Participate in visioning process</li> </ol>	DH	As required	
<b>16. Helping to secure the best outcome, in visitor economy terms, to the planned development of the Rendezvous site</b>	To ensure that the development of the Rendezvous site enhances significantly Margate's offer to visitors	<ol style="list-style-type: none"> <li>1. Include visitor economy elements in the plans for the site</li> <li>2. Secure development</li> <li>3. Integrate the development with the wider Margate offer</li> </ol>	KM / DHa / DB / DH KCC DHa / DH	2008 and on-going	
<b>17. The development of a visitor centre at Hornby Hobbies</b>	To work with Hornby Hobbies to capitalise on the brand and enhance Thanet's offer to visitors	<ol style="list-style-type: none"> <li>1. Establish joint project team to produce costed plans</li> <li>2. Identify partnership funding</li> <li>3. Develop the centre</li> <li>4. Monitor its impact</li> </ol>	DH	2009 and on-going	
<b>18. A distinct local produce based development project, including fish landing, market, and restaurant facilities at Ramsgate Harbour to help to improve Ramsgate as a visitor destination</b>	To make more of local produce as a distinct selling point to visitors	<ol style="list-style-type: none"> <li>1. Audit local producers / distinct local products</li> <li>2. Develop and implement a suitable proposal for Ramsgate</li> </ol>	DH  DH / MM	2009	
<b>19. Encourage and promote independent and specialist retail development to add to the area's visitor appeal</b>	To enhance the area's appeal to visitors and promote	<ol style="list-style-type: none"> <li>1. Identify areas of Thanet on which to concentrate</li> </ol>	DH	2009 and onwards	

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	distinctiveness	2. Draw up suitable planning policies 3. Promote the policies and monitor their impact	CF DH		
<b>20. An annual events programme that includes, for each of the main towns, three major events aimed at attracting visitors to the area, spread throughout the year</b>	To capitalise on events as a means of attracting visitors	1. Review the main 2008 events in terms of their impact on visitation 2. Draw up plans for 2009 events which will appeal to visitors 3. Monitor the impact of 2009 events in terms of attracting visitors 4. Provide feedback and review subsequent years' programmes	DH / PH  DH / PH DH / PH  ?	end of 2008  end of 2008 end of 2009	
<b>21. Partner the Margate Renewal Partnership in establishing Margate Harbour Arm as a key seafront focal point for visitors, linked to the Turner Contemporary and Old Town</b>	To add to Margate seafront's appeal to visitors	1. Feature the Harbour Arm in all suitable destination marketing materials 2. Consider the Harbour Arm as a potential venue for events 3. Put in place suitable signing and interpretation	PH  ?  DH	2008/2009  2009  2009	Feature in Isle/Coast Magazine
<b>22. Develop a beaches and bays facilities improvement programme, encompassing access, information provision and improvements to the public realm to highlight local distinctiveness and improve the sense of place.</b>	To enhance further the visitor development potential of Thanet's beaches and bays	1. Audit all beach facilities and identify further development needs 2. Produce a comprehensive improvement plan 3. Identify and target potential funding sources 4. Implement projects and monitor their impact and effectiveness	JM / DH  MM / DH  MM / DH  JM / DH	2008  end of 2008  end of 2008  2009 onwards	
<b>23. Development of the "Turner to Dickens" walking trail</b>	To add to the area's walks offer and encourage visitors to explore	1. Make the required infrastructure investment, including signing 2. Promote the trail and monitor its usage	KHS  KCC/TDC	May 09  June 09 onwards	Infrastructure work to be completed by May 09. Brand developed
<b>24. Further development of / investment in the Viking Trail</b>	To capitalise on the cycling trail as a means of attracting visits	1. Identify further development needs and the funding required to achieve them 2. Promote the trail and monitor its usage	KHS  TDC		Continued

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		and impact			promotion of VCT seen 45% increase in web traffic.
<b>25. Review Thanet's Museums to improve significantly their tourism potential</b>	To improve Thanet's offer as a visitor destination	1. Undertake a museums review and act upon its findings			
<b>26. Partner the sports development team to develop further the sports tourism offer, for example for water sports and golf</b>	To develop a visitor offer based around sports	1. Identify Thanet's strengths for sports tourism development 2. Develop specific visitor offers and packages 3. Launch and promote them 4. Monitor impact and customer reactions			
<b>27. The introduction of a new, streamlined tourism business support service</b>	To support existing tourism businesses to develop and to encourage and support new business start-ups	1. Review existing access to support and types of support 2. Survey business interests and needs 3. Design new service 4. Promote availability and launch / monitor	DH DH/ITTA/ KTQP DH/COM MS/ITTA	July 08 July 08 Sept 08 Oct 08	
<b>28. Raise the profile of sustainable tourism, including achieving 5 accredited 'Green Tourism' businesses'</b>	To capitalise on increased consumer interest in sustainable tourism	1. Recruit businesses to take part in Visit Britain's Green Start initiative 2. Provide businesses with information on green tourism accreditation schemes			
<b>29. Tourism development partnership agreements with Transeuropa Ferries and Manston Airport, along with exploitation of improved rail journey times resulting from High Speed 1</b>	To maximise potential visitor benefits of key transport networks and operators	1. Identify partnership benefits 2. Meet with respective companies 3. Draw up, implement and review agreements			

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<b>30. Exploit the work of the Thanet Coast Project and capitalise on the Thanet coastal path through the development of visitor packages etc</b>	To make the best use of the Thanet Coast Project and coastal path as means of generating visits	<ol style="list-style-type: none"> <li>1. Liase with TCP team to identify and develop opportunities</li> <li>2. Survey development needs for Thanet coastal path</li> <li>3. Run promotion campaign(s)</li> </ol>			
<b>31. Partner the ITTA in developing a quality improvement programme aimed at existing visitor accommodation providers and other visitor economy businesses, including staff skills and training</b>	To raise the quality of Thanet's visitor economy offer	<ol style="list-style-type: none"> <li>1. Survey business interests and needs</li> <li>2. Devise programme with ITTA</li> <li>3. Launch programme and monitor progress</li> </ol>	DH DH/ITTA/ KTQP DH/COM MS/ITTA	July 08 Sept 08 Oct 08	
<b>32. Agree visitor attraction development plans and priorities with each of Thanet's key visitor attractions, including the identification of potential Maritime Heritage Trail projects</b>	To continue to develop Thanet's visitor attractions and support their sustainability	<ol style="list-style-type: none"> <li>1. Meet on a 1-to-1 basis</li> <li>2. Produce individual development plans and identify potential funding sources</li> <li>3. Work with individual attractions towards achieving their goals</li> </ol>			
<b>33. Develop and monitor key performance indicators and other ways of measuring the impact of tourism on Thanet's visitor economy</b>	To assess the value and on-going performance of Thanet's visitor economy	<ol style="list-style-type: none"> <li>1. Establish KPI's with DP UK and others</li> <li>2. Carry out monitoring / survey work as required</li> <li>3. Feedback the results</li> </ol>			