

DREAMLAND MARGATE

SEA CHANGE APPLICATION

Proposal Document
April 2009



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“The bringing of happiness to the many at a price they can afford.”

The Dreamland mission as stated in the commemorative programme for the opening of the new cinema, 1935

A. OUR VISION FOR DREAMLAND AND MARGATE



“The Panel urged that the vision of Dreamland re-opening as the first and nationally unique heritage fairground be promoted with urgency and drive and without unnecessary burdens ... Accordingly, Trust, Partnership and Authority were urged to turn all necessary attention to the re-emergence of Dreamland.”

The Urban Panel Margate Review Paper, April 2009 – following Panel visit in March 2009.

Our Vision for Dreamland

Our vision is that Dreamland will be a striking 21st Century attraction. It will build on Margate’s unique cultural heritage as the first seaside resort, as the location of one of the earliest seaside amusement parks and as the location of possibly the first roller coaster, and now the home of the oldest surviving roller coaster in the United Kingdom. With its unique pedigree, Dreamland in Margate will be the national centre for the preservation and celebration of the heritage and culture of seaside amusement parks and popular seaside entertainment.

This project will be the first part of a complete renaissance of the Dreamland site.

The architectural style of buildings within the reborn Dreamland Amusement Park will be ‘early modernist’ creating a strong identity and presence within the centre of the town.

This proposal is submitted by Thanet District Council as the accountable body on behalf of the Dreamland Client Group. The Dreamland Client Group comprises the Margate Renewal Partnership, Thanet District Council, Margate Town Centre Regeneration Company (MTCRC – the owners of the site) and The Dreamland Trust. The project steering group includes Kent County Council, English Heritage, Arts Council England South East, and South East England Development Agency.

I. The Dreamland Cinema c.1935 (RIBA Photographic Collection).



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Margate's Unrivalled Seaside Pedigree

Margate was the first modern English seaside resort. The essence of the town is intrinsically defined by its popular seaside culture. The identity of Margate is built upon pioneering seaside fun and for many people Dreamland was the heart of the fun. The redevelopment of Dreamland will reinstate popular seaside culture back in its true home, at the heart of Margate.

1. Cover from 1950s publicity leaflet.
 2. Children at Margate beach.
 3. 'Margate Sands in Summer' postcard.
- Opposite: Water Chute at Dreamland 1987. The Dreamland Trust has rescued an identical ride – the last surviving example – from an amusement park at Rhyl (Chris Parker Photography).





Our Vision for Margate

Margate Renewal Partnership (MRP), a multi agency partnership spearheading the regeneration of Margate, has set out a strategic vision for the town:

“By 2015, Margate will become a dynamic, thriving and successful town. It will be a major hub and driving force of creativity and culture that excites and inspires residents and visitors alike. It will also embrace and celebrate its traditions as a place of relaxation, leisure and seaside fun. It will be a place where visitors choose to return to and a town where people aspire to live”.

1. Twilight, Margate
2. Margate beach



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The vision for Margate is grounded in making the most of the town's natural attributes to create an exceptionally pleasant place to live, work and visit.

The Partnership's Framework & Implementation Plan (2009-12) defines the vision and the plan for implementation.

Margate will offer a series of spatial experiences of the highest quality each with differing character and appeal but all part of a synergistic whole.



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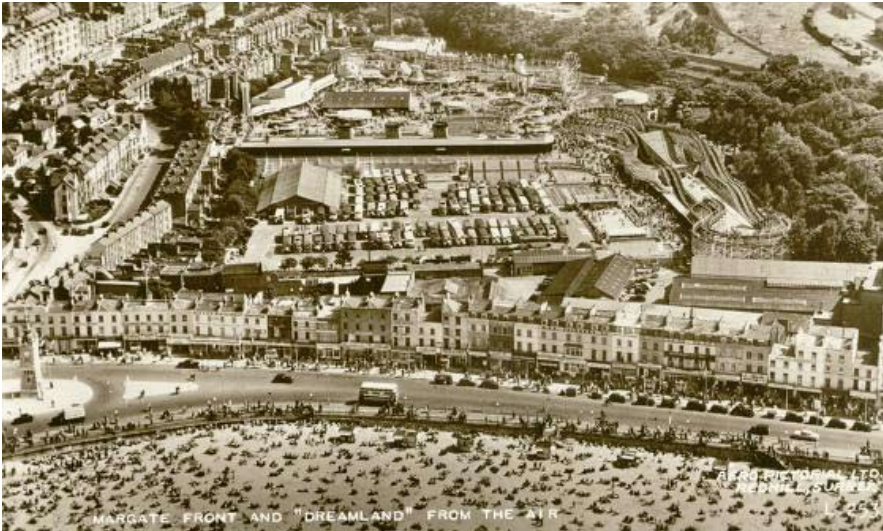
Locals Love Dreamland!

The people of Margate and Thanet loved Dreamland and have repeatedly demonstrated they want their cultural heartland back and that they have a passion for the project. Evidence of public support both in and outside the town has been gathered by consultation and engagement work undertaken separately over 4 years from three directions – the local authority/ Margate Renewal Partnership, the Save Dreamland Campaign, and the owners of the site (MTCRC). The commonality of view from the community about what they wanted on the site was the key reason why these three groups came together to develop this proposal. The community strongly endorsed the specific plans at an open public event in March 2009.

Interest in the site has generated significant Blog activity, several You Tube films and inspired artists such as Tracey Emin and Antony Gormley.

A recent survey by Visit Kent in April 2009 has shown that 93% of respondents felt that it was a good development for Margate and 73% would visit the attraction.

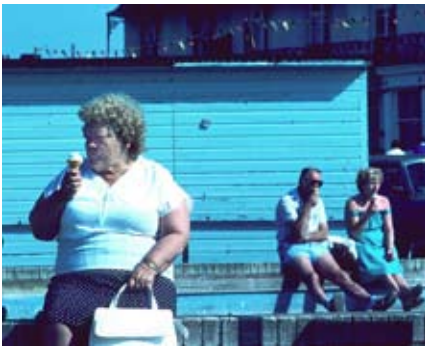
1. Caterpillar ride at Southport's Pleasureland Amusement Park, the last surviving original caterpillar ride in the UK, identical to one that operated in Dreamland and now acquired for this project (from the book 'Pleasureland Memories', courtesy Skelter Publishing).
2. 'I Dream of Dreamland', consultation event 16 March 2009.
3. The Scenic Railway before the fire (Chris Parker Photography).
4. Historical photograph of Margate seafront with Dreamland beyond.
5. Seafront pastimes.
6. Antony Gormley's 'Wasteman', Summer 2006.
7. Dreamland 1955.
8. Tracey Emin's 'It's Not the Way I Want to Die', 2005.



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Unique Cultural Character

In 1790 Margate was bawdy, prosperous and aristocratic. In 1890 Margate was bawdy, still prosperous and working class. By 1990 Margate had retained, after prolonged conservation battles, most of its Georgian, Victorian and early Twentieth Century townscape. However, the drastic reduction in the number of visitors – especially those who stayed for longer than a day – from the late 1960s onwards had led to a downward spiral of lack of investment and decay that only served to deter more visitors. For a town whose major employer had long been the tourism industry this was a particularly pernicious situation. World class investment in the arts and public realm will enable Margate to regain its position as the original and foremost seaside resort.

A quality of this project that is perhaps different to most is the passion that a large proportion of the community feel about it. Margate was for many years a vibrant and robust seaside resort that gave people great freedom to express themselves away from the restrictions of everyday life. The driving concept of this project is to mark and celebrate this sense of freedom.



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“You can keep the Costa Brava, I’m telling you mate I’d rather have a day down in Margate with all me family.”

Margate: Chas and Dave 1982



Complementary Investments in Margate

The Margate Renewal programme is promoting investment in the development of key sites which includes the neighbouring Arlington site, the transformation of the 'Eastern Sea front' to include a new 4 star quality hotel and residential apartments and Turner Contemporary. The Old Town has been transformed over recent years and is now home to an embryonic creative community.



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1. David Chipperfield's design for the Turner Contemporary – now on site.
2. Margate's Old Town and harbour.



The Ideas Behind the Project

The project has emerged from several years of work by the Save Dreamland Campaign/The Dreamland Trust, the landowners and the Margate Renewal Partnership.

The Save Dreamland Campaign, which is administered by The Dreamland Trust, launched its proposals for the Dreamland Heritage Amusement Park on 30 April 2007. The concept of how the park would fit within mixed-use redevelopment of the whole Dreamland site was worked up by the owners, MTCRC, and is articulated in their brochure *Dreamland: A Development by the Margate Town Centre Regeneration Company*.

Margate's Seafront

1. Site for Turner Contemporary
2. Old Town
3. The Harbour
4. The High Street
5. Marine Terrace
6. Dreamland site
7. Arlington Tower

The First Step – Phase I

The design and architecture has been inspired by the stunning early modernist aesthetic, taking its reference from early Dreamland buildings. The first phase of the project, to which this funding application relates, will create a thrilling amusement park of historic rides, built in a high quality park environment around the oldest roller coaster in the country. It will incorporate a national centre for the preservation and interpretation of the history of seaside amusement parks. It will be the world's first amusement park dedicated to classic rides. The first phase of the project will also establish the foundations of a national centre celebrating popular seaside culture and youth street culture.

Specifically, the project will:

- Create a thrilling theme park from the past.
- Restore to full working order a collection of historic amusement rides, now in store, many of which are the last surviving examples of their type.
- Create a pleasure garden and high quality public space in the heart of the town.
- Create an imaginative interpretation strategy for the heritage amusement park.
- Restore the façade and public face of the Listed Dreamland Cinema building and fully restore the Scenic Railway.
- Provide a number of new high quality restaurants, bars and retail outlets in the centre of the town
- Undertake safeguarding works to the auditorium of the Cinema building.
- Celebrate the intangible heritage of popular seaside culture in Margate and Dreamland through a varied programme of events and festivals including a major Winter Festival for which an operating budget of £130,000 has been set.
- Establish a permanent exhibition of Youth Street Culture in the 20th century to the modern day supported by further cultural events and programming.
- Provide educational opportunities for local people and those visiting both during the project development and in operation.

Key to Phase I Proposals

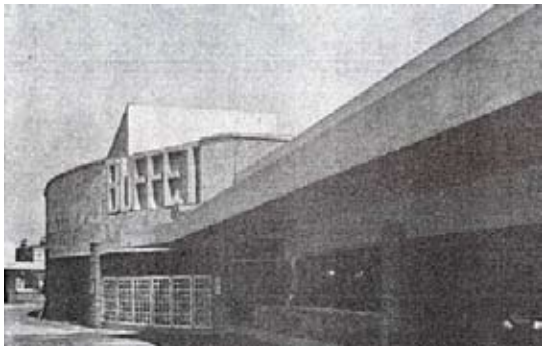
1. Museum/Interpretation
2. Food and Beverage Kiosk
3. Redemption Games
4. Galloper (Carousel)
5. Cableway (Chair Lift)
6. Whip
7. Performance Space
9. Food and beverage Kiosk
11. Scenic Railway and Maintenance Shed
13. Meteorite
14. Junior Train
15. First Aid Room
17. Park Shop
18. Food and Beverage Kiosk
20. Caterpillar
21. Maintenance Shed (General)
23. Redemption Games
24. Haunted Swing
25. Food and Beverage Kiosk
26. Menagerie Cages (Restored)
27. Wild Mouse
28. Helter Skelter
30. Mirror Maze
31. Ferris Wheel
32. Kiddie Train
33. Flying Scooters
35. Kiddies Juvenile
36. Children's Rides
37. Fun House
38. Junior Whip
39. Toyset
40. Restaurants/cafés
41. Tickets
42. Visitor WCs
43. Operations Office and Staff Welfare
44. Administration Offices
45. Fairground Rides
46. Market Stalls and Temporary Public Art

Phase I Proposals for Dreamland Entertainment Complex & Amusement Park





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Future Development

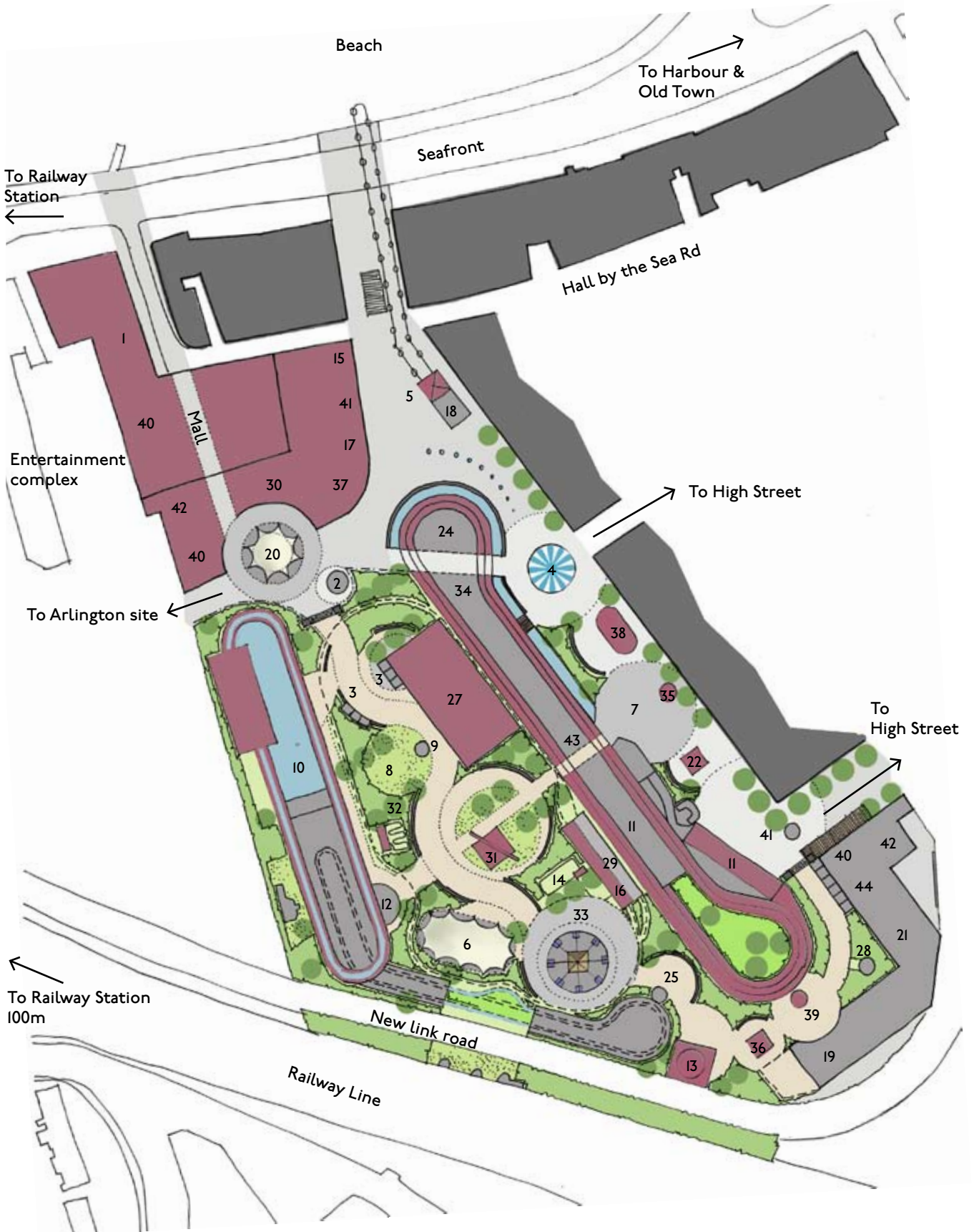
Outline proposals for further extension of the cultural offer have also been developed. It will create a 1000 capacity multi-purpose venue in the Dreamland Cinema auditorium. This will also include the restoration of additional rides in storage, including the Water Chute and River Caves.

Key to Future Development Proposals

1. Museum/Interpretation
2. Food and Beverage Kiosk
3. Redemption Games
4. Galloper (Carousel)
5. Cableway (Chair Lift)
6. Whip
7. Performance Space
8. Tumble bug (space allowance)
9. Food and beverage Kiosk/Expansion Space
10. Water Chute
11. Scenic Railway and Maintenance Shed
12. River Caves
13. Meteorite
14. Junior Train
15. First Aid Room
16. Dreamland Train Station
17. Park Shop
18. Food and Beverage Kiosk
19. Journey into Space/Dark Ride
20. Caterpillar
21. Maintenance Shed (General)
22. Toyset
23. Redemption Games
24. Haunted Swing
25. Food and Beverage Kiosk
26. Menagerie Cages (restored)
27. Wild Mouse
28. Helter Skelter
29. Maintenance (Train)
30. Mirror Maze
31. Ferris Wheel
32. Kiddie Train
33. Flying Scooters
34. Ghost Train
35. Kiddies Juvenile
36. Children's Rides
37. Fun House
38. Junior Whip
39. Toyset
40. Restaurants/café's
41. Tickets
42. Visitor WCs
43. Operations Office and Staff Welfare
44. Administration Offices

1. The Dreamland Coach Station – demolished (Prince's Regeneration Trust).
2. The Dreamland Buffet – extant, altered (Prince's Regeneration Trust).

Future Development Plan Proposals





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The Heritage Amusement Park

The first phase will create a thrilling theme park from the past. It will focus on preserving, interpreting and enabling people to ride spectacular amusement park rides from the days when seaside parks were the place to visit for the biggest and most exciting rides and attractions.

The Scenic Railway will be the centre-piece of the Park. The Margate Scenic Railway was the first amusement ride in the UK to be afforded statutory protection by being listed Grade II in 2002. Other rides will supplement the Scenic Railway. They will be imaginatively sited within an attractive park environment.

A number of rides have been rescued from theme parks and acquired by The Dreamland Trust, with the logistical and financial support of MTCRC. They are rare – and in some cases unique survivals of rides from the 1890s to the late 1960s.

The historic rides will be restored not as museum exhibits, but as active rides so that the visceral pleasures of riding them will be experienced first-hand. Most of the rides are examples of type that were installed at Dreamland in past decades and others are characteristic rides that are wholly compatible with the concept for the park and as a setting for the Scenic Railway.



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1. Scenic Railway – now fire damaged (Nick Laister/The Dreamland Trust).
2. Dreamland's Helter Skelter 2002 (Nick Laister/The Dreamland Trust).
3. Gallopers at Southport's Pleasureland. Opposite: Corbiere Wheel from Southsea, photographed when operating in Southport 2006, and proposed for inclusion in Dreamland's Heritage Amusement Park. One of only two surviving examples.





A Beautiful Park Environment

The design of the park takes inspiration from numerous examples of successful theme parks throughout the world, especially the wide, inclusive appeal and welcoming atmosphere of parks such as Liseberg, Goteburg in Sweden, Grona Lund in Stockholm and Tivoli Gardens in Copenhagen.



1. Play fountains.
2. Roller coaster at Liseberg, Sweden.
3. Tivoli Gardens in Copenhagen.



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1. Dreamland Cinema c.1935 (RIBA photographic collection).
2. Sunshine café, Dreamland Cinema c.1935 (RIBA Photographic Collection).
3. Dreamland Cinema foyer 2009 (Levitt Bernstein Associates).
4. Proposals for new South façade (Levitt Bernstein Associates 2009).

The Dreamland Cinema – 'The Gateway to Dreamland'

The striking Grade II* cinema building is architecturally significant in the development of the design of 1930s super-cinemas and is the most important building in the Margate Seafront Conservation Area.

The building will be occupied by a selection of restaurants, an exhibition space, retail units and will form the main entrance to the park. It will offer extensive seating on a south-facing terrace overlooking the park that will be, in its own right, a major attraction.

The cinema auditorium, though not fully upgraded in this phase, will again be open to the public on a limited basis. It will be able to host small scale events including concerts on the historic cinema organ, which will be returned to working order.



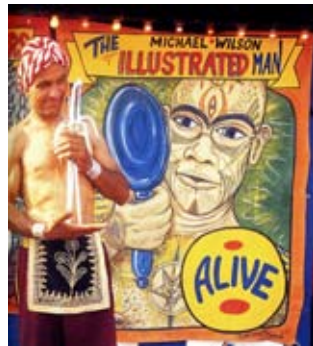
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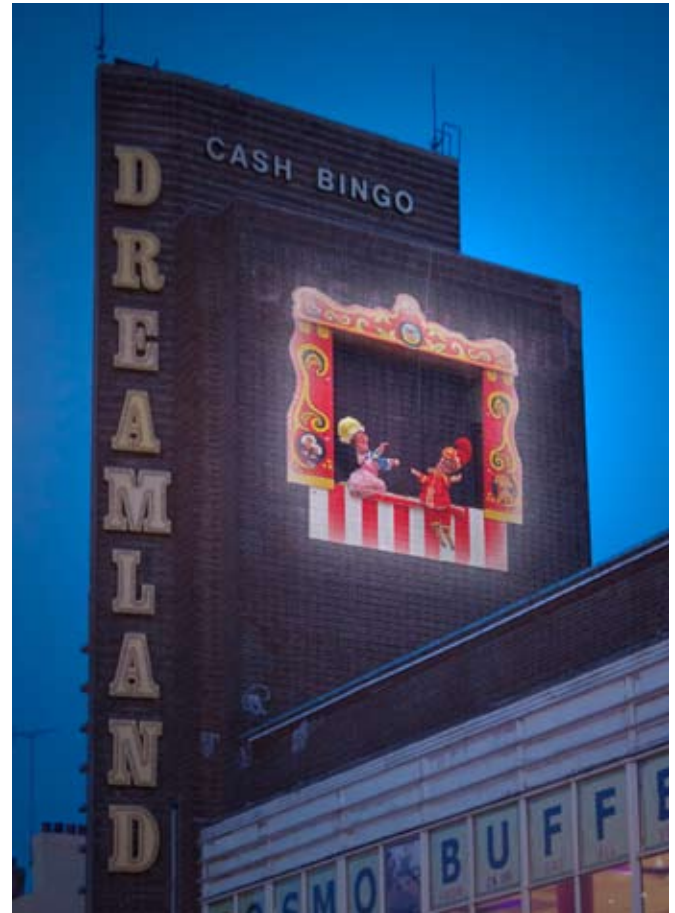
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Our Cultural Focus – Creative Margate

Culture is a central strand of the regeneration strategy. Margate Renewal Partnership has adopted a 10 year cultural plan called Creative Margate.

There are two anchor developments to the delivery of this strategy: Turner Contemporary and Dreamland.

Dreamland will be a cultural hub of a related yet different nature to Turner Contemporary, one that focuses on the popular cultural heritage of the traditional seaside experience, with a particular focus, especially in terms of live performance, on the heritage of youth subcultures. These will 'book-end' Margate seafront.

The redeveloped Dreamland will create a high quality new visitor attraction with theme park, a stunning public space, exhibition and interpretation space, and performance venue (Phase 2). All of this will provide a unique opportunity for cultural engagement through programmed events and festivals.

It will have a major interpretative and educational dimension.

Culture as a Legacy of Dreamland

The project will in itself support a vibrant ongoing programme of cultural activity that will be supported from commercial revenue generated by the park and will form a core part of its audience development and marketing work.

The cultural programme will have two core priorities. Primarily, Dreamland will be championing the popular culture of amusement parks and seaside resorts through interpretation, exhibitions and the immersive entertainment of going on the rides. Alongside this, and as part of this, Dreamland will focus on the celebration of youth street culture and its Margate connections.

The key legacy of the new Dreamland will be helping visitors understand the heritage of the theme park rides and popular seaside culture.



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Part of the programming theme will be the celebration of British youth street culture and its relationship with the seaside. The seaside location – a key to many cultural movements – will engage visitors, both those who are still loyal to their teenage ideals and those who are still teenagers.

The first phase of the Dreamland Project will create a ‘shop front’ in the cinema building. The space will host a rolling series of exhibitions relating both to the history of the site and to the history of youth led ‘street style’ across the British Isles in the last 60 years.



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The Interpretation Strategy Report included in the Supporting Information details the principles, frameworks and scope of interpretive design to be used at Dreamland.



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1. Cover of ‘Creative Margate & Vision’ document.
2. Galloper ride.
3. Sideshow.
4. Interpretation proposal (Design Map 2009).
5. Margate Harbour Arm, Light and Vision Installations.
6. Performance.
7. Lighting sculpture, Margate seafront.



1

Celebrating Youth Street Culture

'Youth' or 'Street Culture' is a uniquely British post World War II phenomenon that has had enormous international influence in the western world. This is a living culture that is constantly evolving. With some exceptions, the movements have had exclusively working class roots. They tend to be given a derogatory name by the mass media – such as Skinhead – which they adopt as a badge of pride. In their initial stages at least, each cult has been fiercely resistant to interference from big business, and the fashion industry has consistently been behind the styles that originate from the street up.

Some examples, with dates when first noted, are: Teddy Boy 1953, Rocker 1960, Mod 1962, Skinhead 1968, Punk 1976, Goth 1982, Rave 1991, and Chav 2005.

Margate, in its role as 'Fun London-on-Sea', has, since its instigation as a resort, reflected the fashions of the Capital but with the added freedom of the seaside. Summer Margate is still a fashion parade for the young.



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Dreamland is the place to celebrate Margate's pedigree as Britain's capital of popular culture.

The totally British nature of these subcultures is often reflected in their music. In many cases, The Small Faces, The Kinks, The Smiths and Madness for example, the music itself is a form of social commentary fixing the culture to a time and place. The movements and their music, Afro Caribbean influence on Mods and Skinheads and Bangladeshi influences in modern dance music have proved to be cross-cultural within British Society. They continue to be so today.

This incredibly rich aspect of British life and popular culture has never before been properly recognised and celebrated.



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- 1. Mods
- 2. Ravers
- 3. Rockers
- 4. Teddy Boys
- 5. Skinheads
- 6. Punks



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The Challenges of Margate

The town has been afflicted by a downward spiral of decreasing popularity leading to less private and public sector investment which, in turn, has led to poorer facilities, a serious deterioration in the built environment and fewer visitors. As a result of this, there is a high level of deprivation in the town, especially in the Margate Renewal Area. Five of the eight Super Output Areas in Margate are in the top 5% most deprived in England.

There are significantly more unemployed people and sick or vulnerable children and adults in the two wards of Margate and West Cliftonville than elsewhere in Thanet, Kent or the country as a whole. These social issues are being tackled by a multi agency approach and forms a key part of the Margate Renewal Programme.

1. Boarded up houses, Margate.
2. The Scenic Railway fire 2008.
3. The neighbouring Arlington Square shopping concourse in 2009.
4. Sunrise, Margate.



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The Project is Crucial to Margate

The Dreamland project will benefit Margate in a number of important ways. It will:

- Revive the traditional heart of Margate.
 - Be a key part of cultural regeneration.
 - Create a hub of creative activity in the centre of the town.
 - Create a major catalyst for economic regeneration.
 - Generate 700,000 visits annually.
 - Create 200 plus jobs in the local economy.
 - Regenerate two much loved and significant historic structures.
 - Celebrate popular culture – seaside amusement parks and youth street style – which is not otherwise recognized.
- Create a significant number of training and formal educational opportunities.
 - Provide opportunities for volunteering in the community for all ages.



Demand and Support for Dreamland

There is considerable evidence demonstrating both demand and support for the project.

The business plan contains a detailed assessment of the audiences for the project and the impact that it is likely to have in attracting them. Based on comparison with other attractions, it predicts 700,000 visits per year, with 350,000 paying for entrance on to rides. To test the popularity of the concept with the public, questions about the project were included on a survey sent, in April 2009, to people on the Visit Kent UK database. There were 3,335 responses. 93% felt that the Dreamland project is a good development for Margate and 78% said that they would visit the Heritage Amusement Park when it opens.

Marketing

The business plan includes a marketing plan with a budget of £325,000 annually, including £150,000 for events and cultural activity, which will fund extensive promotional activity across the south east of England.

The People the Project Will Reach

The project has mainstream popular appeal. It will attract audiences and customers from a broad section of society – across social classes, cultural backgrounds, age and gender.

A detailed audience development plan is contained in the business plan. It anticipates that there will be several core audiences for the new Dreamland:

- Locals. As a free entry park, Dreamland will be an important enhancement of the day to day quality of life for local people.
- Day visitors. As has long been the case, Margate's Beaches will be an enticing proposition to day visitors.
- Longer stay visitors. The park is likely to be one of the county's main attractions.



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The project aims to attract a high level of local custom and the business plan makes provision for subsidising tickets to allow locals preferential rates at specific times of the year.

The local population includes relatively high concentrations of migrants from Eastern Europe. Through the marketing and engagement programme, we will work closely with the voluntary sector to target and engage all sections of the local community.

Dreamland Supports Regional Policy

Margate is identified as a priority in SEEDA's Corporate Plan. In addressing the economic under-performance of the South East coastal regions, SEEDA has set out a framework for action to complement the Regional Economic Strategy – Framework for Action on the Coastal South East (2007).

The regeneration of coastal towns, and specifically Margate, are highlighted as strategic priorities by the East Kent Local Strategic Partnership.



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93% felt Dreamland is a good development for Margate

Visit Kent Survey April 2009

1. The Dreamland site in its heyday c.1950.
2. Public Square, Margate Old Town.
3. Blackpool Pleasure Beach (from the book 'Riding on Rainbows' courtesy Skelter Publishing).
4. Big Sky Jazz Festival, Margate Old Town.

“I want someone who is a giant to come along and treat Margate like their very own special model village. I want them to return Margate to its man-made majestic beauty. I want them to lovingly recreate the Scenic Railway and the big wheel. Make Dreamland a place possible for teenage lovers to have dreams, the Teddy Boys to whirl on the wurlitzer and Mods to dodge with their girlfriends on the dodgems.”

Tracey Emin, *The Independent* 2008

B. MEETING THE SEA CHANGE OBJECTIVES AND CRITERIA



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Sea Change Objectives

Objective 1: to back investment plans from seaside resorts in culture, heritage and public space, which could act as a catalyst to support regeneration of the resort.

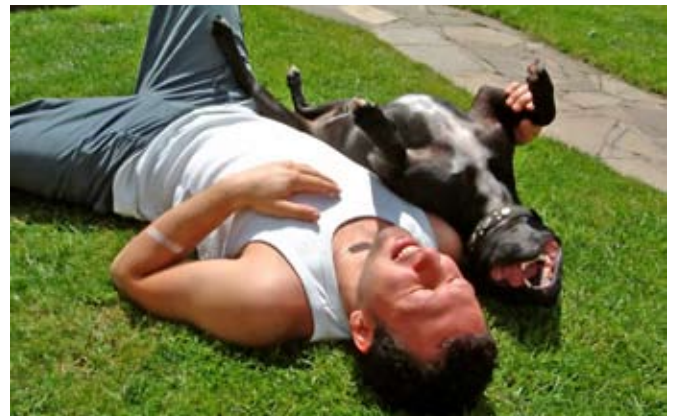
The project will restore two landmark historic assets and will create a unique visitor attraction inextricably linked to the history and heritage of Margate. It will create a national centre for the interpretation and celebration of two important dimensions of popular culture – seaside amusement parks and youth culture. Dreamland's revenue stream will fund an active ongoing cultural programme, enhanced by create a park at the heart of the resort that will play a major role in catalysing the regeneration of Margate.

Objective 2: to boost confidence and pride in the local community

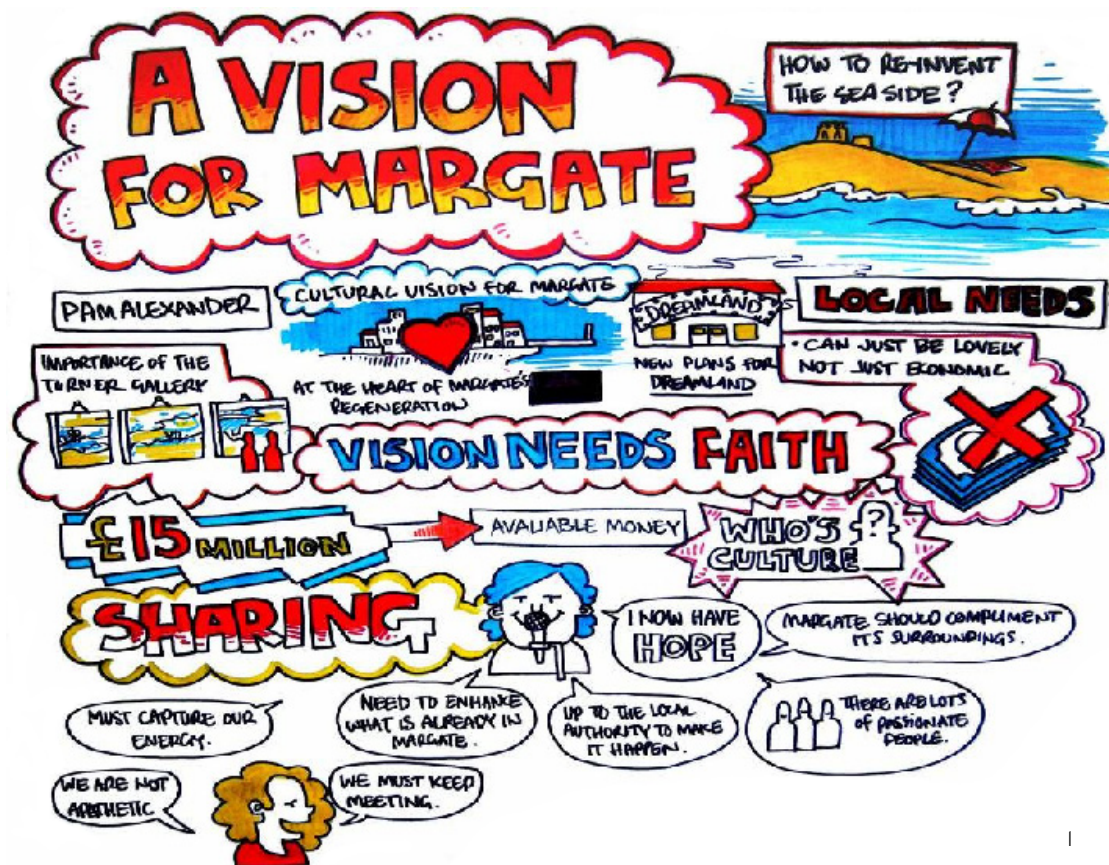
The decline of Dreamland has severely undermined the self-confidence of a community that has seen an important part of its cultural identity diminish.

Dreamland's renewal and enhancement will play a major role in restoring this lost confidence by creating something unique for Margate to be proud of. Recent consultations have shown that Dreamland is the most important regeneration project in the minds of local people.

1. **Celestial Radio** by Zoe Walker and Neil Bromwich.
2. **Margate Giant Heads** by Tracey Emin and JMW Turner.
3. **Margate Shell Ladies**.
4. **Improved public space**.



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Objective 3: to share learning between local authorities and other partners exploring ways to support seaside resorts via culture and heritage

The project has been developed and is being put forward by the Dreamland Client Group. All of the partners have participated actively in the development of this project. It is an extraordinarily participative scheme that has engaged with stakeholders in resorts all over the country who care about the preservation of their amusement park heritage and has already commanded widespread attention.

Objective 4: to ensure that our investment is matched by other partners so that we maximise the benefit of our funding.

A core advantage of the Dreamland project is that it will be securing match funding to the Sea Change investment from a private sector partner, the owners of the site. As well as the Sea Change application, associated match funding includes an application to the Heritage Lottery Fund, Thanet District Council, English Heritage and the Arts Council England.

a. Innovation and Aspiration

The Dreamland project fits all of the aspects of the Innovation and Aspiration categories:

- It is a cultural project contributing to place-making; provide new artistic opportunities for local communities and visitors
- It is an historic environment project improving the quality and experience of the resort's cultural assets
- It will build on the natural and built environment, and public space assets of the resort.
- The heritage amusement park will be a world first.

Dreamland will also be the first institution in Britain to celebrate youth street culture.



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b. Sustainability

Economic Sustainability

A detailed business plan is included with the application. This shows that the project will be able to generate a significant operating surplus that the Trust will be able to invest in its charitable activities, including progressing the second phase of the project. The business plan includes a 10 year profit and loss projection and sensitivity analysis of the project's finances.

Environmental Sustainability

The proposal contains an important sustainability benefit: retaining and enhancing a much loved place in Margate's cultural landscape. Providing continuity to Margate's way of life and broadening its appeal to a wider audience would create tangible benefits for the social sustainability of Margate's sea side culture. The project will make a major contribution to the public realm and built environment of Margate. It will bring into beneficial use a prominent central site that has been largely unused since 2002.

The design seeks to minimise energy consumption and maximise natural sources. For example, the entertainment complex has been designed with much of its new accommodation at the South façade to maximise the opportunity for passive solar gain and ventilation; column lighting and feature lighting will be used throughout the park using new energy efficient fittings such as LED systems. Sustainable Urban Drainage Systems (SUDS) will be utilised where possible. The project intends to sign up to the Green Tourism Business Scheme, validated by Visit Britain, aiming for Silver standard within three years.

1. Scribe illustration from the Margate Cultural Vision Open Space Event, February 2008.
2. Contemporary aerial view of Margate Beach with the Cinema Tower in the foreground.



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c. Equality and Diversity

An Equality Impact Assessment (EIA) has been undertaken but will require updating with reference to some of the rides. The EIA will provide a framework as part of the feasibility for assessing and managing the equalities implications during the construction, delivery and operational phases. The design work in Phase I has taken into account the issues around access and disability. We will also ensure that we apply the principles in the EIA to the approach to the design and management of public facilities, interpretation and events programming. The Trust will also ensure that staff and operators are provided with adequate support, information and training in equalities issues. This will include the provision of educational programmes, engagement work and customer care programmes.

The Dreamland Trust is very committed to open the site to as many people as possible. The proposal that the site be free entry with a wristband being purchased only by riders is partly in order to fulfil this aim. However the rides are by their nature not suitable for certain categories of people with physical and other

disabilities. Provision is made in the development stage of this Project to ensure that as wide a public as possible is able to ride as many rides as possible, within the bounds of safety and the ADIPS regulatory system. Members of the Trust have significant experience with other amusement parks in the UK on maximising accessibility and inclusive access to rides and attractions, both in terms of design and operation.

d. Project Management

Thanet District Council has extensive experience of managing large capital programmes. The existing Dreamland Client Group will continue to oversee the project and appoint a Project Manager who will oversee the programme delivery and capital works for Phase I.

Thanet District Council/Margate Renewal Partnership project management procedures will be adopted to oversee the construction and delivery of the project.

1. Seafood stall, Margate Harbour 2009.
2. Turner Contemporary Exhibition Space, Margate High Street 2008.



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e. Regional Priorities

The project is directly in support of regional and sub regional policies, all of which identify Dreamland as a strategically significant site. These are detailed in Appendix I.1 and I.2 of the Business Plan.

f. Regeneration and Economy

It is estimated the project will generate 700,000 annual visits. Assuming an average spend of about £35 per day, this implies that the park could be expected to result in about £8.75 million a year extra into the local economy, including that which forms the revenue of the park itself.

- It will create employment directly 17 full time employees and about 100 part time/seasonal staff
- It will generate indirect economic activity
- It is estimated that the spend generated by the park would, in total, create/sustain about 90-190 full time equivalent jobs in the local economy.

g. Social Impact Addressing Local Priorities

Local unemployment will be benefited by the economic advantages discussed above.

Margate and Thanet have a large less affluent local market. The mass popular appeal of Dreamland will cut across socio-economic classes.

Margate currently suffers from a negative perception and lack of civic pride. Social identity and confidence are low. The current physical blight of Dreamland worsens this condition and the redevelopment would be instrumental to the town's well being.

Dreamland will have an active schools engagement programme managed by a part time education officer with the support of a significant budget.

1. Shop, Marine Gardens, Margate 2009.
2. Street Entertainment, Margate 2008.
3. Caribbean Beach Party, Margate Sands 2008.

“The Dreamland Trust believes that this is the best option to secure the future of the listed Scenic Railway and Dreamland Cinema and for the distinguished history of the park to be recognised.”

Nick Laister, Chair of the Dreamland Trust

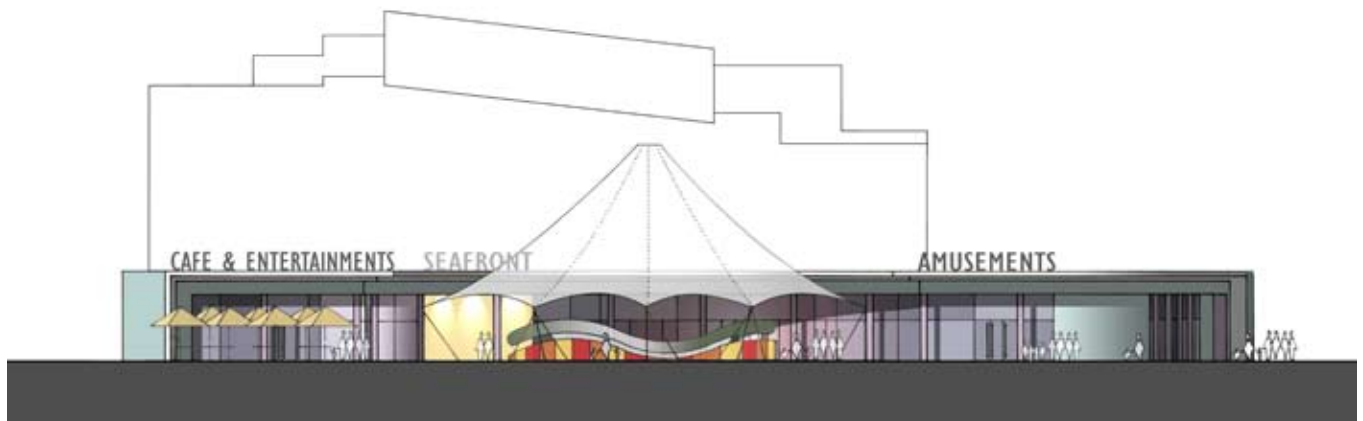
C. OUR CAPITAL PROJECT

The project and its evolution is described in detail in the Design Report and the Business Plan.

High-quality Cultural Outcomes and Outputs

The project will provide sustainable contemporary uses for world class assets, the Dreamland Cinema and the Scenic Railway. It will bring an iconic attraction, celebrated in popular literature and documentaries, back to life. It will create a high quality, intensively managed landscaped park in the centre of the town. It will celebrate and record, with panache, two dimensions of popular culture, amusement parks and youth street culture.

1. South elevation of the cinema building on completion of Phase I (Levitt Bernstein Associates).



Main People Involved

The project will be led by the trustees of the Dreamland Trust:

- Nick Laister MRTPI, Chair, is a director in a leading planning consultancy, where he advises major leisure operators.
- Susan Marsh MBE (Hon. Secretary) has extensive experience of community engagement and education. Susan brings knowledge of community involvement in planning matters, equality and diversity and education.
- Sarah Vickery (Hon. Treasurer and Campaign Coordinator) was a national press and magazine journalist and now owns Margate's Grade I listed Shell Grotto.
- Richard Gray was Inspector of Historic Buildings with English Heritage and Chair of the Cinema Theatre Association. He is author of *Cinemas in Britain* and a trustee of the Stockport Super Plaza.



- Andrew Cannon FCA is principal of Spurling Cannon, Chartered Accountants.
- Neil Sparkes is a successful Ramsgate-based musician and producer who has worked with many well known stars.

The project has been developed by The Dreamland Client Group which comprises:

- Margate Town Centre Regeneration Company, landowners.
- The Dreamland Trust, future owners.
- Margate Renewal Partnership, representing public sector interests.

The scheme has been developed to RIBA Stage C by Levitt Bernstein with:

- Jean-Marc Toussaint, specialist theme park designer
- Cyril Sweett Partnership, Quantity Surveyors
- Michael Barclay Partnership, Structural Engineers
- Max Fordham Partnership, Services Engineers
- Stephen Hetherington, Theatre Consultant
- Paul Gillieron Associates, Acoustic consultants.

The Prince's Regeneration Trust project managed and prepared the Conservation Statement. Locum Consulting prepared the Business Plan.

Consultation

As mentioned above, there has been extensive ongoing consultation with local people which culminated in an event on 15 March 2008 attended by 350 people. The Dreamland Trust engages with a large part of the community and will continue to do so (see supporting information).

Ongoing Management

A specialist operator will be appointed by the Trust on a short lease. A number of established operators have unofficially expressed interest. Food and beverage elements will also be contracted or leased to specialist operators. The Trust will manage the conservation, educational, and interpretative aspects.



Key to Restoration Works

1. Reinstall original signage and lighting design
2. Lightly clean and repoint brickwork
3. Restore fin nosing
4. Restore glazed copings and other faience
5. Refurbish concrete framed windows
6. Reinstall internal perimeter lighting to 'Sunshine Cafe'
7. Restore cast iron and steel framed windows and 'panoramic' glazing
8. Reinstall West facing window to restore original transparent corner design
9. Specialist investigation of 1930s Sea Monster mural in 'Sunshine Cafe'
10. Remove unsympathetic signage and canopy cladding
11. Restore original canopy design including feature linear lighting
12. Reinstall original steel-framed 'shopfront' design

2

Well Designed and Value for Money

Leading professionals have been employed to ensure that the scheme is world class. The business plan includes all costs including ongoing maintenance and improvement of the park.

An 'early modernist' style for design has been adopted. It will be consistent with the heritage but have contemporary freshness and appeal.

The Dreamland Trust is highly representative of people who enjoy amusement parks, including dedicated enthusiasts, industry professionals and those who simply like a family outing at a high quality seaside park. They have been actively involved in the design from inception.

Funding and Main Stages

The project will cost £12.42 million. Direct matching funding of £4 million will come from enabling development. Because of market conditions, an agreement will be reached between the owners and Thanet District Council to establish a mechanism to provide a 'bridging

loan' for the developer's contribution. This is set out in the Memorandum and Heads of Terms and detailed in the Business Plan. The Landowners have agreed to transfer the freehold Trust for £1. A £3.0 million application to the Heritage Lottery Fund will be decided in September 2009. Thanet District Council has committed £750,000. The balance will be secured from local partners and grant giving bodies. The Margate Renewal Partnership will lead the applications.

Various planning works, complying with OJEU requirements, will be undertaken prior to receiving funding decisions. This will allow a start on site shortly after funding is secured, enabling completion by the end of 2011. The Design Report has a detailed Programme. All work has been commissioned via competitive tender.

1. Dreamland Cinema c.1935 (RIBA Photographic Collection).
2. Contemporary Photographic of Dreamland Cinema (Levitt Bernstein Associates).

How restful to putt, when the strains of a band
Announced a *thé dansant* was on at The Grand,
While over the privet, comminglingly clear,
I heard lesser Co-Optimists down by the pier.

Margate, Sir John Betjeman, 1940

D. MONITORING AND EVALUATION

Dreamland Margate



Sea Change Programme Evaluation

The Margate Renewal Partnership is already active in a number of initiatives to share and learn good practice. This includes the BURA Seaside Network, the RDA Network, the Coastal Communities Alliance and on a regional level (through SEEDA) currently working with Bognor, Folkestone and Portsmouth. We intend to disseminate information about the project on a regular basis through these channels.

We also intend to develop a programme of study tours and a major conference focussing on cultural regeneration to take place in 2010.

Monitoring Your Project

Thanet District Council will be responsible for managing the Sea Change grant and achieving results on time and within budget. Thanet District Council has extensive experience of managing large government grants including SRB, ERDF, SSCF and Working Neighbourhoods Funds. The Margate Renewal Partnership Board receives quarterly monitoring and progress reports on every aspect of the programme and has adopted a 'traffic light' system for monitoring exceptions and variations to Project Plans.

In addition, the Sea Change project will be part of the Council's Corporate Project Management plan which includes a Risk Management tool to ensure project risk are assessed and managed on a regular basis.

Thanet District Council will undertake the financial management.

Project Evaluation

The budget includes an allocation (within Marketing and Events budget) of £35,000 for evaluation. A detailed evaluation framework will be developed which will include the definition of baseline indicators, measures and the evaluation methodology.

The evaluation of Dreamland will also be linked to the wider evaluation project for Margate Renewal. This will include 'creative' approaches to engage local people in the process and assess the qualitative aspects of regeneration efforts.

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