

# MEDINA VALLEY

## VISITOR ECONOMY PLAN

WORKING DOCUMENT

PRODUCED BY MEDINA VALLEY  
COASTAL COMMUNITY TEAM  
MARCH 2017







**COASTAL COMMUNITY TEAMS**

**MEDINA VALLEY VISITOR ECONOMY PLAN**

No.	Heading	Detail	Information
<b>Key Information</b>			
1	Name of CCT	N/A	Medina Valley Coastal Community Team
2	Single Point of Contact (SPOC)	Name Address Tel nos Email	Graham Biss Natural Enterprise Shide Meadows Centre Shide Road Newport Isle of Wight PO30 1HR (01983) 296244 Graham.biss@naturalenterprise.co.uk

<b>3 (a)</b>	CCT Membership	Names and position, e.g. resident, Local Councillor	Paul Armfield, Quay Arts Centre Oli Boulter, Isle of Wight Council Chris Brammall, Isle of Wight Council Simon Dabell, Visit Isle of Wight Sue Hawley, Isle of Wight Estuaries Project Ian Jenkins, Isle of Wight Chamber of Commerce Keith Marston, Medina Valley Centre Janet Stevens, Isle of Wight College Graham Biss, Natural Enterprise Carol Flux, Natural Enterprise
<b>3 (b)</b>	CCT Membership	Other partners and/or stakeholders to be involved.	Membership of the CCT will be determined at the inaugural Medina Valley Team Steering Group Meeting
<b>4</b>	Accountable Body	Local Authority Contact name & details	Isle of Wight Council Chris Brammall Economic Development County Hall Newport Isle of Wight PO30 1UD (01983) 821000 x 6304 Chris.brammall@iow.gov.uk  Does the Accountable Body have a representative on the CCT membership? <b>Y</b>
<b>5</b>	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	The area focuses on the 6 Parishes that surround the Medina Estuary. In terms of spatial strategy, this area has already been recognised by IW Council as 'The Medina Valley' for its Area Action Plans. The area includes the County Town, Newport, also the towns of East and West Cowes and three villages, Northwood, Gurnard and Whippingham. The focus and feature that binds these settlements is the estuary of the River Medina.

			<p>The Medina Valley Area Action Plan, part of the Island’s Core Strategy adopts a zonal approach to the river which guides where they will support development. There are 5 zones:</p> <ol style="list-style-type: none"> <li>1. Town Centres, Leisure and Events</li> <li>2. Marine Industries</li> <li>3. Commercial Shipping</li> <li>4. Environmental Priority</li> <li>5. Newport Harbour</li> </ol> <p><u>What this plan doesn’t do</u></p> <p>This plan sets out and collates a series of ambitions for the area and focuses on activities that could be within the remit of a Coastal Community Team to deliver. It does not, however, determine which activities will be implemented. For this reason an HRA is not required at this stage but any actions taken forward will need to be assessed for impact before they are taken forward. Any plan or project that may have a likely significant effect on a European site, either alone or in combination with other plans or projects will require HRA screening.</p>
6	Context – community (suggested maximum 300 words)	Description of local community with demographics.	<p>The 2011 Census shows a population in this area of 47,995 (about 35% of the Island’s total). This does include the population of the Island’s then three prisons which would total c3000. The profile of the population of the area contrasts greatly, affluent people tend to live in the rural periphery, which contrasts with signs of disadvantage within the towns.</p> <p>The Medina Valley has some of the greatest population growth on the Island, reflecting the IW Council’s strategic plans. There has been particularly large increases in Cowes, East Cowes and Newport (West) where housing estates have been developed. The population density is also relatively high in Newport and the Cowes wards fronting the estuary, and the wards within the Medina Valley have some of the largest concentrations of under 16’s on the Island. The percentages of people without formal qualifications is high throughout the area except in Gurnard.</p> <p>When reviewing the Indices of Multiple Deprivation the Medina Valley contains 6 Lower Super Output Areas within the most deprived 20% in England (2015), and 1 in the most</p>

			<p>deprived 10%. All have increased their ranking in this latest set, i.e. become relatively more deprived.</p> <p>The Isle of Wight has a very low non-white ethnic population (2.7% compared to 14.1% England and Wales), but the Valley stands out as an ethnic hot spot even when prisoners are excluded.</p> <p>The Isle of Wight Council has been under severe budgetary pressures and has embarked on a programme of devolving local assets (toilets, parks, green spaces etc.) to Town and Parish Councils, and local community groups.</p> <p>Our consultation has revealed that whilst there is a great fondness for the area, it lacks a sense of identity and cohesion between the settlements.</p>
7	Context – economy (suggested maximum 400 words)	Local economy, e.g. business, tourism, manufacture, etc, ‘Starting point’	<p>The Isle of Wight functional economic market area is particularly contained, which means that the majority of people live and work on the Island. The Medina Valley, particularly Newport, is an employment hot spot supported by a strategy policy approach towards facilitating employment provision, with a focus for the development of knowledge-driven and high technology industries.</p> <p>The Medina Estuary also contributes significantly to the employment offer of the Medina Valley and is important for many types of marine industry. As the main working river it provides around three quarters of the stock of employment sites with water access on the Island. There is also a reliance on the Medina for the bulk transfer and landing of certain materials (such as aggregate and hard stone) that contribute to the wider economy of the Island.</p> <p>As part of our research we commissioned a study on the Medina Valley Visitor Economy (supporting paper). This reported the value of tourism to the Isle of Wight in 2016 at £298 million. This was an improvement over the previous year and represented higher expenditure per head rather than increased numbers. The Island’s Destination Management Plan notes that more people are staying for less than 5 nights, and families are also on the decline. London and the South East is the main market for both day and staying visitors.</p>

			<p>There is no economic data specifically for the Medina Valley but for this report we have researched the size of the visitor economy. It hosts two of the Island's five entry points, with about a third of total foot and car traffic coming in. The Valley contains two of the top paid-for attractions on the Island: Osborne House and Carisbrooke Castle. Newport is the County Town and main retail area. It has the largest concentration of berths for visiting sailors, and hosts Cowes Week and the Isle of Wight Festivals, both major events attracting circa 41,000 (2009) and 40,000 (2008) visitors respectively.</p> <p>22% of all Isle of Wight overnight visitors stay in the Medina Valley (Q3, 2014 Study). That implies approximately 300,000 overnight visitors a year, although the 60k visitors to Festival may not be fully reflected in this number. As the visitor interviews are conducted on the ferry, it is unlikely that they will pick up on visitors that are staying overnight in marinas on boats. Generally, 60% of Island overnight visitors require paid-for accommodation. Assuming the 22% of overnight visitors reflect the Medina Valley's share of the overall value of tourism to the Island, the visitor economy is worth £65.6 million of direct value and £114.4 million of economic impact to the area. This may well undervalue the economic impact of having the two leading paid-for attractions plus the two biggest events.</p>
8	Related initiatives	What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF	<p>The Island has a Destination Management Plan to promote tourism. The area has recently approved a Destination Business Improvement District (DBID) for the Tourist Sector. Monies raised will help Visit Isle of Wight to promote the Island.</p> <p>The Medina Valley Area Action Plan, part of the Island's Core Strategy is a spatial document which is being developed. It supports a zoning approach to the river. A number of its background documents are relevant, in particular the Green Infrastructure Study and the IW Council's Economic Development Plan, of which the tourist sector is one of its six priorities.</p> <p>The Isle of Wight Council have a new Regeneration Team who are looking at a number of sites and opportunities within the Valley.</p>

		<p>The LEP are encouraging rural tourism development through EARDF.</p> <p>The Guiding Principles of the Medina Estuary Management Plan provide a balance between economic growth and protection of the valuable environment.</p> <p>The Conservation of Habitats and Species Regulations 2010 set out how Local Planning Authorities must deal with planning applications that have potential to impact on Special Protection Areas and other European protected sites. In brief, developers must mitigate for any housing within a 56 km buffer either directly, or by paying a circa £500 per property levy to the Solent Recreation Mitigation Partnership. The significance of this is that the Local Authority are sensitive to any projects that push extra people to the SPA whilst they are requiring others to mitigate.</p> <p>The broad aims of the SRMP are to address the impact of additional people associated with new development making recreational visits to the coast. This will enable housebuilding to proceed whilst safeguarding the SPAs through a pragmatic approach based on managing the coast for the benefit of people and wildlife. It is not the aim of the SRMP to encourage visitors to these sensitive sites. Several of the SRMP projects and aims will overlap with those listed within the economic plan, however there will be conflicts too and it is important that at an early stage these are realised.</p> <p>The economic plan is the initial stage for a process that will likely have an adverse effect on the integrity of the European sites, at the same time offering opportunities for enhancement. Therefore thought should be given at the very earliest stages of developing potential plans or projects to the HRA process through discussing with the competent authorities.</p>
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<b>CCT Plan</b>			
<b>9</b>	Ambition	A positive statement of the aims and objectives of the plan and a description of what it will achieve. Description of 'what success will look like'.	<p>Our vision is to support and help develop a vibrant visitor economy that promotes the unique natural, cultural, recreational and heritage assets of the Estuary as well as being an attractive place for local people to live, work and visit.</p> <p>Success will be:</p> <p>An improved understanding of the significance and importance of the Medina Valley's natural environment to tourism businesses, visitors and local people.</p> <p>A vibrant visitor economy.</p> <p>Increased level of investment in the Medina Valley.</p> <p>A greater identity and sense of place that promotes the Valley's natural, cultural, recreational and heritage assets.</p> <p>An attractive place to live, work and visit.</p>
<b>10</b>	Needs of the community and intentions of the team to meet them.	Identify the socio-economic needs of the community and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed.	<p>Our consultation with the community, businesses and organisations has identified a number of needs and opportunities:</p> <p>To enhance the benefit being derived from the natural environment whilst at the same time protecting the key habitats and wildlife, respecting key designations and regulations. The mechanism for achieving all these ambitions would be through carrying out an HRA</p> <p>To maximise the potential for enhancements to the natural environment from new commercial developments</p> <p>To develop the ideas and projects identified in the Economic Development Plan</p>

			<p>To align CCT activities with the work of the key tourism partners but with a focus on the Medina Valley</p> <p>To create a sense of place</p> <p>To attract new events and activities</p> <p>To improve the impact of headline events, attractions and activities on the local economy</p> <p>To better understanding of regeneration /rejuvenation opportunities for the visitor economy</p> <p>To improve co-ordination and support for tourism business (working with key partners e.g. VIOW and IWCCT)</p> <p>To meet apparent demand for more accommodation</p> <p>To enhance infrastructure associated with the Valley's role as a gateway to the Island</p> <p>To improve the awareness, understanding and impact of the Medina Estuary on the visitor economy</p> <p>To increase promotion of the range of natural, cultural, recreational and heritage assets</p> <p>To enhance the green spaces whilst protecting the natural environment</p> <p>To improve the connectivity between settlements and the whole area</p>
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			Section 13,15 and 17 details specific and SMART performance measures
11	Analysis	Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).	<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>- Gateway to Southampton</li> <li>- Good bus connections between Cowes RedJet terminal and Newport</li> <li>- International recognition for sailing</li> <li>- Successful attraction of upmarket visitors</li> <li>- Major national and international events and attractions within the area</li> <li>- Entry point to one of the top 10 cycling places in the world (Lonely Planet, 2010)</li> <li>- Walking routes</li> <li>- Access to the rest of the Island's offer</li> <li>- Wide range of natural assets - Coast, river and rural landscape</li> <li>- Important wildlife habitats</li> <li>- Historical, architectural and archaeological assets and history stories</li> <li>- Strategic and policy alignment behind the growth of sustainable visitor economy</li> <li>- Red Funnel promotes the Island as a visitor destination and features attractions and activities within the Medina Valley area and has a vested interest in promoting the Cowes and East Cowes gateways</li> <li>- Visit Isle of Wight promotes the Island as a visitor destination and attractions and activities in the area</li> <li>- Cowes Week and Round the Island race benefit from sponsored promotion and media coverage</li> <li>- Easy product to create</li> <li>- Parking at Newport Quay</li> <li>- Wide retail offering in Newport High Street</li> <li>- Independent and quirky shops in Cowes High Street</li> <li>- Arts focus around Newport Quay</li> <li>- Cowes - Newport Cycle Track part of National Cycle Route and Red Squirrel Trail</li> <li>- Quirkiness of Floating Bridge</li> </ul>

			<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>- East Cowes connectivity to Newport not as good for pedestrians and cyclists especially if the floating bridge is not operating.</li> <li>- Incomplete cycling route along the East side of the river</li> <li>- East Cowes regeneration incomplete</li> <li>- Routes between town centres to walking trails and cycle paths not signed well.</li> <li>- Current knowledge of bed spaces - may not be enough of the right accommodation in the area to host more staying visitors</li> <li>- Congestion can be serious at the times of special events and in the summer season</li> <li>- Congestion at certain times of day between main settlements</li> <li>- Some derelict properties in towns and along the Medina</li> <li>- Underutilisation of Newport Harbour as a destination asset</li> <li>- Limited use of the habitats and wildlife along the river for attracting and educating the public</li> <li>- Underutilisation of Parkhurst Forest as a well-managed attraction</li> <li>- Underutilisation of cross-selling opportunities at major events</li> <li>- Parts of visitor offering struggling to meet current visitor expectations (food and drink, accommodation, retail, activities)</li> <li>- Little promotion of the Medina Valley as an area to visit</li> <li>- Funding in a time of austerity</li> <li>- Lack of awareness of Interpretation of Estuary and possibly fragmented interpretation</li> <li>- Accessibility of estuary</li> <li>- Quality of some of East Cowes built environment</li> <li>- Lack of off-street parking in East and West Cowes</li> <li>- Poor link between Newport Town Centre and Newport Quay</li> <li>- Why would you visit Newport? - Story not told</li> <li>- Newport High Street - Lack of independent shops / specialist shops</li> <li>- Not many visitor events</li> </ul>
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			<ul style="list-style-type: none"> <li>- Lack of co-ordination of events and lack of joint promotion</li> </ul> <p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>- Easily rectified improvement of signage for cycling and walking routes</li> <li>- Creation of information points and viewing facilities along the estuary to encourage more engaged walking and cycling</li> <li>- Creation of Cycle Track gateways and improvement of midway entrance points to encourage more engaged walking and cycling</li> <li>- Similarly, provide more signage in towns about heritage connections and other interesting features, including employment activities / notable contributions by the community</li> <li>- East Cowes regeneration, including the Red Funnel development can create new opportunities for public access and enjoyment of the waterfront, for new businesses to be created to service visitors and for an improved arrival appearance</li> <li>- The development of existing Green Infrastructure Corridors and Links can create interesting new walking and perhaps cycling options</li> <li>- Use of the estuary for visitor transport between Newport and Cowes/East Cowes</li> <li>- Newport Harbour regeneration could create an interesting focal point for a new visitor experience but needs an arts and heritage focus with independent / specialist retailers. IW Council owns large areas of estate here</li> <li>- Create attractive, historically and architecturally interesting retail spaces with safe pedestrian spaces, good connections with road, cycling, walking and public transport, and making use of waterfront views where possible</li> <li>- Encourage more entertaining retail zones and spaces, creating the mix of attractions that shoppers in the internet age require</li> <li>- There are many components in place that would allow Cowes, East Cowes or Newport to become an attractive location for conferences or training events – but not enough, especially appropriate facilities</li> <li>- Develop attractive accommodation that makes use of the waterfront assets</li> </ul>
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			<ul style="list-style-type: none"> <li>- National Coastal Trail implementation</li> <li>- Much interpretation already in place</li> <li>- Refocussed Regeneration Team within Isle of Wight Council</li> <li>- Creation of sense of place and develop a brand around it</li> <li>- Balancing visitors and the environment</li> <li>- Extension of use of the estuary to Newport (see AAP and Cowes Waterfront Strategy re targeted access)</li> <li>- Improving public access to waterfronts</li> <li>- Supporting Independent Retailers in Newport High Street</li> <li>- This is a working estuary and this should be promoted as an asset</li> <li>- Completion of round estuary cycle path will be very popular and resolve a number of issues</li> <li>- Build up events and visitor attractions and develop their potential</li> <li>- The new Centre of Excellence for Composites, Advanced Manufacturing and Marine (CECMM) will regenerate the area south of East Cowes and it is expected that around 500 students will attend. This will increase the need for better cycle links on the east side of the estuary.</li> </ul> <p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>- Restriction of ferry access to the mainland through pricing or scheduling or both</li> <li>- Loss of major events</li> <li>- Decline of retail and other aspects of the “shopping” offering in Newport (30% increase in summer trade)</li> <li>- Insufficient investment by accommodation providers</li> <li>- Insufficient investment in public realm</li> <li>- Loss of marketing support from the DMO (because it fails to be supported)</li> <li>- Loss of marketing support from Red Funnel</li> <li>- Conflict between responsibilities for the natural environment, activities and economic development</li> <li>- Impact of economic development</li> </ul>
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			<ul style="list-style-type: none"> <li>- Impact of sea-level change</li> <li>- Red tape</li> </ul>
12	Data – <i>while an essential element of the plan, it could be included in a ‘daughter’ document.</i>	Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.	<p><b><u>Consultation</u></b>  Medina Valley Coastal Communities Team conducted an online survey to local residents, businesses and organisations in January and February 2017.  Medina Valley Coastal Communities Team held one-to-one interviews with key partners in January and February 2017</p> <p><b><u>Alignment</u></b>  Full details of alignment are contained in ‘The Medina Estuary Visitor Economy’ report produced in 2017 to inform this plan.</p> <p><b><u>Isle of Wight Destination Management Organisation Plan, 2015</u></b>  This has four objectives:</p> <ol style="list-style-type: none"> <li>1. Increase the value of tourism to the Island economy</li> <li>2. Encourage innovation and industry investment</li> <li>3. Develop a year round tourism economy</li> <li>4. Sustain and enhance the Island’s landscape</li> </ol> <p><b><u>Medina Valley Area Action Plan – Consultation Document (2015)</u></b>  This plan sets out the policies to guide new developments over a 15-20 year period and provides more specific local guidance in relation to the broader Island Plan - Core Strategy adopted by the local Council in 2012. It is going through the adoption process, there are 16 requirements the plan must address and some of the related proposals are of relevance to the visitor economy. Also relevant is its adoption of an earlier strategy of zoning the river.</p> <p><b><u>Medina Estuary Management Plan, Guiding Principles 2016</u></b>  The original 1997 plan, revised in 2000, was part of a national initiative working towards sustainable integrated coastal management. The Guiding Principles were extracted from</p>

			<p>the Estuary Management Plan and were agreed in 2016. The vision is “to achieve the sustainable use of the Medina Estuary through the integrated management of its resources by ensuring that a balance is secured between the protection and enhancement of the natural and man-made environment and the continued development of the local economy.”</p> <p><u>Isle of Wight Green Infrastructure Mapping Study, 2010</u>  Halcrow undertook this evaluation on behalf of the Council. In relation to the Medina Estuary, the report noted the highly sensitive nature of the estuarine habitat and that it was being well-managed, although improvements could still be made. With reference to the European designations applying to the Medina Estuary, the report noted that: “there may be localised opportunities to develop and enhance public enjoyment of these areas but these decisions will need to be considered carefully in the light of detailed information to ensure that they do not compromise the integrity of the designated site.”</p> <p><u>Isle of Wight Economic Development Plan 2015/6 – 2017/8 Version 2</u>  This Plan recognises the importance of the visitor economy to the overall success of the Island’s economy and growing this sector is one of its six priorities. Recognising that the tourism market has significantly changed over the past 30 years, with declining visitor numbers, reducing length of stays, changes to the demographic profile and also to the times of year when visitors wish to visit, the plan states that the aim is to increase visitor numbers, the average length of stay and to target different kinds of visitors who will value new and different products, services and experiences.</p> <p><u>Island Transport Plan – Strategy 2011-2038 Local Transport Plan 3</u>  The Council’s Transport Plan recognises the difficulties the peaks of visitor traffic can create on Island roads, especially for major events such as the Isle of Wight Festival. The plan also recognises the need to promote walking and cycling by residents and visitors. The promotion of Green Tourism, including walking and cycling festivals is encouraged in</p>
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			<p>the plan, as well as the use of public transport. The Council states an aim to work with transport providers, and tourist attractions to increase the use of these methods of transport.</p> <p><u>Transforming Solent – Solent Strategic Economic Plan 2014-2020, 2014</u>  The Solent LEP’s economic strategy recognises the importance of the visitor economy to the Solent area as a whole (£3 billion in value and supporting nearly 63,000 jobs) and, in particular, to the Isle of Wight. It also recognises the opportunities for further growth in employment in the sector and the risks for the Island if connectivity with the mainland is not maintained and improved. It discusses the needs for improvements of the East Cowes ferry terminal and connecting road networks.  Priorities for action include a “Visit Solent” marketing campaign to support the visitor and marine economy in South Hampshire and the Isle of Wight, support for rural tourism through EAFRD funding, and developing a strategic sector for the visitor economy.</p> <p><u>Solent LEP ESIF Strategy</u>  The Solent LEP strategy for engaging with ESIF funding includes the visitor economy in two sectors. The first is in the Marine and Maritime sector where the visitor economy, tourism and hospitality services is seen as an important component of the sector. The second is Agriculture, where diversification of farming into additional income generating activities is to be encouraged.</p>
<b>Delivering the Plan</b>			
<b>13</b>	Key projects and/or bodies of work.	High level description of discrete pieces of work showing CCT	<p><u>Short Term</u></p> <p>Review of the composition of the CCT team and agree TOR and timetable for delivery</p>

		<p>role, indicative partners and timescales.</p>	<p>Audit of interpretation, both physical and on-line, identification of gaps and omissions</p> <p>Audit Greenspace, 'wet-space', access or interpretation and their usage, consider how they link together and deliver enhancement projects</p> <p>Production of a map as a tool to highlight spatial opportunities</p> <p>Commencement of a series of business seminars e.g. to increase appreciation of assets of area and how to use them to increase business, to develop new ideas and creativity</p> <p><u>Medium Term</u></p> <p>Development of the Medina Valley as a 'product'</p> <p>Completion of gaps in interpretation</p> <p>Working with the Visit IW Events Panel to promote and support new events and activities</p> <p>Encouragement and support for the establishment of new events that promote the use of the Medina Estuary and Valley e.g. rowing, cycling or walking</p> <p>Encouraging partners to strengthen the impact of attractions and activities on the local economy by developing relationships that broaden their offer</p> <p>Working with festival organisers to investigate options to incentivise extending stay or revisiting</p> <p>Investigate the potential for a water-park – what this means</p> <p>Engagement with IWC in their plans for the regeneration of Newport Harbour</p>
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			<p>Engagement with IWC in their plans for the regeneration of the three urban areas and identification of opportunities for increased green infrastructure</p> <p>Continuing business seminars</p> <p>Identifying and supporting specific businesses that have development potential and / or are key to the tourism offering</p> <p>Signposting rural tourism businesses to IW Rural Fund for grant funding opportunities or EAFRD Rural Tourism scheme</p> <p>Partnering with other organisations in a bed space survey</p> <p>Improving signage and entry points to the cycle path and other entrances to the Medina Valley</p> <p>Working with partners to promote the area and its distinctive features – “creating the picture”</p> <p>Auditing of access points and identification of opportunities to enhance. Identification of areas where additional views can be created. Adding additional interpretation if necessary</p> <p>Improving the awareness, understanding and appreciation of natural, cultural and environmental assets by local tourism businesses through seminars</p> <p>Delivering Greenspace enhancement projects</p> <p>Improving the connectivity between Parkhurst Forest and local communities (Newport, Gurnard and Northwood)</p>
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			<p>Improving access and signage on the existing cycle track between Newport and Cowes</p> <p><u>Long term</u> Continuing enhancing access points adding additional interpretation if necessary</p> <p>Working with Forestry Commission to develop Parkhurst Forest visitor attraction credentials</p> <p>Completion the Medina Greenway</p> <p>Supporting the sustainable regeneration of Newport Harbour</p> <p><u>Ongoing</u> Implementation of the draft development plan which is regularly updated as a working document</p> <p>Promotion of the natural environment, its features, significance and value to local tourism businesses and visitors</p> <p>Ensuring developers and planners are aware of key natural environmental projects which require funding</p> <p>Working alongside key tourism players e.g. Visit IW, Red Funnel, English Heritage</p>
<b>14</b>	Short term goals/actions	What will the team achieve in the next 6 months? Should	<p>Agree TOR, make-up of group and elect a Chair.</p> <p>Review agree and publish the Economic Plan.</p>

		demonstrate 'quick wins'.	<p>Identify and liaise with any additional key stakeholders to ensure their buy-in.</p> <p>Survey of tourism businesses to gauge level of awareness of areas natural, cultural, heritage and recreational assets, in order to determine baseline.</p> <p>Establish working relationship with 5 key organisations</p> <p>Start to identify local businesses who can grow and support the Medina Valley 'offer'.</p> <p>Hold one business workshop to engage businesses and highlight opportunities.</p> <p>Audit signage and interpretation around the Estuary, identify gaps and opportunities, within environmental constraints.</p> <p>Auditing access, greenspace and public realm around the Estuary and identify opportunities for enhancing, within environmental constraints.</p> <p>Produce map of spatial opportunities</p> <p>Liaison with LPA to present delivery plan opportunities which may dovetail with s106 monies or SRMP</p> <p>Deliver at least one enhancement of greenspace, access or interpretation</p>
<b>15</b>	Performance measures	For first 6 months – to be SMART	<p>CCT fully established and operational</p> <p>Completion of baseline awareness survey</p> <p>Audit of interpretation and action plan</p>

			<p>Audit of greenspace and access and action plan</p> <p>Engagement with 5 key businesses / organisations</p> <p>Seminar to engage with 20 local businesses to discuss opportunities that the plan presents</p> <p>1 greenspace / access point / interpretation point enhanced</p> <p>Delivery of opportunity document to LPA</p>
<b>16</b>	Medium term goals/actions	For 6mths to 5 years	<p>Create 'Medina Valley' product</p> <p>Delivery of Interpretation action plan</p> <p>Working with ferry companies and other businesses to create bundled packages</p> <p>Delivery of collaborative marketing campaign</p> <p>Working with Events Panel to promote and support new events and activities</p> <p>Encouragement and support for the establishment of new events that promote the use of the Medina Valley e.g. rowing, cycling or walking</p> <p>Working with festival organisers to investigate options to incentivise extending stay or revisiting</p> <p>Work with developers and the competent authorities to determine whether a water park is a realistic ambition for the area.</p>

			<p>Engagement with local business, local people and the IW Council Regeneration Team to develop a masterplan for Newport Harbour.</p> <p>Engagement with IWC in their plans for the regeneration/rejuvenation of other urban Medina Valley sites and identify opportunities for increased green infrastructure</p> <p>Continuing Business seminars to improve the awareness, understanding and appreciation of natural, cultural and environmental assets by local tourism businesses</p> <p>Identifying and supporting specific businesses</p> <p>Signposting rural tourism businesses to IW Rural Fund for grant funding opportunities or EAFRD Rural Tourism scheme</p> <p>Completion and publication of bedspace audit</p> <p>Improve signage and entry points to the cycle path and Medina Valley</p> <p>Promotion of the area and its distinctive features – “creating the picture”</p> <p>Auditing of access points and identification of opportunities to enhance. Identification of areas where additional views can be created. Adding additional interpretation if necessary</p> <p>Delivering Greenspace enhancement projects</p> <p>Improving the connectivity between Parkhurst Forest and local communities (Newport, Gurnard and Northwood)</p>
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			Improving access and signage on the existing cycle track between Newport and Cowes
17	Performance measures	For 6mths to 5 years – to be SMART	<p>Creation of Medina Valley ‘product’</p> <p>Interpretation action plan delivered</p> <p>Development of an integrated visitor package that bundles ferries / accommodation / attractions / events</p> <p>Delivery of 1 collaborative marketing campaign</p> <p>1 new event within the area</p> <p>1 events bundled with other aspects</p> <p>2 festivals with add-on incentives</p> <p>Engagement with local business, local people and the IW Council Regeneration Team to develop a masterplan for Newport Harbour.</p> <p>Engagement with IWC re other regeneration projects</p> <p>3 business seminars</p> <p>Support for 25 local businesses who can grow and support the Medina Valley ‘offer’.</p> <p>4 local business to apply for grant funding</p> <p>Completion and publication of bedspace audit</p>



			<p>Completion of cyclepath entrances and signage improvements</p> <p>1 access point to Medina Valley enhanced</p> <p>5 greenspace / access projects delivered</p> <p>1 foot / cycle trail developed to / from Parkhurst Forest</p>
<b>18</b>	<p>Long term goals and actions</p> <p><b>Optional</b></p>	<p>Strategic plans beyond 5 years – include performance measures where appropriate.</p>	<p>Continuing enhancing access points adding additional interpretation if necessary</p> <p>Working with Forestry Commission to develop Parkhurst Forest visitor attraction credentials by 2025</p> <p>Completion the Medina Greenway by 2022</p> <p>Regeneration of Newport Harbour by 2025.</p>
<b>19</b>	<p>Barriers</p>	<p>Identify any barriers to delivering the plan and if you have contingencies to manage them.</p>	<p>Funding for facilitation and co-ordination of Delivery Plan – this needs to be resolved</p> <p>Funding for project delivery – we would hope that this will be resolved as projects are developed</p> <p>Buy in from local people – we had good response from our consultation</p> <p>Buy in from local businesses – we had a poor result from our consultation but this may be because of the short time we had. We will try additional methods to work with local businesses</p> <p>Sustainability of the MVCCT – to be addressed by TOR</p>

			Environmental Constraints and Legislation – as this is of such importance, we need to make sure that any projects have no detrimental effects before they are developed. The TOR will need to address how this happens. The mechanism for this would be through carrying out an HRA.
<b>20</b>	Resources	Who and what will be required to deliver each element of the plan. Include ‘in kind’ services, volunteers, etc. demonstrate how local expertise will be utilise and/or grown.	<p>Financial resource will be needed to officer time for coordination of the group and delivery of some of the actions. Without this it is unlikely that the plan will be delivered.</p> <p>Commitment from key stakeholders to attend meetings, disseminate information and find funding for project delivery.</p> <p>Financial commitment to ensure that key projects are funded and delivered via Stakeholders</p>
<b>21</b>	Costs	Detail of costs of each element of plan.	<p>Facilitation of meetings, co-ordination of delivery plan and delivery of small projects / bodies of work £10,000 pa</p> <p>Development of brand based on information already gathered £3,000</p> <p>Small projects £10,000 total</p> <p>Business assistance £500 per business supported</p> <p>Workshops £500 per session</p> <p>Deliver at least each enhancement of greenspace, access or interpretation £5000 - £25,000</p> <p>Completion of Greenway £1,000,000</p>

			Regeneration of Harbour £10m ?
<b>22</b>	Value	What is the value of the plan to the local economy?	<p>The value will be:</p> <p>An improved tourism offer, bringing in both local and across water visitors</p> <p>Increased or more sustainable long-term employment</p> <p>Less congestion on the road network</p> <p>A greater and more varied commercial offer at Newport Harbour</p> <p>The value of the CCT's work cannot be fully quantified at this stage but the potential is significant. We have extrapolated that the current value of the visitor economy in terms of direct spend within the area is £65.6m with an impact of £114.4m.</p> <p>We need to put in place a measure for monitoring but if we were to increase the number of visitors to the area by just 5% then that would be an extra £4m direct spend and £7m impact.</p>
<b>23</b>	Funding	Identification of funding streams and how costs of project(s) will or could be met.	<p>Funding will need to be found for officer time.</p> <p>It is possible that we can apply to Awards For All for support of the initial set-up.</p> <p>Contributions towards small projects may be found from the Private Sector or Town and Parish Councils.</p> <p>Larger projects will be developed and funding streams found. For example EAFRD will be suitable.</p>

24	Maximising resources and costs	Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	<p>The hire cost of meeting venues will be negated by where possible using the stakeholders premises</p> <p>Co-ordination and facilitation can be delivered by existing staff with re-imburement for time, rather than employing additional officers</p> <p>Dissemination – where possible will be through Stakeholder networks</p> <p>The Economic Plan will be available online rather than printed.</p>
<b>Communications</b>			
25	Consultation	Describe existing results of consultations and planned consultation exercises.	<p>Medina Valley Coastal Communities Team conducted an online survey to local residents, businesses and organisations in January and February 2017.</p> <p>Medina Valley Coastal Communities Team held one-to-one interviews with key partners in January and February 2017.</p> <p>The draft plan as circulated in March 2017 prior to submission.</p> <p>The key themes of relevance to this document from the consultation were:</p> <p>Lack of sense of place of the Medina Valley</p> <p>Settlements regarding themselves as unconnected rather than a part of a larger entity</p> <p>The unfinished Medina Greenway</p> <p>Poor access to the Cycle Track and Newport Quay</p>

			<p>The river is perceived to be often invisible and difficult to access</p> <p>A massive appreciation of the importance of natural, heritage and cultural assets and tranquillity of the space in between the large settlements</p> <p>A lack of awareness within the wider community of natural, heritage and cultural assets</p> <p>Enhancing green spaces was a top priority from both the public and businesses, but not to the detriment of damaging the many sensitive areas of the Estuary</p> <p>The desire for a water park within the area came from the final public consultation, and was advocated by a number of respondents. At this late stage it was felt that it should be considered once the partnership was running.</p>
<b>26</b>		Describe plans to involve and inform partners and other bodies, including accountable body, CCA and DCLG.	<p>Natural Enterprise, as the lead to this element will take responsibility for informing the Accountable Body, CCA and DCLG.</p> <p>Beyond this period, roles and responsibilities need to be discussed and included in the TOR.</p>
<b>27</b>	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes	<p>We have collected the details of everyone who has participated in the survey and they can be contacted electronically.</p> <p>We have good links with our local newspaper and radio station.</p> <p>Social media has proved effective so far, so we will continue to use this.</p> <p>The project is on the Natural Enterprise website, and will later be posted on the Coastal Communities Alliance one too. We need to decide if it is to have its own website.</p>

<b>CCT Logistics</b>			
<b>28</b>	Management of team	How the team will operate, frequency of meetings, centrality of team to projects, etc. How the team is representative of the community.	<p>This needs to be discussed within the inaugural meeting and recorded in the TOR. However, it is suggested that an action / task – driven timetable would be more effective than regular meetings.</p> <p>Location-wise, we are likely to meet in Newport, but nowhere is very far away. Minutes of meetings can be posted on the website. Representation will be discussed at the inaugural meeting.</p>
<b>29</b>	Support structure	Network of support built to enable CCT to deliver the economic plan	Wherever possible communication will be electronic, via email or social media. The current Stakeholders have effective networks and mechanisms of support.
<b>30</b>	Costs	Running costs of CCT itself	It is envisaged that the cost of running the network will be approx. £10,000 in the first year as there are several small projects and one-off set-up items included. It should decrease from Year 2 on.
<b>31</b>	Sustainability	Long term plan for team and how this will be managed.	To be discussed and decided at inaugural meeting.
<b>32</b>	Areas of Specific Interest	Provide areas of on which you would wish to join a working group or network (virtual or otherwise)	<p>Tourism</p> <p>Heritage</p> <p>Natural Environment</p>