

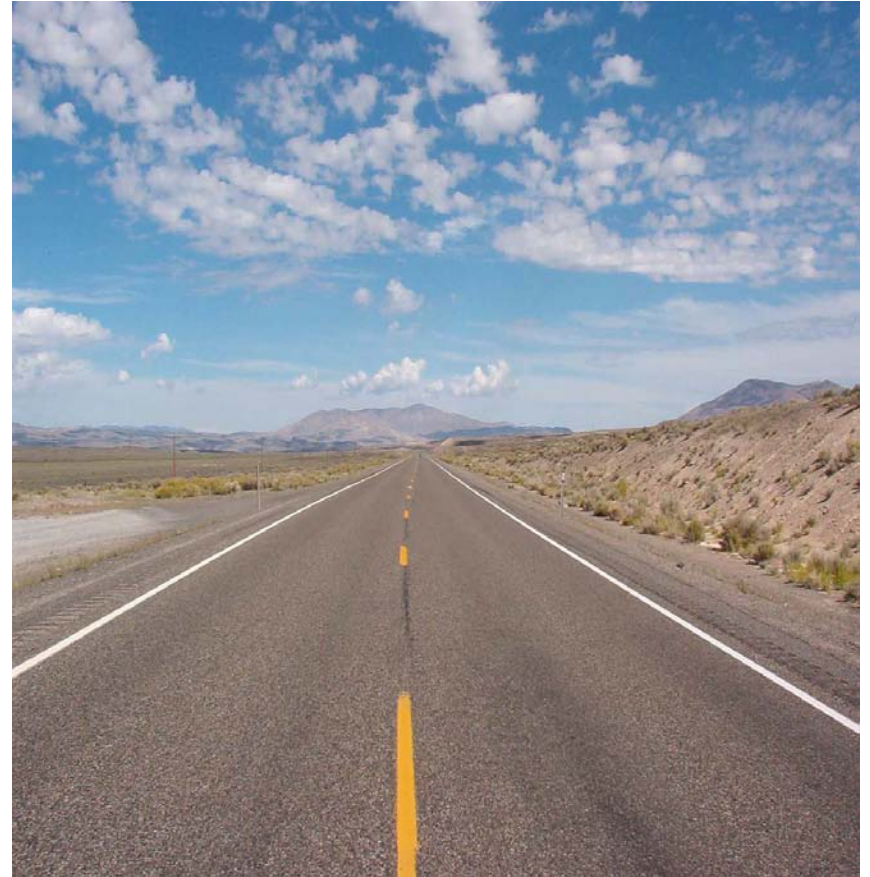
What was USA Strategy?

- **Strategy - win space race**
- **Goal – first man on moon**
- **Initiative – build a rocket**



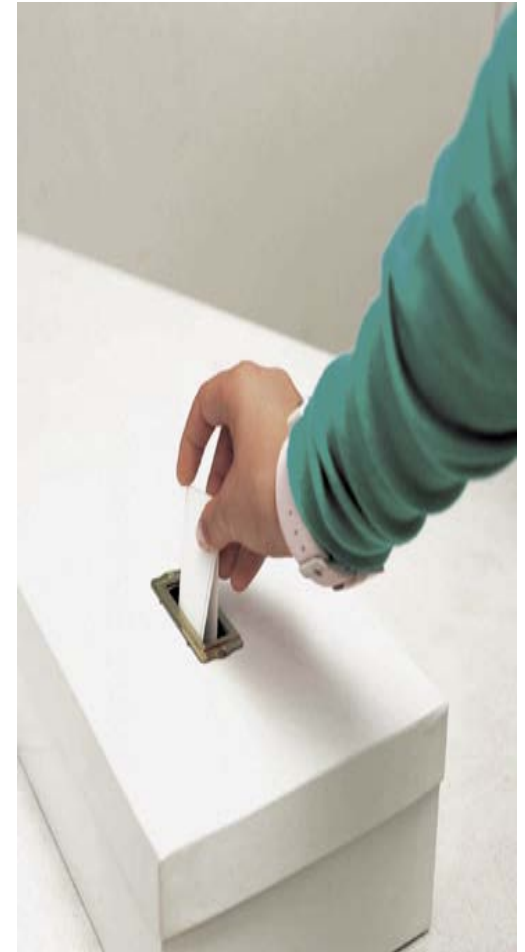
Why does ITC need a Strategy?

- **Where are we going?**
- **Where do we want to go?**
- **How to get there?**
- **Set goals and direct initiatives to support**



Why us?

- **Democratic legitimacy**
- **Only public body exclusively committed to town**
- **Top down wrong?**
- **Proactive or reactive – begging bowl / blame mentality**
- **Public perception is that we are part of public machine**



Strategic Planning Process

- **State our purpose – mission statement**
- **Aim to be the best**
- **Visualise the future**
- **SWOT analysis**
- **Community profile – needs, motivations and character**



Proposed Mission Statement

- ***To be the most prosperous, friendly, forward-looking and characterful seaside town in the South West; right-sized, sustainable and attractive to modern businesses of diverse type and size; to tourists and all residents."***



Strategic Objective 1

- **Assume Management of our Town**
 - Use Powers
 - Insert in Core strategy
 - Agree strategy & plans
 - Agree policies
 - Engage with public bodies
 - Engage with private bodies
 - **TAKE ACTION!**



Ah, you'll be wanting our red-tape department, third door on the left!

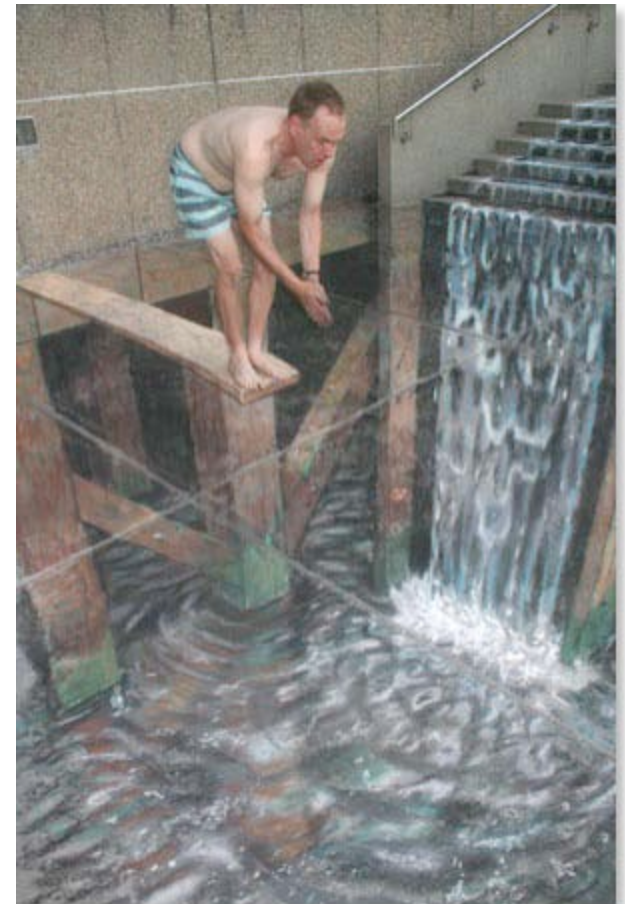
Strategic Objective 2

- **In view of public penury be prepared to either fund or source funds ourselves**
 - Better utilise precept
 - Borrow against business cases
 - Partnerships with private funders
 - Generate surpluses
 - Business Improvement Districts
 - Benefactors / legacies / sponsors
 - Continue grant sourcing
 - Utilise our network of young people



Strategic Objective 3

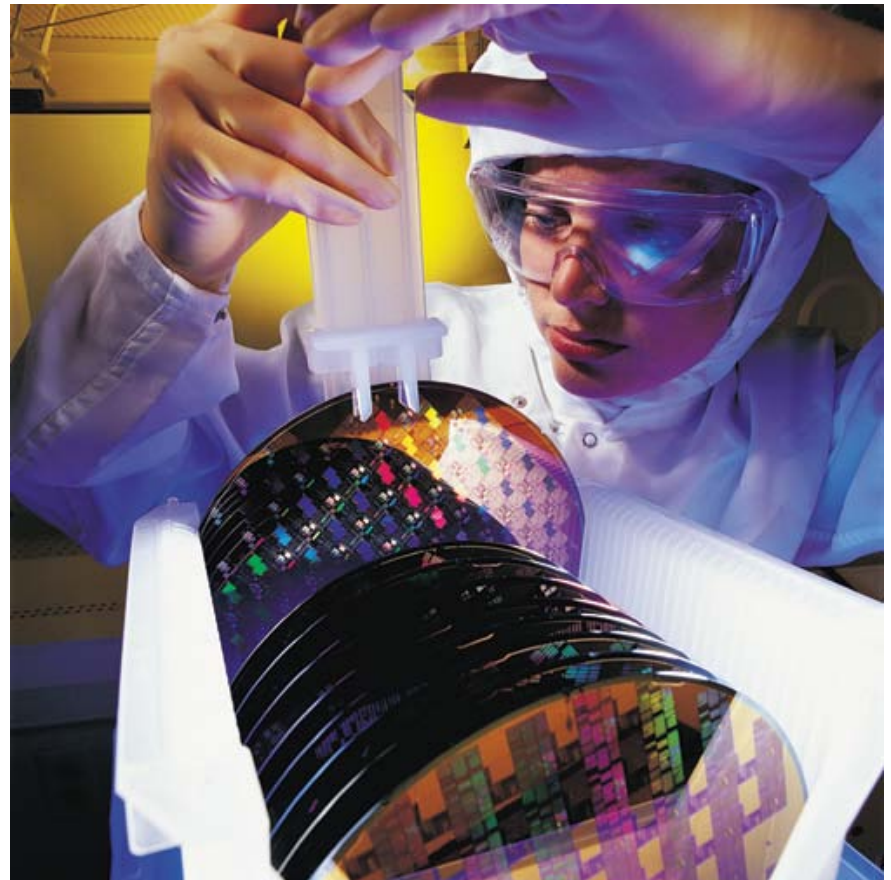
- **Our main business is tourism. Broaden its scope and take up market**
- Make marketing plan
- Bring Tourist Association with us
- Carry out PR
- Improve public realm
- Target as quality tourist destination to specific groups e.g. create motorhome park & improve marina experience
- Promote quality events
- Market our history
- Promote the unique character of the historic and built environment



Strategic Objective 4

- **Support our large manufacturing employers**

- Maintain contact
- Identify needs
- Agree action



Strategic Objective 5

- **Promote the establishment of micro-businesses**
- (probably creative / knowledge intensive / broadband dependent)
- Identify current micro-businesses
- Find out their experience / views
- Set out promotional plan
- Take part in exhibitions e.g. property fairs
- De-risk BT's high speed broadband plans



Strategic Objective 6

- **Welcome and exploit renewable energy opportunities**
- Promote Ilfracombe as renewable energy friendly
- Renewable museum / activity area
- Tidal / wave energy projects
- Support for Atlantic Array
- Promote up-grading of older buildings as product test laboratories
- Support energy conservation and efficiency



Strategic Objective 7

- **Support Ilfracombe as an important port, passenger and car ferry portal to the West Country for Ireland and South Wales**
- Support and influence the Harbour Board
- Representation on Harbour Board?
- Develop Larkstone – ferry and town centre shuttle service
- Ensure all Ilfracombe organisations have contact with Welsh equivalent



Strategic Objective 8

- **Take our cultural offering up-market**

- Attain more influence over Landmark Theatre
- Ensure that it is utilised fully for community and tourism
- Support Aquarium, Museum and Tunnels Beaches etc
- Good quality retail experience
- Encourage other such cultural attractions e.g. science museum



Strategic Objective 9a

- **Maintain and utilise to best advantage our superb natural and built environment**
- Encourage quality initiatives that compliment and enhance the built environment
- Allow developers to fulfil affordable homes requirements by refurbishing run-down properties
- Balance protecting the landscape with the needs for the well being of the community



Strategic Objective 9b

- **Maintain and utilise to best advantage our superb natural and built environment**
- Work with other statutory bodies to develop our vision
- Encourage other stakeholders controlling gateway routes beyond our parish to support our objectives
- Support the delivery of sustainable communities



Strategic Objective 9c

- **Maintain and utilise to best advantage our superb natural and built environment**
- Encourage the community to respect its environment
- Encourage and seek a sustainable future for the historic environment
- Support and encourage the delivery of new good quality infrastructure and youth facilities
- Promote and support crime reduction initiatives e.g. better by design



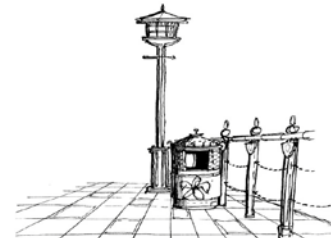
Strategic Objective 10

- **Improve public transport and infrastructure in and to the town**
- Improve A361 with by-pass at Braunton
- Improve A399 tourist route
- Park and ride at Mullacott
- Direct coaches to Tiverton Parkway / Heathrow / Victoria
- Frequent, comfortable and convenient town services
- Better signage in and towards town



Strategic Objective 11

- **Improve the public realm, particularly High Street and Sea Front and promote connectivity**
- Divert “A” road from High Street
- Reduce length of High Street as a shopping experience
- Convert some shops to residential
- Explore shared street principle e.g. Barcelona
- Reorganise the Sea Front (the way we want it)
- Support & co-ordinate Fore Street and other quality landscape improvement works
- Ensure peripheral street works are consistent in quality reflecting our standards e.g. Utility and road repairs, street furniture
- Good waste and recycling management



Strategic Objective 12

- **Take over and operate public buildings and services where they contribute to wellbeing**
- Where needed services are threatened
- Where buildings are failing in their remit
- Where identified as needed but currently no provision



Strategic Objective 13

- **Raise our Socio-economic profile**
- Improve / influence performance of Ilfracombe College
- Support new community hospital
- Ensure quality new dwellings
- Promote advantages of town to potential new residents
- Maintain public realm in good order
- Promote low crime rate & maintain good law & order
- Promote shared equity housing



Strategic Objective 14

- **Minimise leakage of young people**

- Higher quality employment opportunities
- Support for micro-businesses
- Secondary or tertiary level education opportunities
- Promote vocational training
- Ensure Ilfracombe college integrates with community
- Promote our range of sporting facilities
- Promote our “curious” range of cultural activities
- Optimise access to whatever educational facilities locally available



Strategic Objective 15

- **Better manage support for our socially dependent residents**
- Identify institutions that impose social dependents on us and deflect
- Avoid designating houses for HMOs
- Ensure most vulnerable aware of take up opportunities for personal development and advancement
- Ensure sufferers of disadvantage / discrimination are offered support



Strategic Objective 16 a

- **Maintain social cohesion and prevent social isolation**
- Provide trusted point of contact
- Be recognised by other agencies as an active and key participant in social provision
- Increase accessibility to services
- Maximise joint working opportunities



Strategic Objective 16 b

- **Maintain social cohesion and prevent social isolation**
- Work with voluntary and community sector – information sharing, planning and co-ordination
- Work with schools and youth services
- Encourage the community to engage in democratic process
- Increase community resilience
- Support as appropriate works to protect vulnerable areas from flooding



Strategic Objective 17

- **Maintain and build on our local culture of good-nature and friendliness**
- Inventorise and analyse attitude etc.
Conduct surveys:
 - Citizen survey
 - Audit of Political Engagement Survey
 - Third Sector Organisations Survey
 - Place SurveyGenerate improvement plans where needed
Incorporate into strategic plans etc



How do we implement?

- Take ownership
- Through our officers and staff
- Via grants process
- Direct initiatives
- Convincing others
- Accept collective responsibility
- Keep alive

QUOTE -

“We are continually faced by great opportunities disguised as insoluble problems”

Lee Lacocca