

# PLACE PLAN

HELP SHAPE THE FUTURE OF  
FOLKESTONE TOWN CENTRE

XXXXXXXXXXXXXXXXXXXX  
WE MADE THAT  
XXXXXXXXXXXXXXXXXXXX



fletcher priest architects  
london + köln + riga



NTIA | NIGHT TIME  
INDUSTRIES ASSOCIATION

# Agenda

**1.0 Welcome & introductions (10 min)**

**2.0 Programme overview & our work so far (10 min)**

**3.0 Introduction to the Place Plan & Missions (10 min)**

**4.0 Place Plan & Missions Q&A (15 min)**

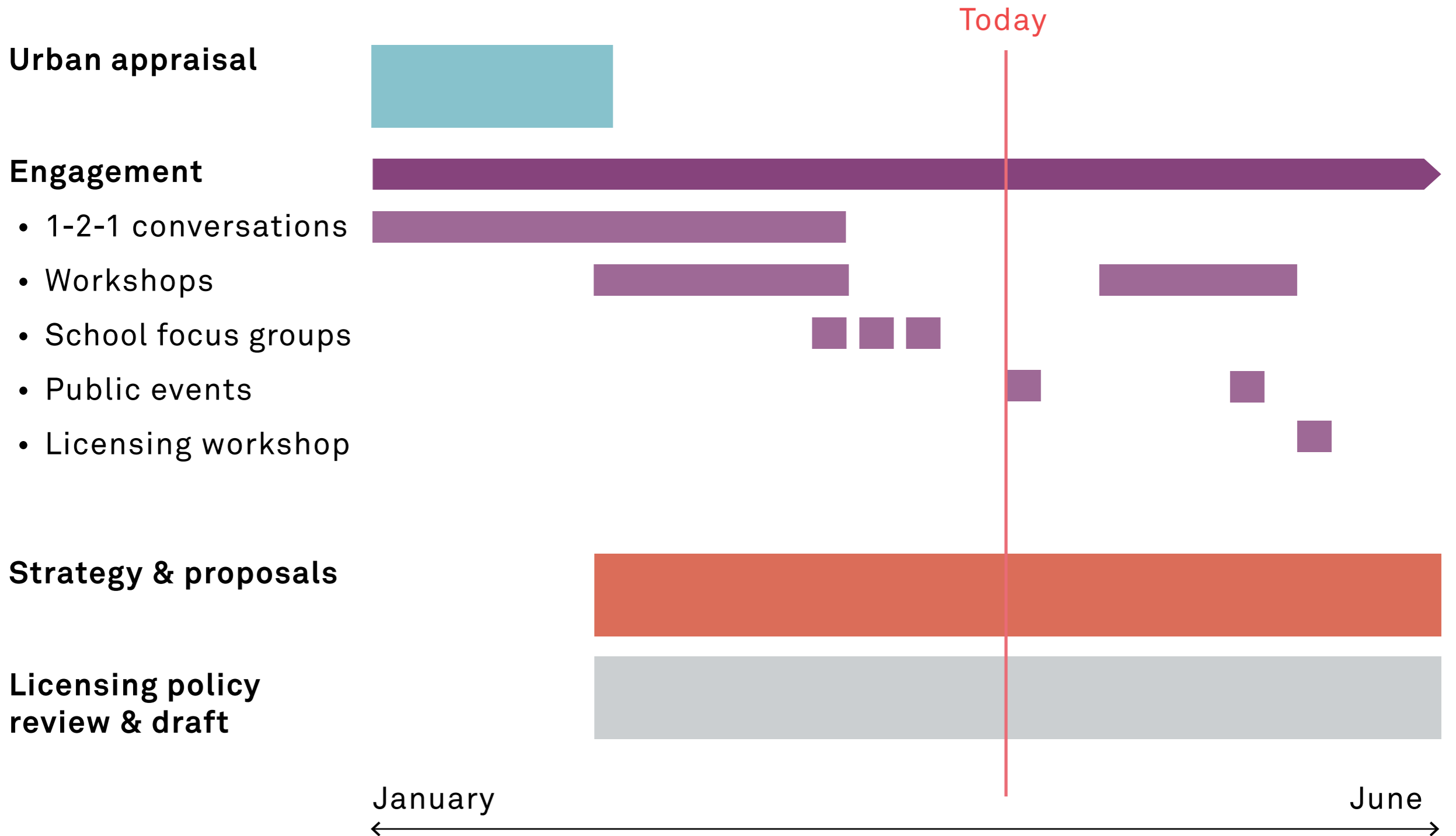
**5.0 Presentation of Action Areas (15 min)**

**6.0 Action Areas Q&A (15 min)**

**7.0 Next steps & questions (15 min)**

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# Programme overview



# Community engagement process

## Involvement so far

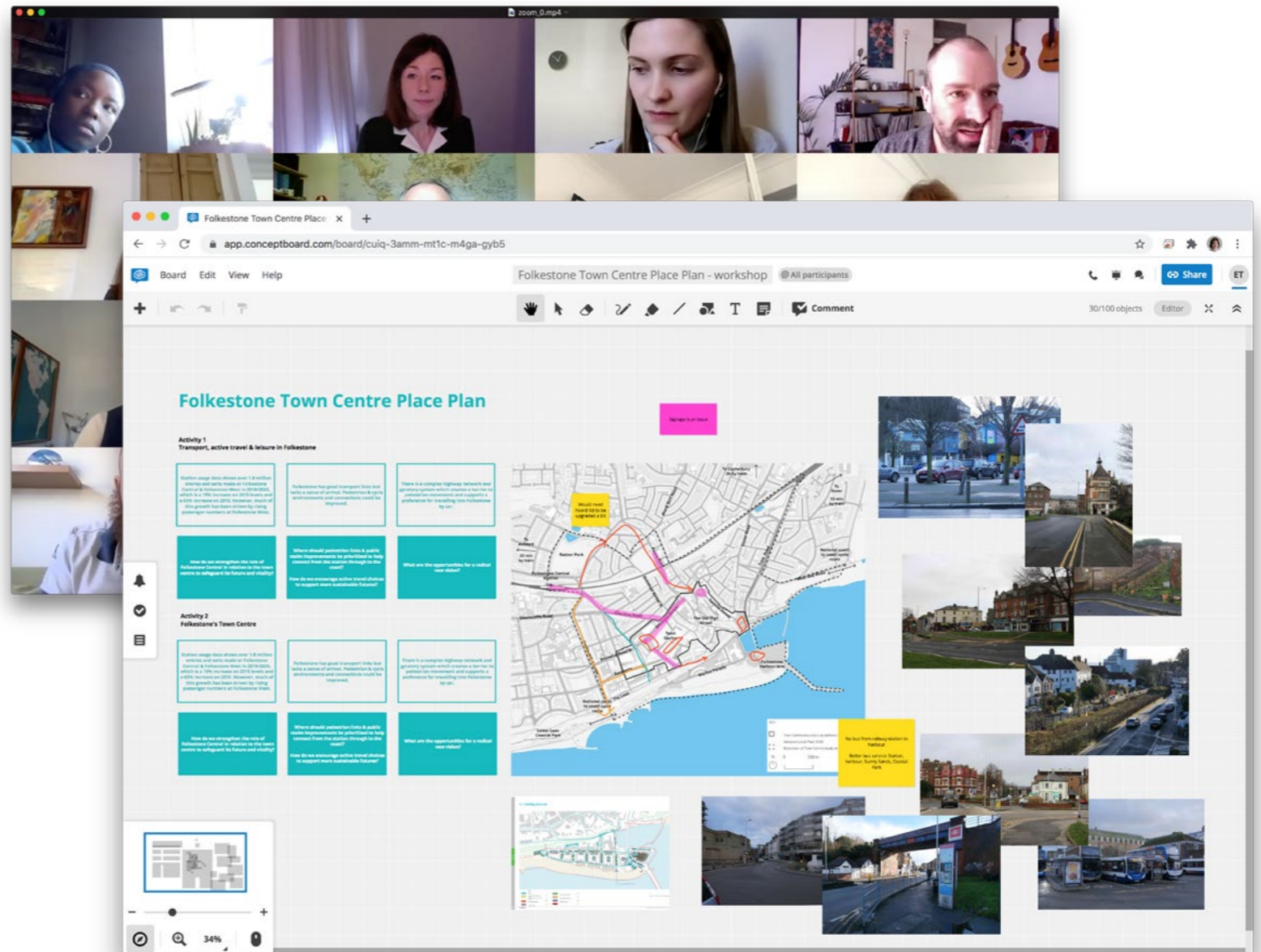
**38** one-to-one conversations with key stakeholders

**4** virtual workshops held to discuss priorities & ambitions

**46** workshop attendees - local organisations, community groups and stakeholders

**4** workshops planned with Working Group, Officers Working Group, Leadership team & all Members

Public event 02 and further workshops TBC



# Project overview

## Study area

The Place Plan is focused on a core of the Town Centre, with a wider area of context under consideration. We welcome feedback on the extent of this area of context.



### KEY

□ Town Centre boundary as defined in the Adopted Local Plan 2020

▤ Extension of Town Centre study area

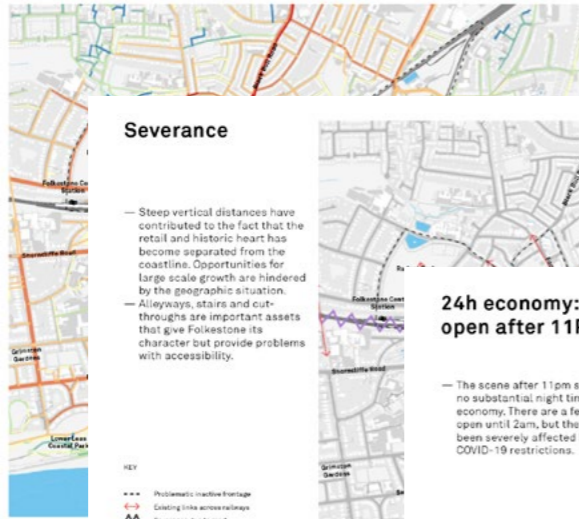
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# Baseline Appraisal

## Road network: connectivity analysis

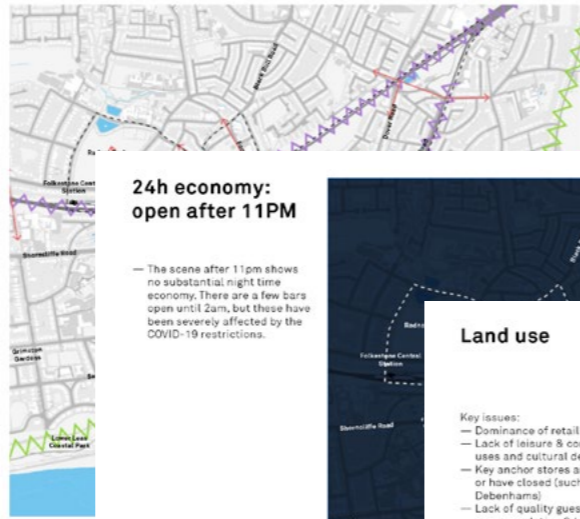
- There is a complex highway network system and ring road with one-way streets that has not been updated following the closure of Folkestone's harbour.
- The ring road segregates the Station and forms a triangular loop around the Town Centre and buildings have turned their back to it.



TOWN CENTRE WORKING GROUP | 17

## Severance

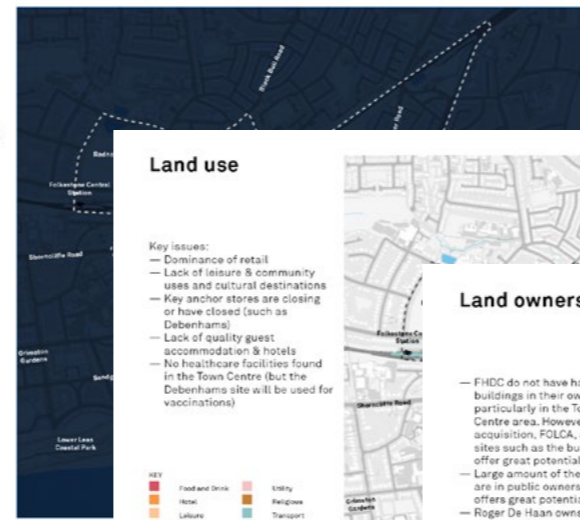
- Steep vertical distances have contributed to the fact that the retail and historic heart has become separated from the coastline. Opportunities for large scale growth are hindered by the geographic situation.
- Alleyways, stairs and cut-throughs are important assets that give Folkestone its character but provide problems with accessibility.



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## 24h economy: open after 11PM

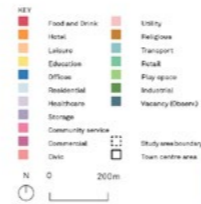
- The scene after 11pm shows no substantial night time economy. There are a few bars open until 2am, but these have been severely affected by the COVID-19 restrictions.



TOWN CENTRE WORKING GROUP | 17.0

## Land use

- Key issues:
- Dominance of retail
  - Lack of leisure & community uses and cultural destinations
  - Key anchor stores are closing or have closed (such as Debenhams)
  - Lack of quality guest accommodation & hotels
  - No healthcare facilities found in the Town Centre (but the Debenhams site will be used for vaccinations)



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## Land ownership

- FHDC do not have many buildings in their ownership, particularly in the Town Centre area. However recent acquisition, FOLCA, and key sites such as the bus station offer great potential.
- Large amount of the coastline are in public ownership which offers great potential.
- Roger De Haan owns large amounts of land in Folkestone, such as the seafront area around the harbour and shingle beach which is currently under development.



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## Deprivation

- People living in Folkestone Central and East Wards are some of the most deprived in the country.
- In Folkestone Central and Harbour wards, 30% of children live in low income households compared to 20% across FHD and 18% nationally.
- This contrasts to communities in the south-west who are some of the least deprived nationally.
- The disparity in health, wellbeing & quality of life outcomes contributes to the sense of an increasingly divided town.



TOWN CENTRE WORKING GROUP | 17.03.2021

FOLKESTONE TOWN CENTRE PLACE PLAN

# Baseline Appraisal

## Key findings

The Town Centre needs an integrated approach.

There are many opportunities for development in the Town Centre.

Central & north-eastern Folkestone has pockets of severe deprivation.

Skills levels are comparatively low compared to the rest of Kent, the South East and England averages

Folkestone needs to attract and retain young people to live and work in the town.

Housing in the town centre is poor quality & unaffordable.

There is a need to increase shared feelings of identity and community cohesion in Folkestone.

The town centre isn't a very attractive and supportive environment for business growth.

Folkestone is reliant on sectors that have been hit hardest by the pandemic.

The nature of employment in Folkestone should be challenged.

Folkestone is already an attractive place to visit.

Folkestone has good transport links but lacks a sense of arrival.

# Baseline Appraisal

## Key findings

**Lack of quality hotels.**

**The Cultural Quarter and developing food culture is putting Folkestone on the map.**

**Access to the coast should be stitched through to the Town Centre.**

**Heritage assets could be further celebrated.**

**The over-engineered, largely obsolete road network should be seen as an opportunity for radical change.**

**Pedestrian & cycle environment and connections are poor.**

**Public transport systems are good and well used.**

**Changes in topography provides physical barriers but brings character and opportunity.**

**The retail offer reflects wider trends & the evening economy is limited.**

**Footfall has fallen in the Town Centre.**

**Visual perception of the Town Centre is poor.**

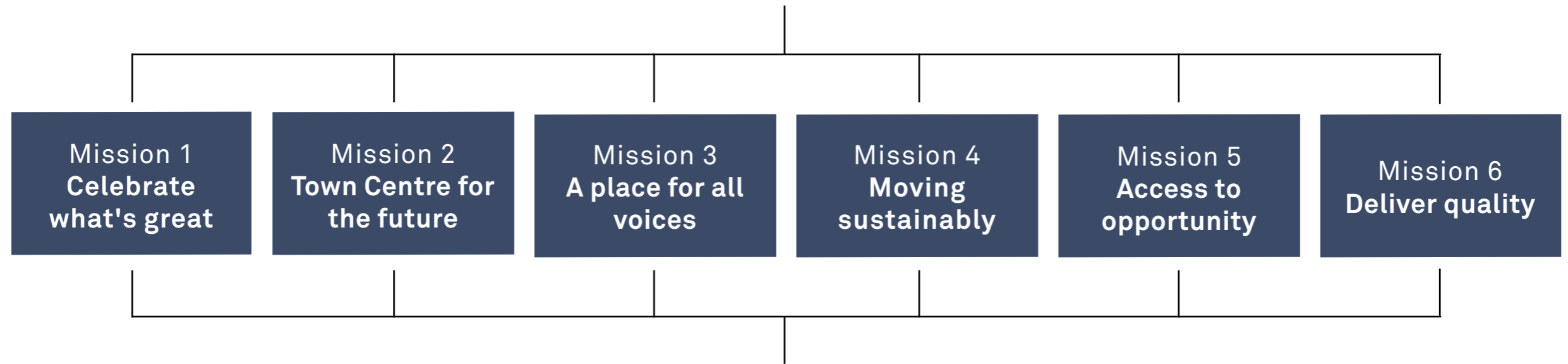
**Natural assets are within close proximity.**



# Our approach to the Place Plan

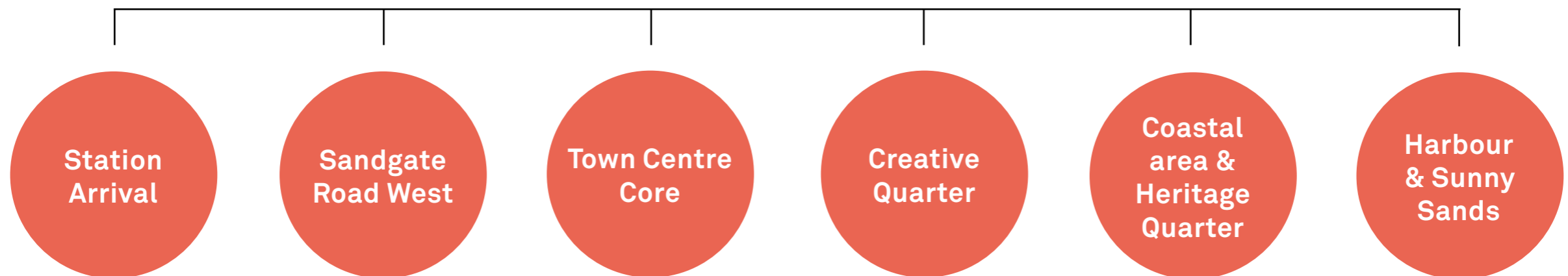
## The Grand Challenge

To overcome decline and challenge in Folkestone's Town Centre by embracing opportunity, celebrating what's great and bringing the town's communities together.



## Actions to deliver the Missions

### Action Areas



# Our approach to the Place Plan

## Missions

### The Grand Challenge

To overcome decline and challenge in Folkestone's Town Centre by embracing opportunity, celebrating what's great and bringing the town's communities together.



Mission 1  
**Celebrate what's great**



Mission 2  
**Town Centre for the future**



Mission 3  
**A place for all voices**



Mission 4  
**Moving sustainably**



Mission 5  
**Access to opportunity**











Mission 6  
**Deliver quality**

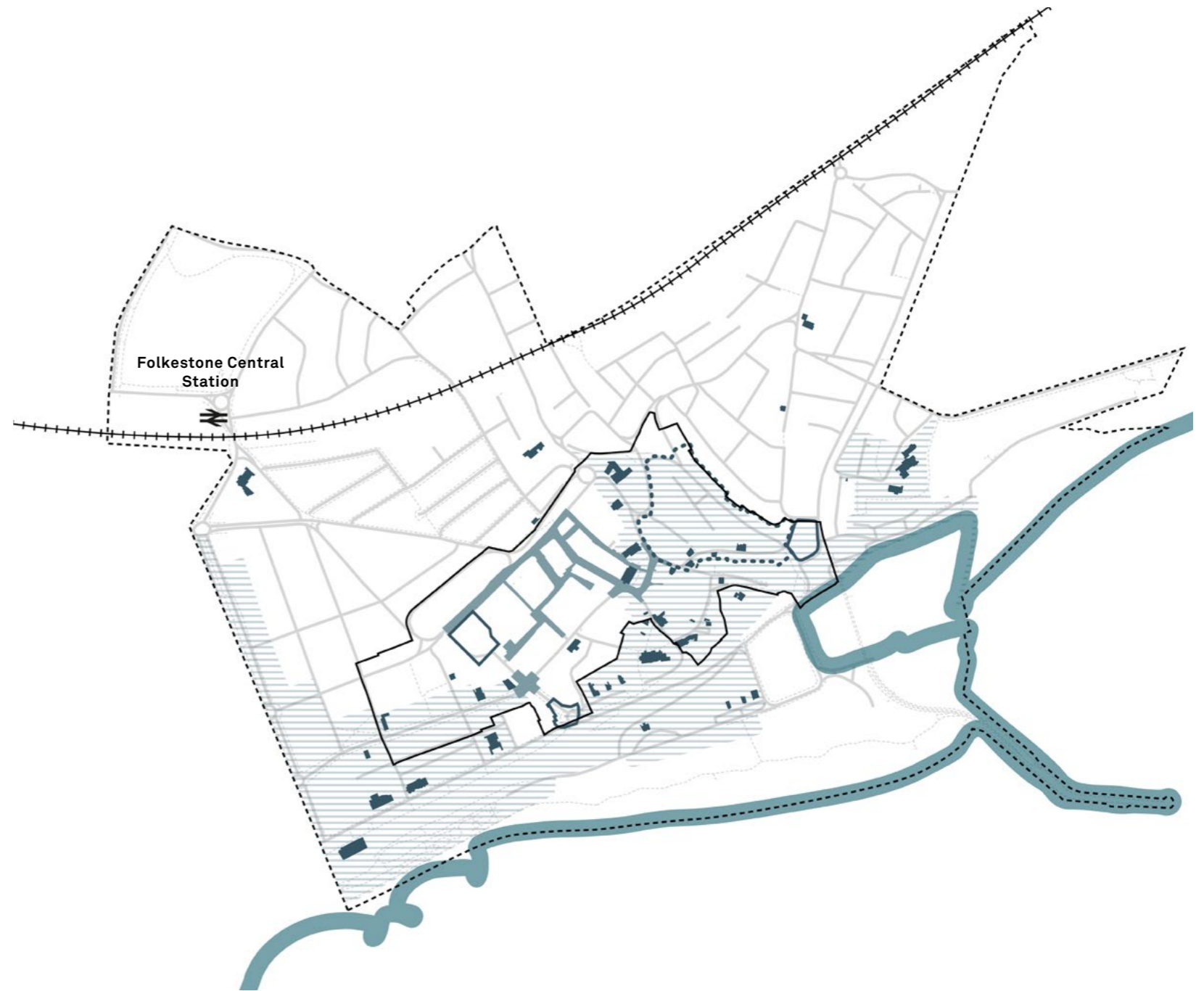
# Missions for the Folkestone Place Plan

## Mission 1 Celebrate what's great

Make the most of Folkestone's best assets - its coastline, its communities, its heritage and its creativity - to attract visitors and enhance the lives of residents.

### KEY

-  Conservation area
-  Listed Buildings
-  Key public spaces
-  Public realm improvements
-  Creative quarter
-  Coastline
-  Study area boundary
-  Town Centre boundary









# Missions for the Folkestone Place Plan

## Mission 2 Town centre for the future

Reinvigorate the Town Centre core by identifying opportunities for a new range of uses, community services and employment opportunities.



### KEY

-  Opportunity buildings
-  FOLCA (opportunity)
-  Vacant units
-  FHDC offices
-  Study area boundary
-  Town Centre boundary

# Missions for the Folkestone Place Plan

## Mission 3 A place for all voices

Work with the people of Folkestone to develop proposals that are meaningful to all, now and into the future.



### KEY

● Community infrastructure

Participation in actions captured in other Missions:

■ Key public spaces

↔ Key connections

— Ring road re-work

⋯ Study area boundary

□ Town Centre boundary

# Missions for the Folkestone Place Plan

## Mission 4 Moving sustainably

Create an environment that better connects the town centre and surroundings and supports active movement and enables healthy lifestyles and wellbeing.



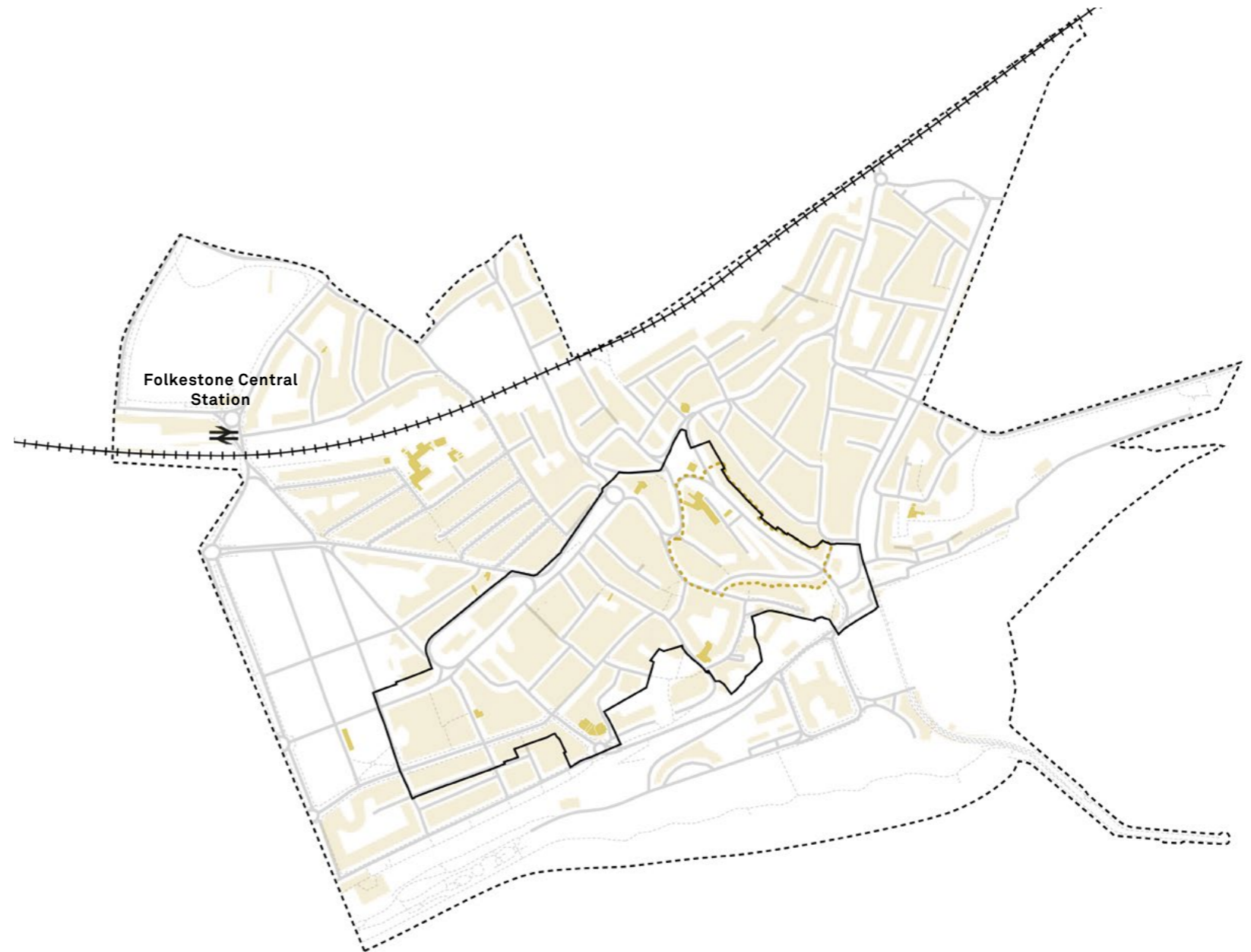
### KEY

- Sports and leisure facilities
- ↔ Primary connections improvements
- Green grid: existing connections
- - Green grid: improved connections
- ↔ Connections to the coast
- National cycle route
- /// Car parks
- - - Study area boundary
- Town Centre boundary






# Missions for the Folkestone Place Plan

## Mission 5 Access to opportunity

Embed opportunities for support, skills and training to allow all residents of Folkestone to benefit from change.



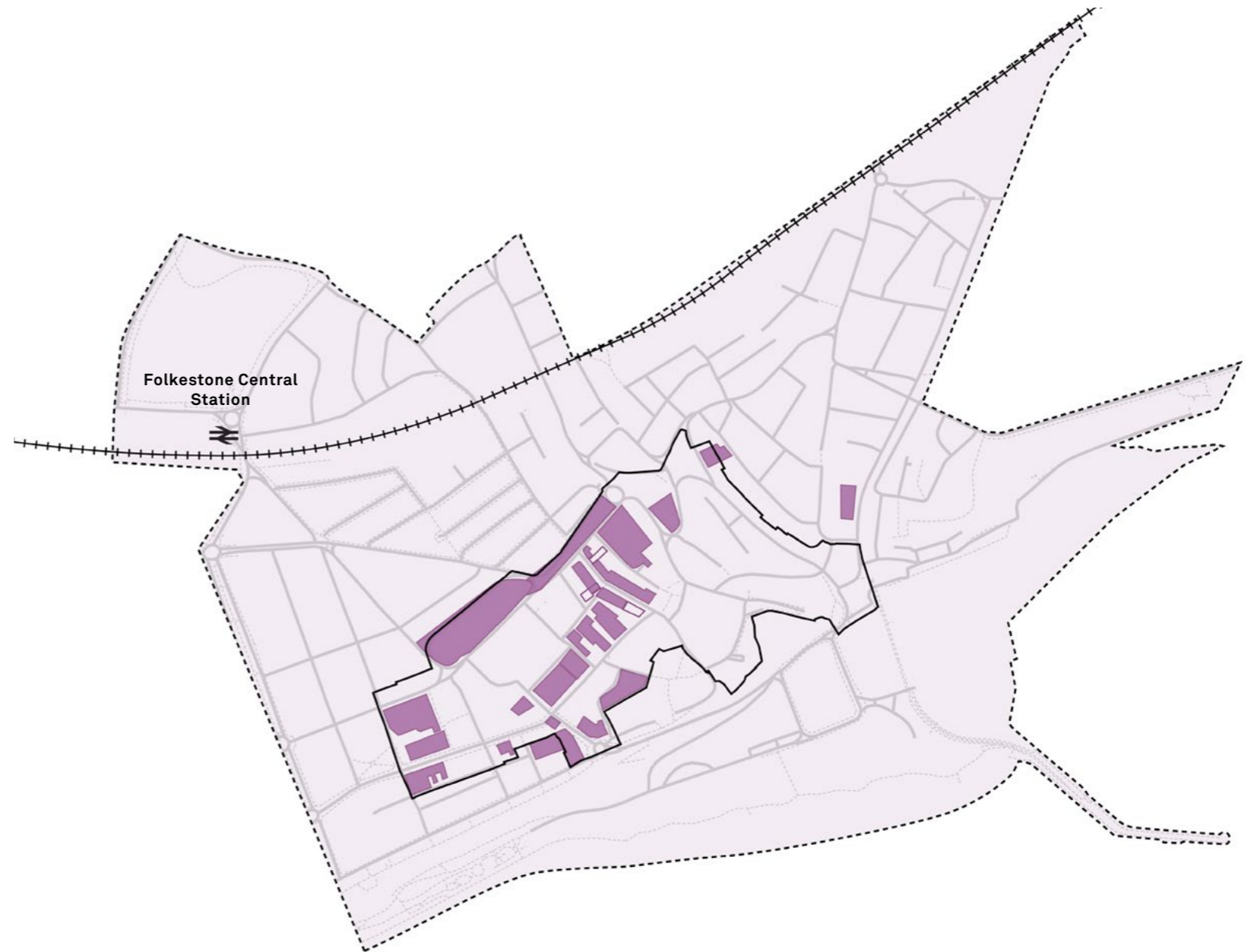
### KEY

-  Creative quarter
-  Schools and other education facilities
-  IMD: 10% most deprived in the country
-  Study area boundary
-  Town Centre boundary





# Missions for the Folkestone Place Plan

## Mission 6 Deliver quality

Ensure that quality of delivery meets Folkestone's full potential and secure the support of all partners who will be needed to deliver on the ambitions of the Place Plan.



### KEY

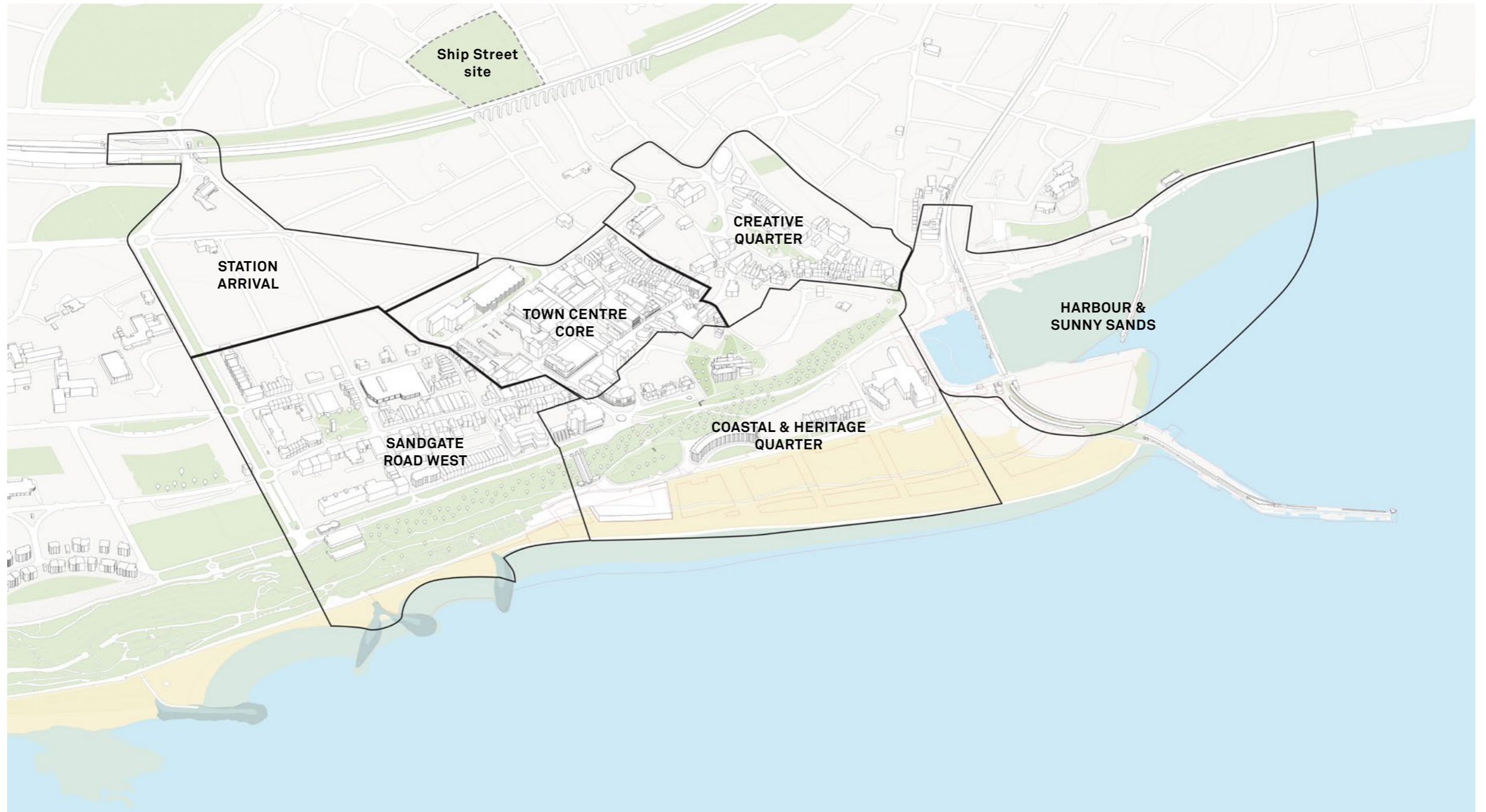
-  Opportunity sites
-  Vacant units
-  Study area boundary
-  Town Centre boundary



**DO YOU HAVE ANY QUESTIONS?**

# Action areas

## Overall location



# Action areas

## Station arrival

### Mission 1: Celebrate what's great

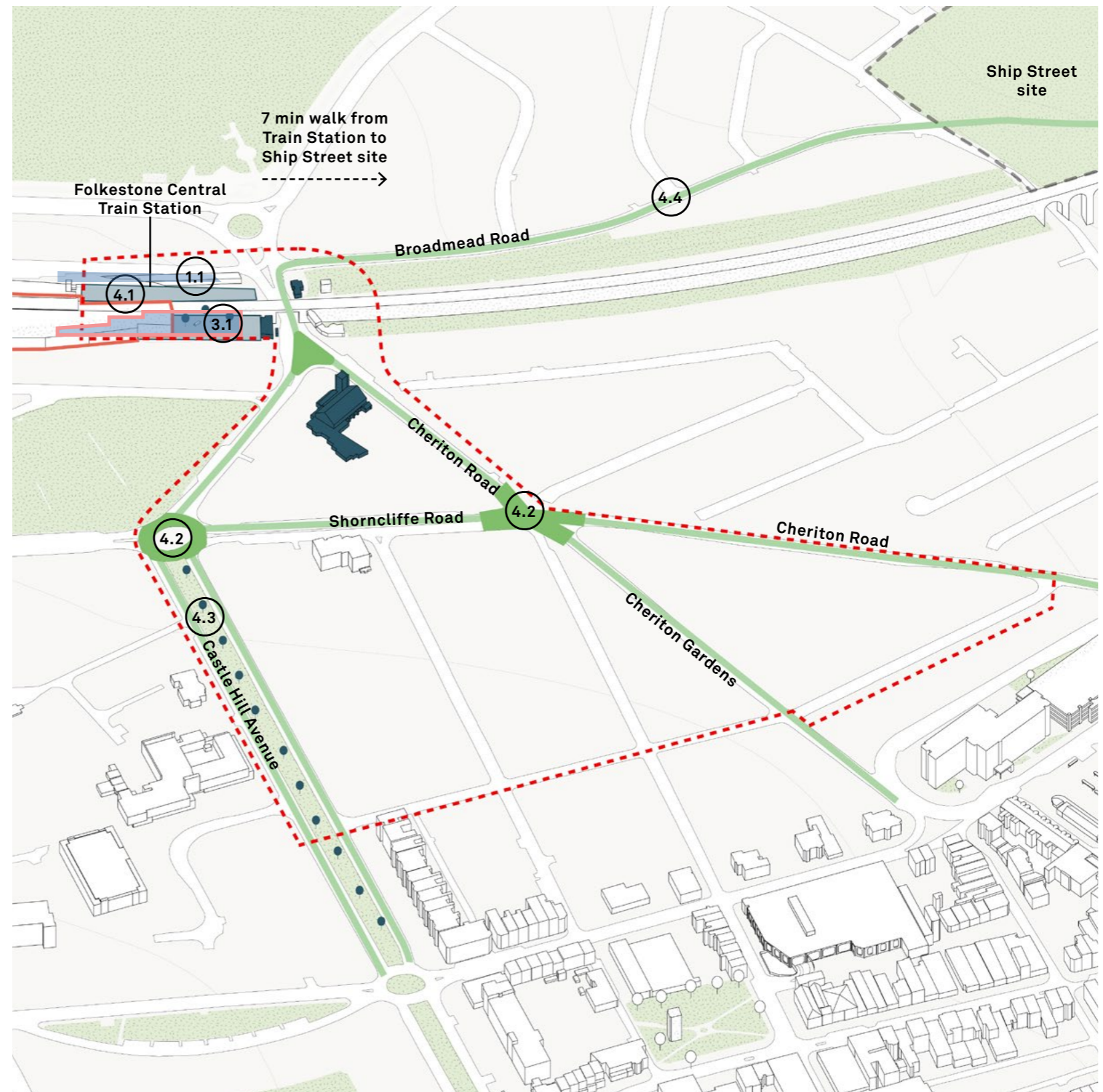
- 1.1 Public realm upgrades and new public spaces: around train station with a potential for a small public square.

### Mission 3: A place for all voices

- 3.1 Explore potential for community uses within and alongside the train station, such as a community garden

### Mission 4: Moving sustainably

- 4.1 Mobility hub alongside train station: bike hire and other supporting uses
- 4.2 Overhaul of the legacy highway system: Cheriton Grdns and Cheriton Road, redesign of junction to enable all directions of travel from this point.
- 4.3 Wayfinding and enhancing the cycling and walking experience: Cheriton Road, Cheriton Gardens and Castle Hill Avenue
- 4.4 New and improved routes: Broadmead Rd and through Ship Steet site (this could include provision for skateboarding)
- 4.5 Work with other organisations, such as Cycling UK, to support and encourage sustainable and active travel.



# Action areas

## Precedents



↑ Bike path and public realm improvements  
Gautier + Conquer Architects, Lyon



↑ Seville, Spain: Seville has prioritised sustainable transport, shared spaces and tree planting in a historic setting.



↑ Bike path and public realm improvements  
Superkilen, Copenhagen



↑ Bike path and public realm improvements  
Sopron Castle District Revitalisation, Hetedik Múterem, Hungary



↑ Wayfinding & signage  
Ascot

# Action areas

## Sandgate Road West

### Mission 1: Celebrate what's great

- 1.2 Public realm upgrades and new public spaces: Public realm improvements along Sandgate Rd West

### Mission 2: Town Centre for the Future

- 2.1 Testing new uses within units along Sandgate Rd West
- 2.2 Other development opportunities bringing new uses and housing

### Mission 3: A place for all voices

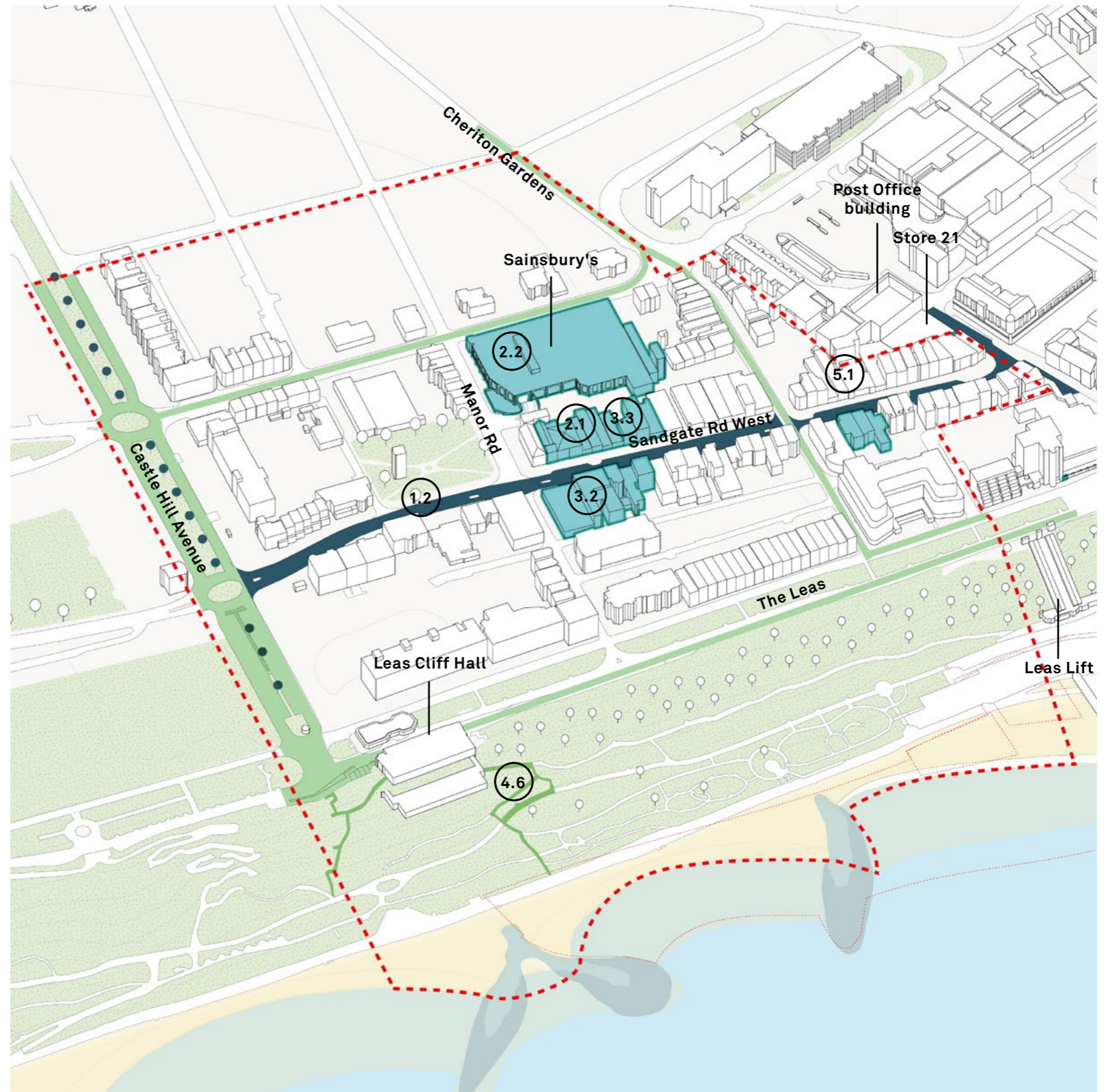
- 3.2 Community involvement in choosing/testing uses
- 3.3 Populate vacant retail units

### Mission 4: Moving sustainably

- 4.6 Seamless connection through from the station to the coast: around Leas Cliff Hall
- 4.7 A better public transport route around the Town Centre
- 4.8 Improved cycle parking provision

### Mission 5: Access to opportunity

- 5.1 Encourage local businesses to set up training programmes to develop business sectors, such as The Chambers
- 5.2 Enterprise facilitation and participation programmes with deprived communities



# Action areas

## Precedents



↑ Van Gogh Walk, London.  
Image credit: People for Public Spaces website



↑ Street furniture & public realm improvements  
Hassell, Nicholson Street Mall, Melbourne



↑ SHARE Frome; Library of Things was set up as a partnership between Frome Town/Parish Council, CICs and social enterprises



↑ Community Plus Kirklees: a programme run by the council supporting individuals and community groups. It provides tailored one to one, short term support to people that would like to have a more connected, happy, independent and healthier life.



↑ Wayfinding & signage  
We Made That, Black Horse Lane, London



↑ Housing development  
Sandberg Architects, Copenhagen

# Action areas

## Town Centre Core

### Mission 1: Celebrate what's great

- 1.3 Public realm improvements along Shellons Street
- 1.4 Upgrades to Guildhall Street, supporting the food market
- 1.5 Public realm upgrades to Sandgate Road
- 1.6 Reinstating Bouverie Square
- 1.7 'Guildhall Square' as a new civic square
- 1.8 New Silver Screen signage
- 1.9 External promotion of Folkestone as a place to work and do business

### Mission 2: Town Centre for the Future

- 2.3 Folkestone Town Centre as a 'lab' to test new uses, experiment and try new ideas.
- 2.4 ReBorn Furniture Project building\* used for workspace for start-ups and scale-ups
- 2.5 Relocate FHDC offices into the TC
- 2.6 Create/combine/scale a single business network

### Mission 4: Moving sustainably

- 4.9 Improved gateway to the Town Centre: Guildhall/Shellons St junction and Middelburg Square, including a new bus station layout.
- 4.10 Parking review
- 4.11 'Mobility Hub' with cycle hire & storage (NCP carpark\*)
- 4.12 Explore options to integrate cycling and skateboarding in the Town Centre (specially sanctioned skate areas)

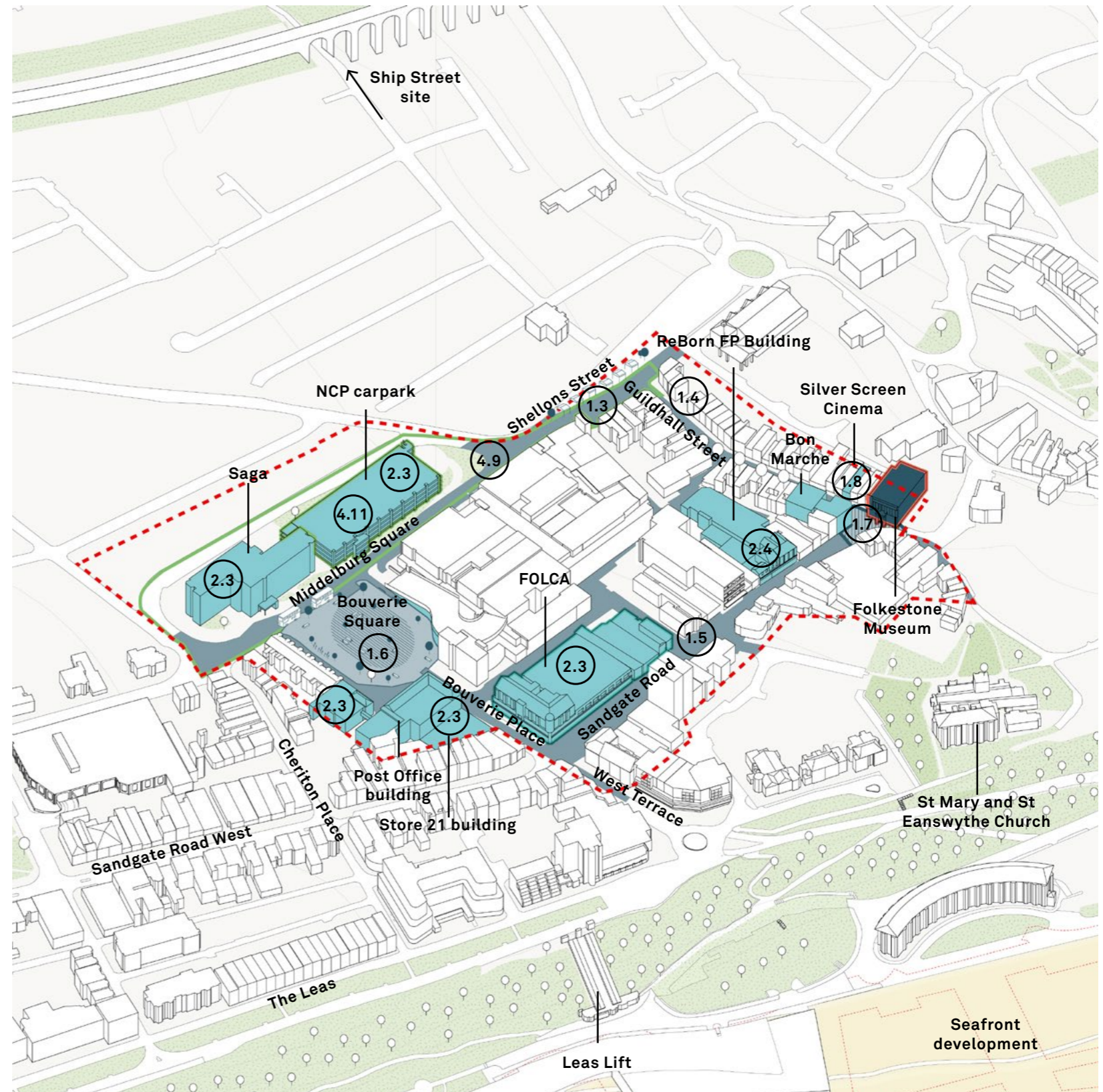
### Mission 5: Access to opportunity

- 5.3 Skills hub: work with educational institutions & businesses
- 5.4 Create a town centre business launchpad programme
- 5.5 Explore opportunities for more diverse community ownership of assets

### Mission 6: Deliver quality

- 6.1 Reviews of town centre housing policy and licensing to address poor quality housing
- 6.2 Application to the Levelling Up Fund
- 6.3 Place Plan developed to become adopted planning policy
- 6.4 Town Centre design review panel, including community representatives

\* Development sites proposed for future studies



# Action areas

## Precedents



↑ Town Centre Gateway: signage  
We Made That, Enfield, London



↑ Creative repurposing of Bikini, Berlin  
A repurposed shopping centre providing space for local creative business and retail incubation. It is a small shopping centre offering a unique combination of shopping, work, cinema, as well as a hotel.



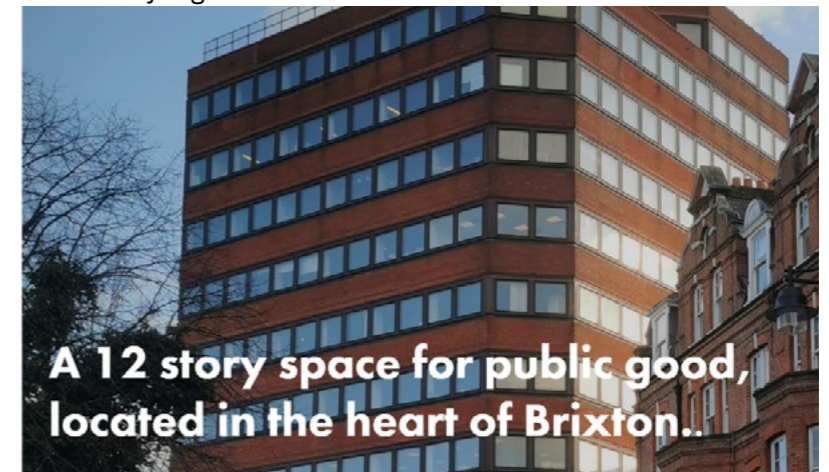
↑ Everyone Everyday, Barking: long-term (5-10 year) approach to community participation and capacity building based around local projects, the team support local people to start and scale community projects which focus on sharing skills, bringing the community together.



↑ Blaenau Gwent Effect – Community Focused Enterprise  
Set up by the local borough council to offer free and confidential business support and practical advice to local people, start-up ventures, existing businesses and social enterprises.



↑ Dudley CoLab: Social Lab based on the highstreet running social experiments encouraging activism and community participation with a focus on understanding the importance of social infrastructure on the high street.



↑ International House Brixton: Meanwhile use of an empty council-owned building for office space in Brixton operating under the BUY GIVE WORK model: for every space rented by a business, space is given for free to a local non-profit or youth start-up



# Action areas

## Creative Quarter area

### Mission 1: Celebrate what's great

- 1.10 Public realm upgrades: The Cube, F51, and Payers' Park
- 1.11 Build on and expand social initiatives
- 1.12 Public art programmes in the Creative Quarter

### Mission 2: Town Centre for the Future

- 2.7 Explore potential for comprehensive development: Lidl site\*
- 2.8 Licensing policy review along with a set of principles for the evening economy to direct what it looks like and what it needs to achieve: Programme of evening events to test new uses & operating hours
- 2.9 Hub of potential uses around Payer's Park

### Mission 3: A place for all voices

- 3.4 Support Shepway Youth Hub with larger spaces

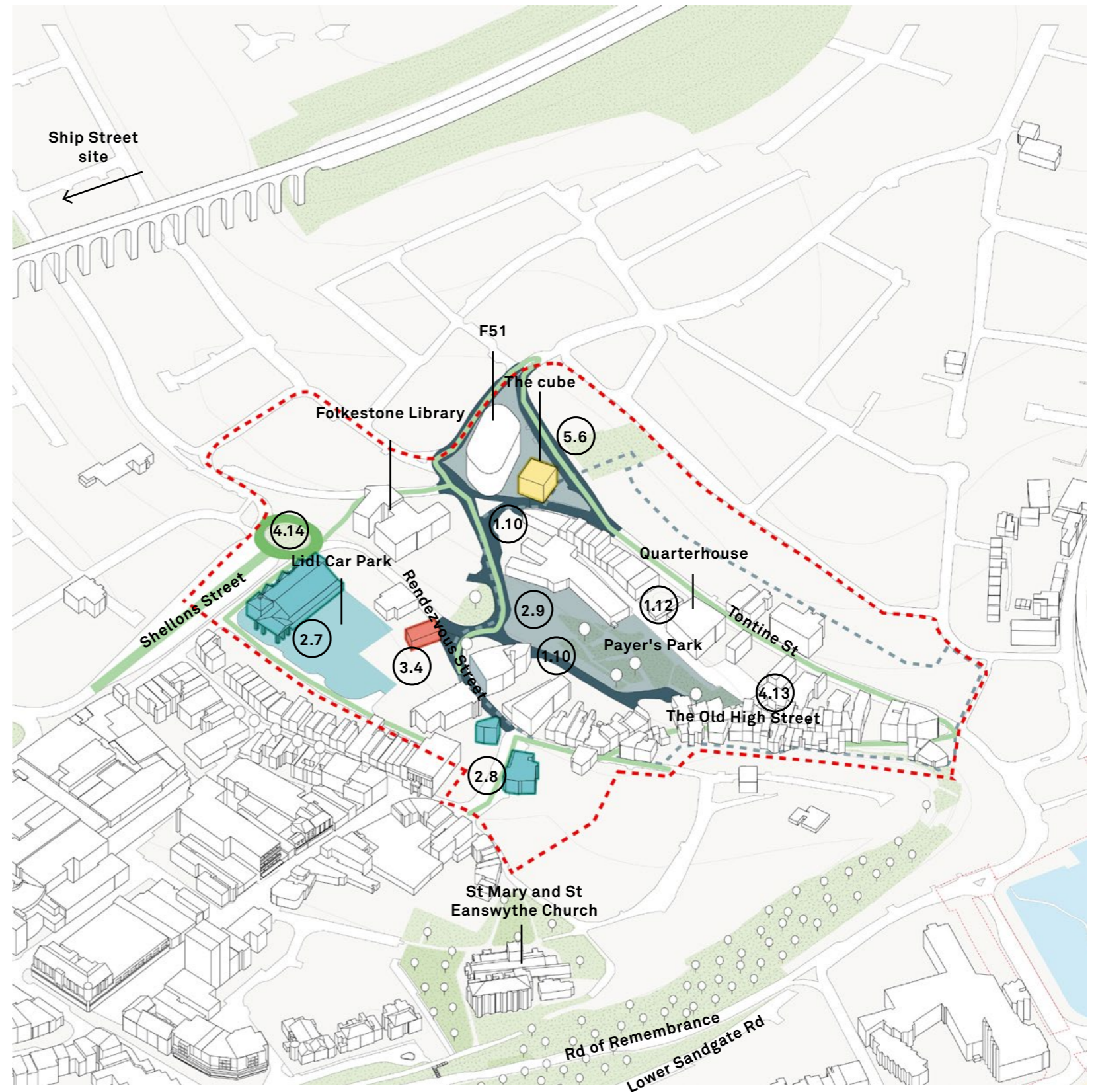
### Mission 4: Moving sustainably

- 4.13 Localised improvement of lanes and paths in historic core
- 4.14 Redesign of junction to enable all directions of travel from this point
- 4.15 Embracing of future transport technologies: 'on demand' public transport for off-peak times to support evening and night time uses.
- 4.16 Promote 'leisure loop' and other active routes as circuits around wider area.

### Mission 5: Access to opportunity

- 5.6 Expand on the offer of The Cube adult education centre
- 5.7 Continuation of the Folkestone Community Works programme

\* Development sites proposed for future studies



# Action areas

## Precedents



↑ Mixed-use development  
Neat Architect, Folkestone



↑ Impact hub Birmingham: provides space for entrepreneurs with social and sustainable missions.



↑ Skate Street  
Malmo, Sweden



↑ Renew Newcastle, Australia: Business launchpad programme connecting local people with vacant spaces to support local creative entrepreneurs.



↑ Meanwhile uses & activities: outdoor cinema  
Rundle Mall, Adelaide



↑ Plaza, public realm & street furniture  
Karavan landskapsarkitekter, Sweden

# Action areas

## Coastal area & Heritage Quarter

### Mission 1: Celebrate what's great

- 1.13 Public realm upgrades to Road of Remembrance
- 1.14 Improvements to area around Remembrance Statue
- 1.15 Improved connections and better visibility of St. Eanswythe Church

### Mission 2: Town Centre for the Future

- 2.10 Aspen House\* facade improvements
- 2.11 Iceland building & car park\*: explore development options.

### Mission 4: Moving sustainably

- 4.17 Seamless connection through from the station to the coast and between the coast and Heritage Quarter
- 4.18 Provide other vertical transport system alongside Leas Lift.



\* Development sites proposed for future studies

# Action areas

## Precedents



↑ Public realm & street furniture  
Living Innovation Zones, San Francisco



↑ Public space & street furniture  
Hull City Centre



↑ Facade Improvements, visual identity & signage  
One Hoe Street, Waltham Forest, London



↑ Good Hotel, Royal Docks London  
A hotel and social business who reinvest their profits in training and supporting local people. They run a bespoke hospitality training programme which includes teaching, paid work experience and the opportunity of a full-time job at the hotel.



↑ Green Rooms Arts Hotel, London:  
An Arts hotel and social enterprise that offers affordable accommodation and events spaces for hire. The café has space for rotating street food vendors who can use the space for free and get business training whilst in residence.



↑ Facade Improvements, visual identity & signage  
Wood Street, London

# Action areas

## Harbour & Sunny Sands

### Mission 1: Celebrate what's great

- 1.16 Public realm upgrades to Harbour Street and exploring options for Harbour Way car park to become a key public space
- 1.17 Heritage renewal and strategy: Sunny Sands Pavillion
- 1.18 Seek UNESCO heritage funding for Kent Downs/The Warren

### Mission 2: Town Centre for the Future

- 2.12 Connecting the station to the harbour area through the Town Centre

### Mission 3: A place for all voices

- 3.5 Expand public toilet & shower offer at Sunny Sands to ensure beach is accessible to all.

### Mission 4: Moving sustainably

- 4.19 Tram Road improvements
- 4.20 Wellbeing and sports activities supported along the coast (Sunny Sands): water sports, kayaking etc.
- 4.21 Tidal pool

### Mission 5: Access to opportunity

- 5.8 Potential for 'summer jobs' for young people alongside recreational offer, as well as training opportunities



# Action areas

## Precedents



↑ Barking Bathhouse, Barking Town Centre



↑ Kayaking club, France



↑ Multi-functional public space for swimming & sunbathing  
Canal Swimmer's Club, Bruges



↑ The Floating Cinema, London



↑ Eleanor Boathouse at Park 571, Chicago



↑ Boat repair Facilities , Eel Pie Boatyard, London

**DO YOU HAVE ANY QUESTIONS?**

## Next steps

