

PLACE PLAN

FOR FOLKESTONE TOWN CENTRE

XXXXXXXXXXXXXXXXXXXX
WE MADE THAT
XXXXXXXXXXXXXXXXXXXX



fletcher priest architects
london + köln + riga



NTIA | NIGHT TIME
INDUSTRIES ASSOCIATION

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Front image credit: Studio Oiseau

Revisions tracker

Rev.	Date	Description
-	02-07-2021	Draft issue to client team
A	06-08-2021	Final issue for Cabinet
B	03-12-2021	Final issue with amendments

1.0 FOREWORD AND EXECUTIVE SUMMARY

Foreword

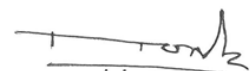
I am very pleased to endorse this ambitious plan which sets the direction for a sustainable and vibrant future for Folkestone Town Centre.

The role of town centres is changing and the Place Plan takes a holistic view of the way in which Folkestone Town Centre can continue to harness the natural potential of the area. With a fantastic coastline, great transport links, a thriving culture and leisure offer, investment in new homes and businesses and growing communities, Folkestone has much to celebrate already. However there is also much that needs to be done to build on this and ensure the town centre continues to adapt and diversify moving forward.

We Made That developed the plan on behalf of the council and engaging across a wide range of stakeholders has been key to identifying opportunities, creating a vision for the future and setting out the way in which this can be delivered.

I want to thank everyone who has contributed to the development of the Place Plan. This engagement has been vital in shaping the overall ambition and actions which will achieve it.

The council will continue work with partners in the public sector, businesses, investors and the community to promote and deliver the aims of the plan. It's a plan for the future and our work starts now to ensure that Folkestone continues to thrive as one of the best coastal towns in the country for our businesses, residents and visitors.



Cllr David Monk
Leader of Folkestone & Hythe District Council



Executive summary

Why the Place Plan is being produced

The Place Plan for Folkestone Town Centre sets out a vision to guide the town centre's evolution for years to come. Informed by a comprehensive community engagement process and input from industry experts, the document is intended to build on current strengths and guide a trajectory that responds to contemporary challenges. The Place Plan acknowledges the history of the area and raises awareness of its cultural offer and growth potential, including recommendations to enable business growth and economic development for the area. It addresses key themes such as setting ambitions for investment opportunities, supporting a public realm and improved animated public spaces, fostering dynamic employment environment and improving transport and movement in the town centre.

The Place Plan will be used to guide future public sector investment and action in Folkestone town centre, and may be used to develop emerging planning policy and guidance. The Place Plan will also be used to encourage future investment as potential investors are engaged. Outputs will also enable public bodies, private landowners and the wider community to progress with clear delivery and implementation plans in the knowledge that they can contribute to the Missions set out here.

The Grand Challenge and Missions

The 'Grand Challenge' is to overcome decline in Folkestone's Town Centre by embracing opportunity, addressing the climate emergency, celebrating what's already great and bringing the town's communities together. Six 'missions' set out the route to responding to the Grand Challenge. A series of proposed actions have been defined and illustrated in the Place Plan to achieve these missions across areas of Folkestone's Town Centre.

- 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 sustainable quality

Strategic alignment

The Place Plan is fully aligned with FHDC's 'Creating Tomorrow Together' Corporate Plan, whilst offering a higher level of town centre-specific fidelity, .

A thriving environment will be created through actions to deliver Mission 1: 'Celebrate what's great' and through Mission 4: 'Moving sustainably'. Ambitions to support a vibrant economy that is accessible to all Folkestone's communities are addressed by Mission 2: 'Town centre for the future' and Mission 5: 'Access to opportunity'. Positive community leadership will be explicitly supported by Mission 3: 'A Place for All Voices'. Finally, a common intent to secure quality homes and infrastructure is addressed under Mission 6: 'Deliver sustainable quality', which also responds to the council's declaration of a climate emergency.

Engagement

The engagement process aimed to capture local knowledge and empower communities to take part in the future of the town centre. The process sought to reach as wide as possible to involve the full diversity of Folkestone's communities, including those under-represented groups and the seldom heard. This process has built consensus towards a vision and plan for the future of the town centre area. It has balanced strategic stakeholder ambitions with wider public priorities and opinion on where investment should be targeted. It has been exciting to see an enthusiastic and engaged response from a large and varied number of Folkestone's community groups, businesses, residents and stakeholders.

The Place Plan sets out the ways in which it has responded to the voices heard as well as the on-wards opportunities to shape forthcoming change. So far this process has involved:

- 17 workshops and public webinar events for a range of participants
- 150 survey and email responses
- 167 directly engaged in workshops and one-to-one conversations
- 266 attended public webinar events

Featured priority actions

Through the process of developing the Place Plan, seven priority actions have been identified and foregrounded in the 'Making it happen' section. These priority actions have also been influenced by the public engagement process.

- Station arrival and town centre connections
- Improved gateway to the town centre including a new bus station layout
- FOLCA development scheme
- Sandgate Road town lab, public realm and 'Guildhall Square'
- F51 environs and Payers Park
- Harbour Line/ Tram Road
- Sunny Sands

The above priority actions will be co-supportive of the council's current work to progress redevelopment of the Ship Street site. A stronger town centre will improve development prospects and future inward investment, and new residents will drive additional footfall to the centre. A reciprocal relationship of affordable housing across sites within and beyond the town centre may also be possible.

Testing uses, enabling assets and securing funding

In the face of limited resources, funding will need to be sought from a variety of sources, which this Place Plan will help enable.

The Place Plan provides an opportunity to think about 'place' and the type of outcomes which can be achieved within Folkestone Town Centre. Much of this can be achieved through the delivery of physical actions; improving public realm, active travel and enabling exciting things to happen in the town's buildings. The Place Plan is, however, also an opportunity to think about fundamentals of how people interact with a place, the sense of ownership people have of their town centre and the quality of experience they have when they are there. Getting this right will help to embed the physical interventions proposed within the Place Plan and will ultimately support better economic, social, and commercial outcomes.

2.0

INTRODUCTION

About this project

The Place Plan for Folkestone Town Centre sets out a vision to guide the town centre's evolution for years to come. Informed by a comprehensive stakeholder and community engagement process and input from industry experts, the document is intended to build on current strengths and guide a trajectory that responds to contemporary challenges. The design team have held a comprehensive programme of engagement to make sure that the Place Plan is guided by the views and needs of local people and those who use the town centre.

The Place Plan will be used to guide future investment and action in Folkestone town centre in a cohesive manner, and may be used to develop emerging planning policy and guidance. Outputs will also enable public bodies, private landowners and the wider community to progress with clear delivery and implementation plans in the knowledge that they can contribute to the Missions set out here.

The Place Plan addresses key themes such as setting the ambition for investment opportunities, supporting a public realm and improved animated public spaces, fostering dynamic employment environment and improving transport and movement in the town centre.

Folkestone and Hythe District Council commissioned an experienced, multidisciplinary team with a track record in working with public sector and regeneration, to develop a Place Plan for Folkestone Town Centre. Architects and urban designers, We Made That, led the project design team and the community engagement process. Transport and movement specialists, Steer, looked into town centre access. Socio-economic experts, PRD, advised on the economy and town centre business opportunities. Architects, Fletcher Priest, advised on the architecture of specific opportunity sites and the Night Time Industries Association provided support to review the existing licensing policy to support the evening economy in the town. The licensing policy review is a separate document which will have a separate consultation and review process.



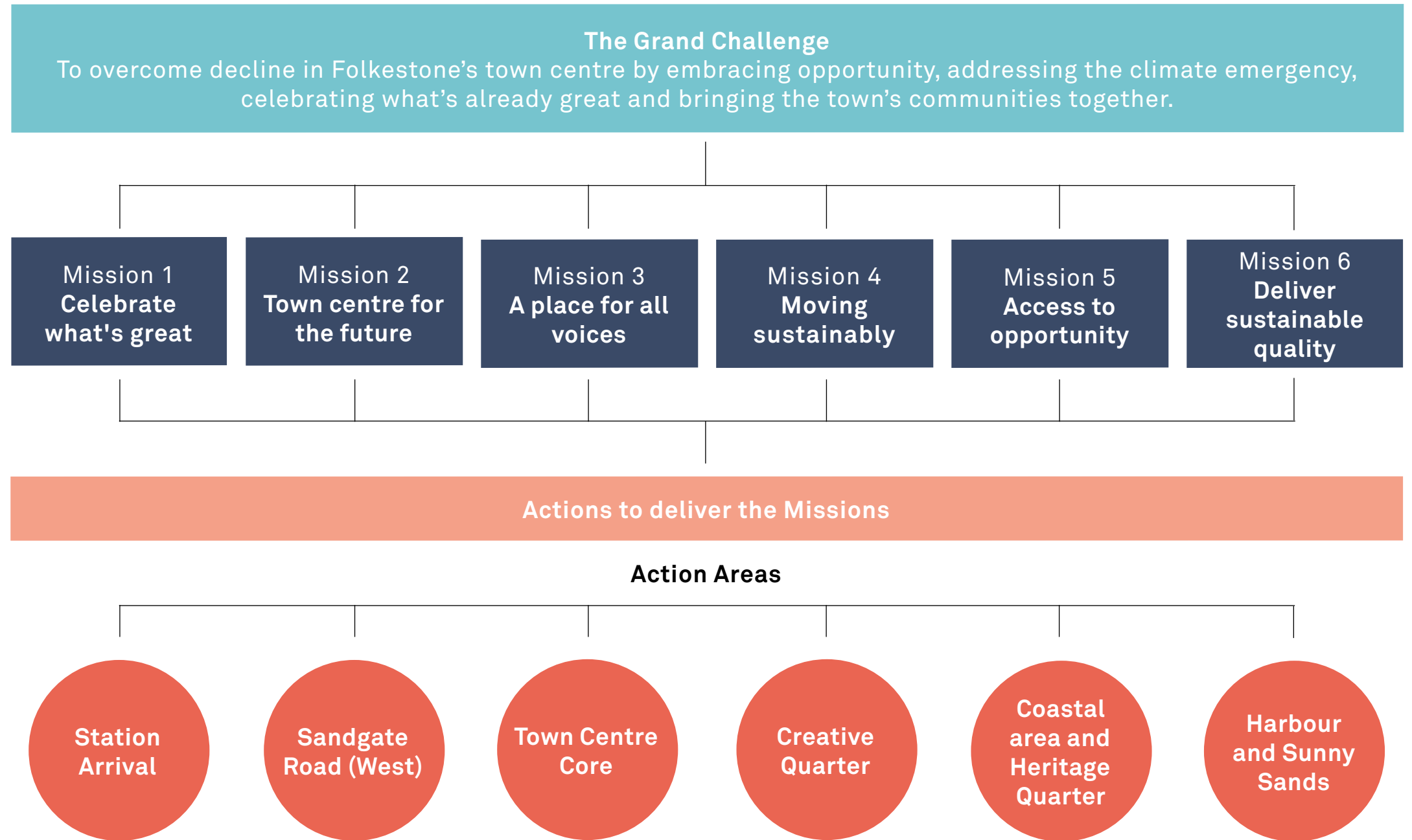
INTRODUCTION

How the Place Plan is structured

The Grand Challenge sets a bold and overarching target for the future of the town centre. To address this cross-cutting aim, six 'missions' have been developed. These respond directly to specific issues from the appraisal process, and correspond with specific proposed actions and interventions, and clear, targeted impacts.

Specific actions are set out to deliver against the missions to help shape the future of the town centre. These have been developed based on the opinions gathered during the engagement process and findings from the Urban Appraisal. For the purpose of the Place Plan communication, the actions to deliver the missions are grouped according to geographic areas of the town centre.

This mission-oriented approach is intended to create a pathway to attain sustainable and inclusive growth led by both public and private sectors.



3.0
CONTEXT AND
PARTICIPATION



Image credit: Fletcher Priest

3.0 CONTEXT AND PARTICIPATION

Folkestone today

Folkestone is the largest and most significant town in the Folkestone and Hythe district. Folkestone's strategic location means that it is a key coastal gateway to Europe and has good transport connections, in particular the fast rail link to London. Arts-led development has been a focus over recent years, particularly through Sir Roger De Haan's Creative Folkestone initiative and Folkestone Harbour & Seafront Development Company.

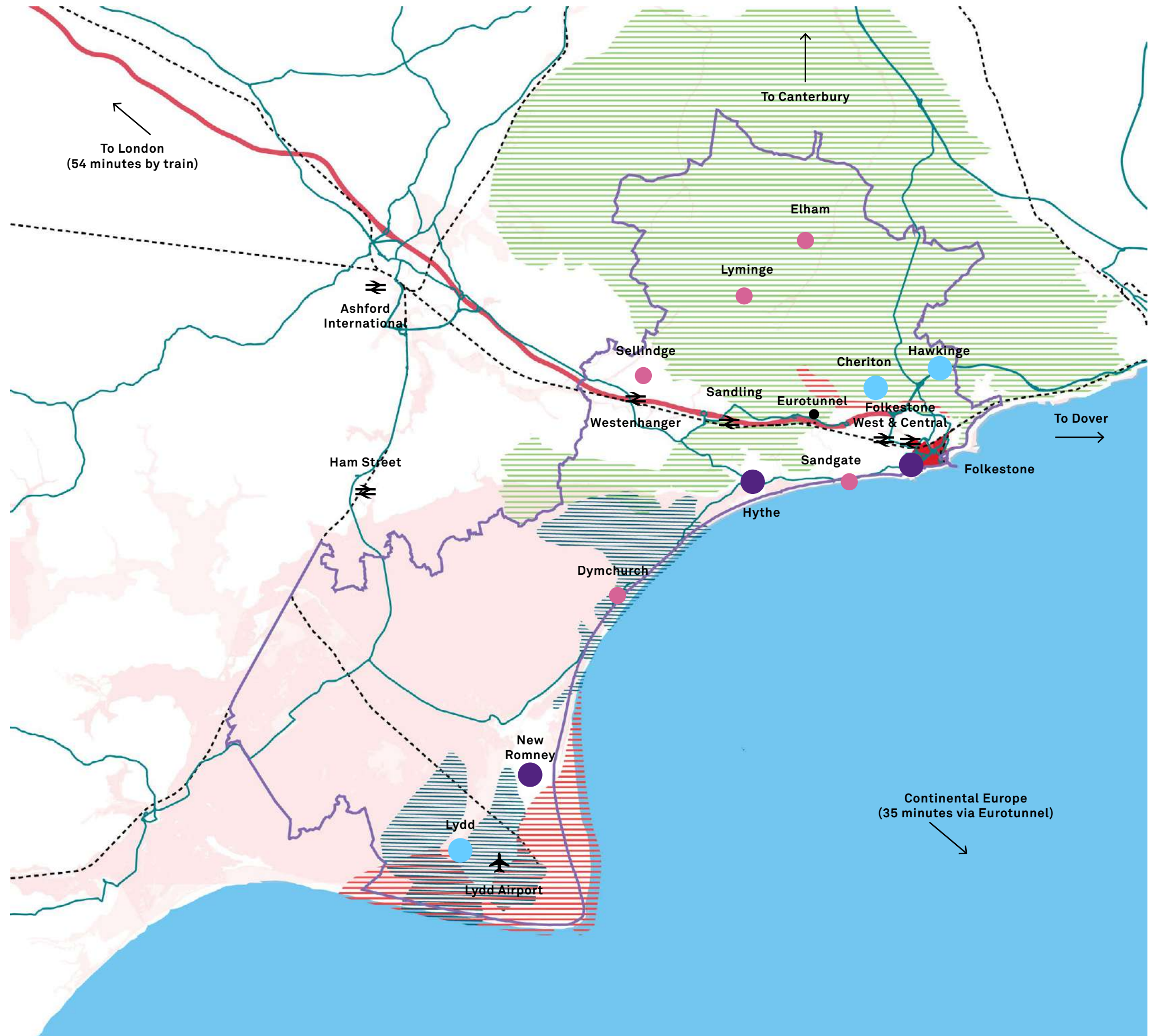
Folkestone is a gateway location to Europe, situated close to the Eurotunnel terminal, only 10 miles away from the port of Dover and close to the Eurostar terminal and airport at Ashford.

Folkestone is home to around 52,400 people, making up 46% of Folkestone & Hythe District's (FHD) population. Whilst the wider district is quite rural, Folkestone town centre itself is densely populated and has some of the highest population density in Kent. This has been driven by strong population growth in recent years driven by in-migration from other parts of Kent and the wider South East.

KEY

(Source: Folkestone and Hythe District Council Core Strategy Review Draft Framework)

- Folkestone and Hythe District
- Flood Zone 3
- Extreme Flood Hazard
- AONB
- Larger International Habitats
- Study area boundary
- Town centre
- District Centres
- Local Centres
- Railway
- M20
- A Roads



3.0 CONTEXT AND PARTICIPATION

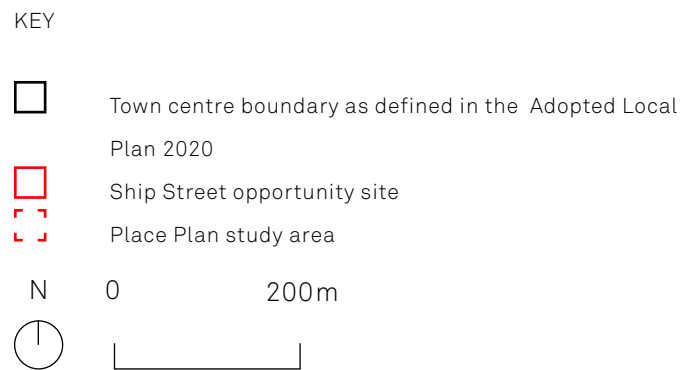
Urban Appraisal

The site analysis and urban appraisal work - included as an appendix to the Place Plan - gives us an up-to-date understanding of the current use and operation of Folkestone Town Centre, as well as its historic, social and economic context. On the ground observational analysis forms a part of this process and reveals more nuanced qualitative aspects that are otherwise hard to capture. This section of the document summarises the key findings from this analysis.

Study area

The town centre boundary as defined by Folkestone and Hythe District Council encompasses the historic, cultural and economic hub of the town. The proposed study area extends beyond the town centre, including a number of opportunity sites recognised in the Local Plan.

The primary focus of the Place Plan is the Town Centre, whilst considering the study area boundary as the context within which it sits.



3.0 CONTEXT AND PARTICIPATION

Key findings from the
Urban Appraisal

Visiting Folkestone

Folkestone is already an attractive place to visit.

Beautiful beaches, strong heritage and excellent train & road links to London and Europe have supported a growing visitor economy in recent years. Station usage data, with over 1.8 million entries and exits made at the two stations in the town in 2019/2020, shows a 19% increase on 2015 levels and a 65% increase on 2010.

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

Arrival from the station is disconnected and lacks wayfinding to the town centre and local assets.

Bouverie Place offers the only recognisable landmark of arrival into the town centre but has poor visual appeal. There is no central public square or welcoming entrance

Lack of quality hotels.

Whilst the development of the Creative Quarter has boosted visitors, hotel investment has lagged behind. Provision of good quality 3-4* hotels would promote the evening economy and improve visitor satisfaction.

Access to the coast should be stitched through to the town centre.

The seafront, Cultural Quarter and the harbour areas are landmark attractions but are not well connected.

As a coastal gateway to Europe, a harbour location with historic significance and an existing seaside destination, this character is not necessarily apparent in all parts of the town centre.

Heritage assets could be further celebrated.

Heritage assets are of significant importance to the southern areas of the town centre and coastline. Current policy lacks identification of these assets.

The conservation area around Church Street and The Bayle contain empty units and is threatened by planned residential development.

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

Creative Folkestone, the Triennial & other festivals have put the Town on the map. The Quarter has created new jobs & the creative economy is becoming increasingly recognised locally and nationally. With the opening of high end restaurants such as Rocksalt, the cafe and restaurant offer is becoming a reason to travel to Folkestone.

Opportunities for the Place Plan

Better pedestrian links and public realm around the town centre area will help to stitch under-used areas back together, placing an emphasis away from the Cultural Quarter.

Improving connectivity and wayfinding to the station area will improve footfall in the town centre area.

Encourage the development of hotel developments to promote overnight visitor economy.

Explore opportunities to connect other parts of the town centre to the coast and coastal heritage, whether physically or through activities and uses.

The Place Plan should seek to celebrate listed and/or characterful buildings in the town centre such as The Folkestone Museum through uses and public realm interventions.

The Place Plan should build on the success of Creative Folkestone's investment in programmes & events, helping to promote this strong offer. Diversity and accessibility of offer is important.

3.0

CONTEXT AND PARTICIPATION

Living in Folkestone

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

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, well-being & quality of life outcomes contributes to the sense of an increasingly divided town.

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

Data is only available at FHD level, but shows a higher proportion of residents with no qualifications and a lower percentage with degree-level or above than those comparators. Youth unemployment is as high as 5% in some parts of the town centre, compared to 3% in FHD and 2% in Kent .

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

Folkestone has a higher proportion of working age people (aged 16-65) living in the town than the FHD and Kent averages. This relatively large potential workforce means that the town has strong productive capacity. However, forecasts show that the working age population is likely to stagnate and there could be as much as a +53% growth in residents aged over 65 .

Housing in the town centre is poor quality & unaffordable.

There is a high proportion of private rented housing in the town centre (52%) compared to district (20%) and county (15%) levels. However, comparatively cheaper house prices in the town (compared to outer coastal areas) are increasingly attracting young workers & families. Data shows that housing affordability levels in Folkestone (ratio of house prices to income) are the lowest in Kent.

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

A study on social capital by Kent County Council found that Folkestone Central Ward had one of the lowest social capital (defined as formation of networks and trust between people) in the county. Folkestone has seen its social capital go from strength to strength in recent years, associated with the growing creative sector & range of community groups.

Opportunities for the Place Plan

Focussing short term physical improvements in the tightly deprived geography could act as positive precursor to longer term improvements.

Build on the success of the Folkestone Community Works programme and ensure continued support beyond the end of the project in 2022.

There is opportunity to improve attainment & provide pathways for young people into higher education, by capitalising on the recent investment in Folkestone College and improving links with universities in Canterbury.

Provide pathways into work, training and skills development for young people to address low skills levels and help to retain young people. In some cases, given the lower supply of available jobs, this will mean looking for new routes into education and other positive activities.

New developments must work for Folkestone & complement the town centre. Deprived and long-established communities need to benefit from and have a role in shaping these new developments. Housing must continue to be affordable for Folkestone's residents & attracting young people.

Boosting a sense of belonging and civic pride. Supporting increased community participation and volunteering is essential for creating local prosperity and enabling a greater sense of ownership and social integration.

3.0

CONTEXT AND PARTICIPATION

Town centre uses

Footfall has fallen in the town centre.

Footfall has fallen 16% in the past 4 years according to the Folkestone visitor insight Baseline Report. The Turner Bates Study in 2019 highlighted leakage to neighbouring towns such as Ashford due to leisure offer. With 10,000sqm of commercial space coming as part of the seafront development, this problem could be exacerbated and also increase the perception of a 'town of two halves'.

The retail offer reflects wider trends.

Vacancy rates are high; a survey conducted in February 2019 for the FHSF EOI found that 14.9% of units are vacant across the town centre. The Secondary shopping area has a higher vacancy rate of 16%. This fits with UK-wide trends the decline of the traditional high street, the restructuring of the economy around new sectors & the changing tourism sector. Perceptions are that the independent retail offer is strong but tends to cater to a younger audience.

Visual perception of the town centre is poor.

There is a need for visual improvements to add vibrancy and improve quality of environment. There are large areas around Bouverie Place & the bus station being used for service access, waste management and parking. Back of house and service areas create blank frontages and edges, contributing to a perceived lack of quality public realm in the central town centre area.

Natural assets are within close proximity.

Rural landscapes, AONB, coastline and parks are within close proximity. This offers an opportunity to further encourage active lifestyles, supporting health & well-being in post pandemic recovery. The Sandgate Road part of the town centre is close to the sea front and yet very disconnected. There is an opportunity for vistas and connections to be a real asset to the town centre.

The evening economy is limited.

Few businesses are open into the evening and many close before 7pm. There is a lack of quality guest accommodation & hotels which limits options for overnight stays. There is no particular focus for night time activity.

Otterpool Park should attract more footfall.

This opportunity should be maximised through strategic investment in the town centre to ensure its attractiveness for this new catchment. Folkestone town centre should be the major town centre of choice for the 20,000+ thousand new residents of Otterpool Park. This will support quality of life in the new town, and business opportunities in Folkestone.

Opportunities for the Place Plan

The Place Plan should create a clear strategy for uses in the town centre that complements activity in the Creative Quarter, harbour area and seafront.

Attracting creative re-use to respond to support civic & community functions will build on the social value of the high street. Supporting a mix of uses will ensure a vibrant town centre and support Covid-19 recovery. More radical solutions include social value leases.

There is opportunity to soften the pedestrian environment by increasing greening and seating. Develop a long term vision for spaces to the north of Sandgate Street and connections to the north.

Seek opportunities to improve links from the town centre to natural assets - especially the coastline from Sandgate Street. Make better use of underutilised green assets such as Leas Cliff, to create improved connections.

Introducing complementary new uses, markets, leisure and events will help expand the 24 hour economy. Longer opening times and hotel provision will support evening activation but should remain family friendly. A review of the current licensing policy is underway.

Proposals and strategies should take into consideration the potentially increased footfall from this future populations and aim to provide services and opportunities accordingly.

3.0

CONTEXT AND PARTICIPATION

Investment & development

The town centre needs an integrated approach.

Currently perceived as a town centre with two halves, previous development and private investment has been focused on the Cultural Quarter and Seafront/Harbour development. The focus must now be shifted so that the town centre provides an offer that is accessible to everybody and does not discourage those communities that are most deprived.

There are many opportunities for development in the town centre.

There have not been any major developments in the town centre apart from the seafront area. The Core Strategy lacks an over arching vision for Folkestone's town centre and its high streets. There are relevant opportunities in the town centre for residential development which can also support activity, but must include provision for those who are most deprived.

Working in Folkestone

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

Business accommodation in the town centre is poor, with a limited offer of high-quality space for businesses, particularly for businesses to start-up in and scale. According to the PBA study in 2015, 72% of retail units are under 200 sqm in size. Many premises are constrained with small floor plates, lending themselves to independent retailers.

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

Folkestone is reliant on tourism, leisure, and sectors impacted by Brexit including fishing and logistics. The latest data shows that those claiming Universal Credit or Jobseekers' Allowance is up 100% from January 2020. The high claimant rates in the town are likely to be made worse when furlough ends, worsening deprivation.

The nature of employment in Folkestone should be challenged.

Jobs are predominantly concentrated in the public admin, education and health sector (driven by employment in schools & the Royal Victoria Hospital). The retail & hospitality sectors are also dominant compared to national averages. District data shows that people working in FHD have lower weekly earnings than Kent, South East and national averages. There is also a degree of in work poverty

Opportunities for the Place Plan

Seek opportunities to encourage investment in the town centre core. Create opportunities for experimentation with alternative uses including social and community services.

Explore opportunities within the town centre for strategic and housing development that will help mitigate against some of the issues facing the core town centre and capitalise on potential.

The Place Plan must support the provision of suitable and affordable business accommodation, for example through physical changes and business support programmes.

The Place Plan must respond to the major challenges caused by Covid-19 and Brexit. There may be new opportunities related to changing work patterns, remote working and renewed focus on healthy living.

Skills and training support for residents as well as improvements within 'foundational' sectors are needed. New approaches to participation and local ownership will also help ensure more value is retained within the town, supporting better local outcomes.

3.0

CONTEXT AND PARTICIPATION

Transport and movement

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

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.

Pedestrian & cycle environment and connections are poor.

Climate and coastal change will be particularly visible in this seaside location. Reliance on private vehicles for travel contributes to air pollution and overall emissions. The priority is currently for cars and there is deficient pedestrian and cycle friendly routes with no cycle infrastructure through the town centre.

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

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.

Public transport systems are good and well used.

The high speed rail connection has been an important factor in attracting visitors and opportunities for work.

The bus network is very well used throughout the day for both local trips and connections to nearby towns, and is an important function for the town centre.

Opportunities for the Place Plan

Explore opportunities to remodel parts of this network to create exemplar people friendly public spaces, streets and routes

Provision for sustainable modes of transport, such as the cycling infrastructure, must be improved and encouraged.

Accessibility must be considered to overcome barriers to movement and reconnecting assets.

Improve connections to the train station. Capitalise on the existing bus network and consider public realm interventions that support this. Consider relocating the bus station if it can improve the passenger experience and maintain good access to the town centre, without adversely impacting on bus operations.

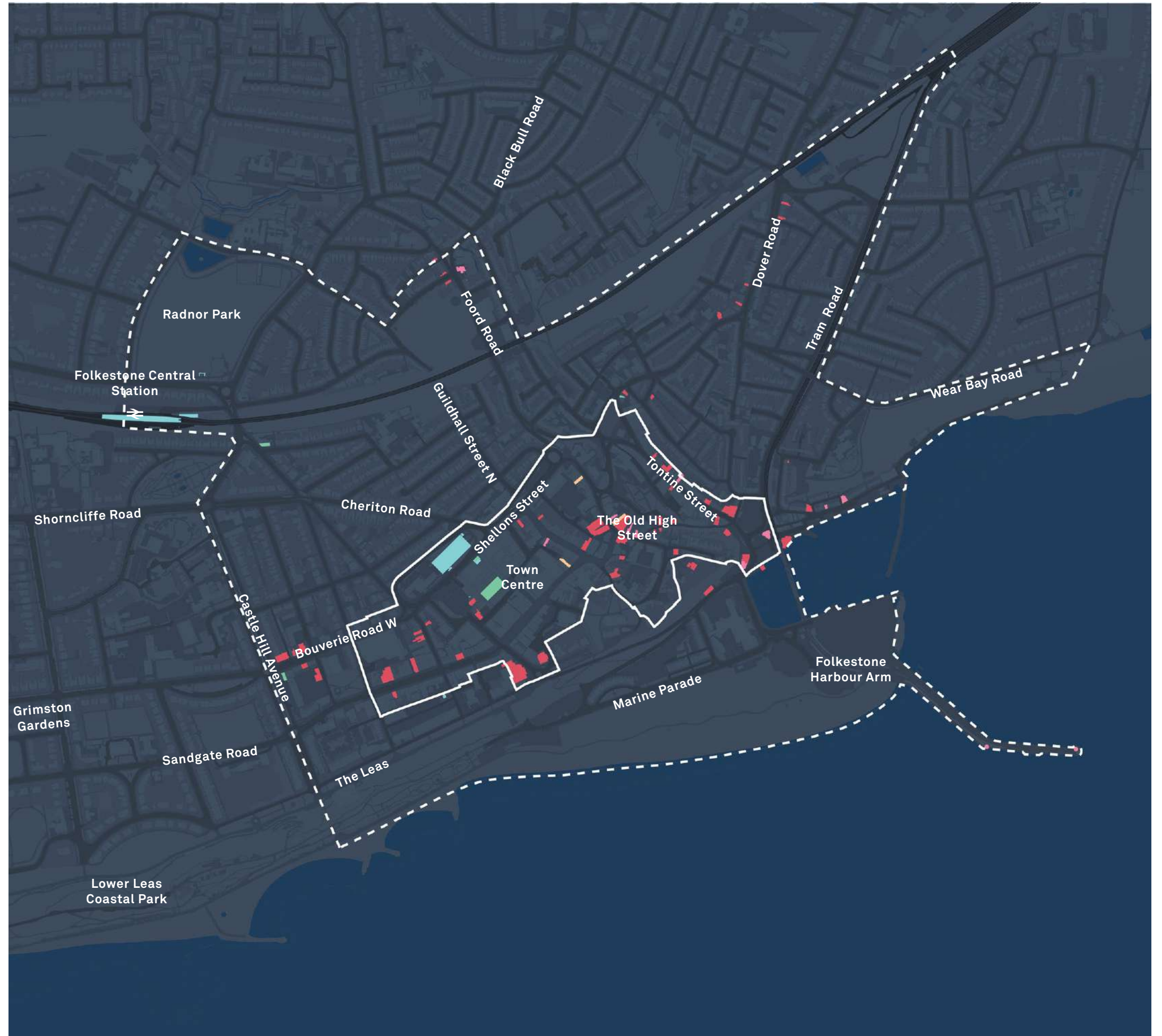
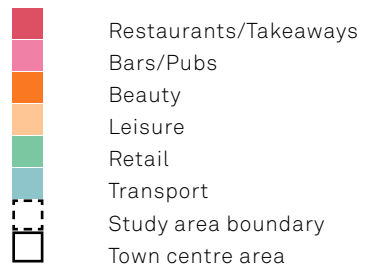
3.0 CONTEXT AND PARTICIPATION

Licensing Policy Review

The Night Time Industries Association have been specifically commissioned to review the District's licensing policy. This commission has run concurrently with the development of the Place Plan. The aim of the policy review is to develop a policy that helps to bring about the ambitions of the Place Plan to animate the town centre with a vibrant day-time and evening economy, while respecting the needs of those who live and work in the town centre.

To ensure the policy works for the people of Folkestone, Night Time Industries Association held a series of focused workshops in May. This included 69 members of the local licensed business community, resident's association, community interest groups and stakeholder parties. The invited groups and presentations from each of the workshops are available on the FHDC website along with a summary from each workshop. This work will be subject to specific workshops and onwards statutory public consultation.

Early evening activity up to 7pm



3.0 CONTEXT AND PARTICIPATION

Engagement overview

Overview

The engagement process for the Folkestone Town Centre Place Plan made a commitment to listening to the full spectrum of Folkestone's communities, to ensure that the Place Plan was guided by the views and priorities of strategic and delivery partners, businesses, community stakeholders as well as the wider public, residents and visitors. We Made That held a variety of events and communication methods to ensure a wide range of opinions and voices were captured and presented. Focused workshops, one-to-one conversations, stakeholder meetings, a dedicated website and two public webinars were organised throughout the course of the Place Plan's development. The engagement approach was designed to provide multiple opportunities for interested parties to have their say in shaping the Place Plan, making sure that the team fed back how suggestions had been incorporated as the Place Plan developed.

Due to the circumstances of COVID-19 and government guidelines, all engagement activities were held online. To reach those who were not able to engage digitally, physical posters were placed around the Town Centre to advertise the public webinars and a printed presentation and survey pack could be requested over the phone for those who could not attend the virtual webinars. The dedicated Place Plan section of the Council website was regularly updated with the webinar recordings and content, presentations, notes from workshops and engagement process updates.

This work is only just the beginning and the next steps in the engagement process beyond the production of this Place Plan document have been set out in the Making It Happen section.

Who has been engaged

At the beginning of the process, We Made That worked with the Council to identify a list of groups and individuals to engage with: strategic & delivery partners, key stakeholders, community & interest groups, business groups and residents' groups. The team worked to expand the contact list throughout the project, to broaden the reach and include seldom heard groups wherever possible.

A full list of participants who were invited to and took part in engagement activities can be found in the Appendix. To invite Folkestone's communities to take part in the Place Plan process, we spoke to, invited and gathered contacts for 645 individuals and groups, who can be grouped into the following categories:

- Community and voluntary organisations
- Educational institutions
- Council and local ward members
- Strategic stakeholders
- Local businesses, networks and organisations
- Landowners and developers
- Youth groups and networks
- Residents and residents groups
- Equalities groups
- Creative networks and organisations
- Religious groups and institutions
- Heritage and interest groups
- Transport, active travel and environmental networks

Monitoring the equalities data of respondents against the demographics of the area has helped to build a picture of the balance and representation of communities' views. More information can be found in the Appendix.

17 workshops and public webinar events

150 surveys and email responses

167 detailed conversations

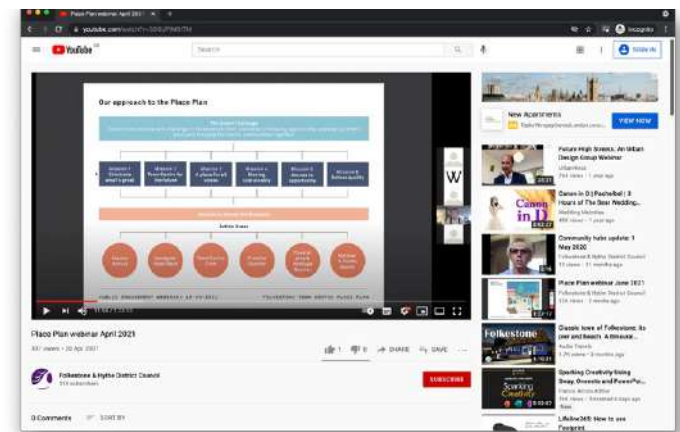
266 attended public webinar events

459 youtube views

645 contacts compiled



Webinar poster, produced by Studio Oiseau



Webinar video, Council youtube page

3.0 CONTEXT AND PARTICIPATION

How we have engaged

Impact in numbers: one-to-ones & workshops

- 46 one-to-one conversations
- 15 virtual workshops to discuss priorities and ambitions, including young people
- 96 invited to workshop events
- 121 workshop participants; residents, community groups, businesses and stakeholders, including 17 school students

One-to-one conversations, February to April 2021

Conversations were held with stakeholders who had previously expressed interest to the Council in being involved in the Place Plan and were aimed at understanding priorities and interest in attending workshops. Conversations were held using telephone or virtual video conferencing software such as Zoom.

Digital workshops, February and March 2021

A. Workshops with stakeholders

Four themed workshops were held with stakeholders as an opportunity for a detailed discussion over priorities and ambitions for the Place Plan. The presentation included key findings from the appraisal work and research so far. A series of questions were posed to prompt discussion about the Town Centre, according to the theme of the workshop:

1. Community & Culture
2. Places, Heritage & Revitalisation
3. Business & Skills
4. Transport, Active Travel & Leisure

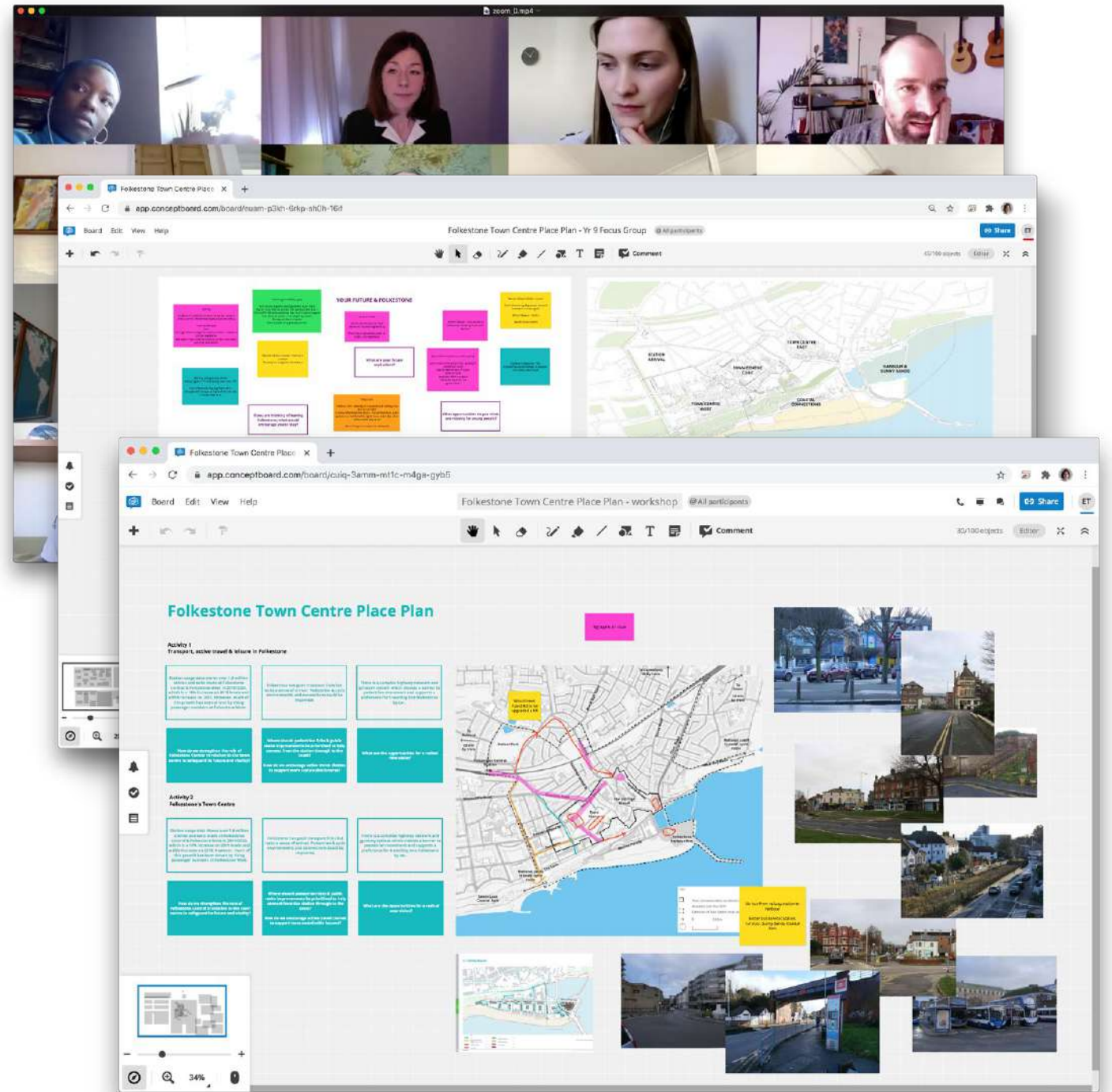
Feedback was incorporated into the development of emerging ideas and was reflected at the public webinars.

B. Targeted youth outreach sessions

As the project developed, we committed to holding three additional workshops with Year 5, Year 9 and Year 12 students from Morehall Primary and Folkestone Academy. Through this, we have started to understand more about what would attract young people to live, work and stay in Folkestone. The team worked with the Council to develop a schools contact list who were kept informed about the public events. Representatives from school institutions and educational groups were also a part of the stakeholder workshops.

C. Strategic stakeholder workshops

Nine workshops have been held over the course of the Place Plan project development, giving strategic and delivery partners a chance to feed back on the developing Place Plan. These included the Town Centre Working Group, All Members, Officers Working Group, Creative Quarter Regeneration Steering Group, Scrutiny Committee, CLT (Leadership Team), Council and project team Officers



Workshop material produced using Conceptboard, digital transport workshop and Year 9 focus group

3.0 CONTEXT AND PARTICIPATION

How we have engaged

Impact in numbers: public webinars

95 survey results
266 attendees
322 questions asked

Impact in numbers: website & social media

2 FAQ notes updated after the public webinars
459 youtube video views of webinars
1951 website views
37,356 social media reach

Public webinars, April and June 2021

Two public webinars were held using Zoom to discuss the emerging Place Plan, share views and ask questions. The first webinar in April was aimed at discussing priorities and vision. The second webinar event in June reflected back insight gathered from the first webinar and presented opportunities and actions that were informed by the research and engagement process.

A survey was launched so that if anyone couldn't make the webinar live they could still get involved. A survey and printed pack was made available for those who did not have online access.

The webinars were broadcast through the Council blog and press release, stakeholders platforms and social networking sites. A physical flyer was also disseminated and emails were sent to the contact list gathered throughout the process. The feedback received at the webinars and through the online surveys helped to shape the final Place Plan.

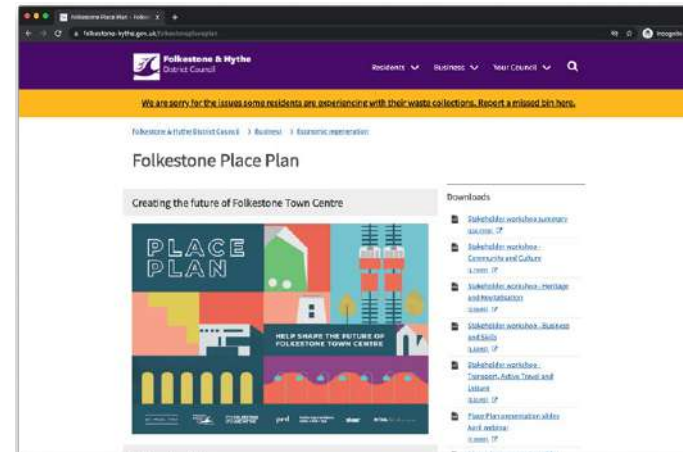
Project website, ongoing

A project page was hosted on the Council's website and led by the Council's communications team. The website provided accessible feedback in the form of project information, regular progress updates, contact information and engagement event invitations. Content and surveys from the public webinars were also uploaded. The website will continue to be updated to record project development: www.folkestone-hythe.gov.uk/folkestoneplaceplan.

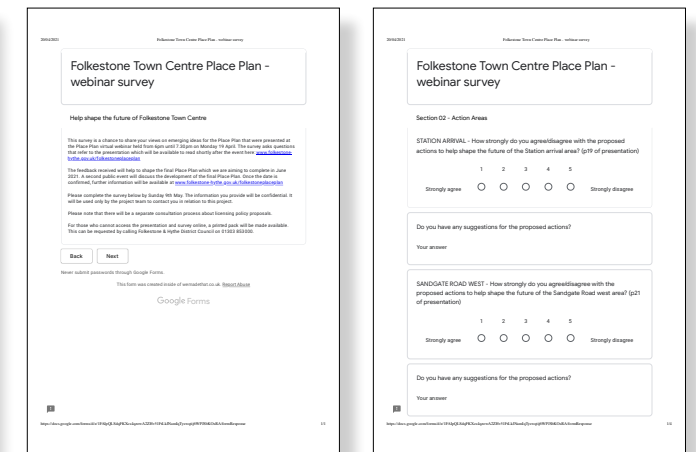
Social media and email communication

The Council and design team's social media platforms including Facebook, Twitter, Youtube were used to broadcast about public events and create opportunities for local people to share ideas. Members of the public could email or telephone the We Made That design team directly or through the specifically created Place Plan Council email address during the engagement period. All correspondence was logged and fed into developing proposals wherever possible.

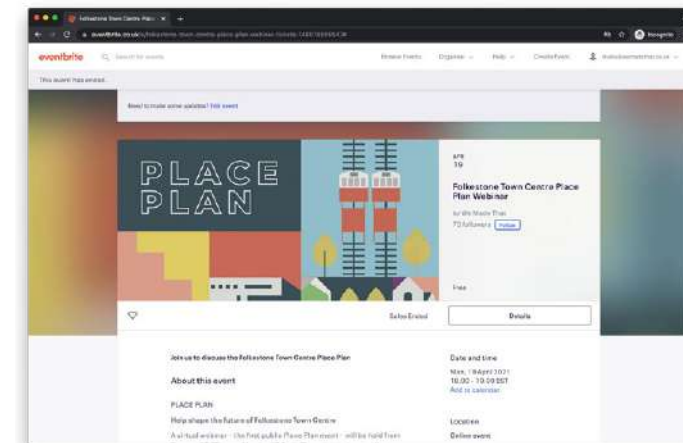
Please see the Appendix for further details on the engagement process.



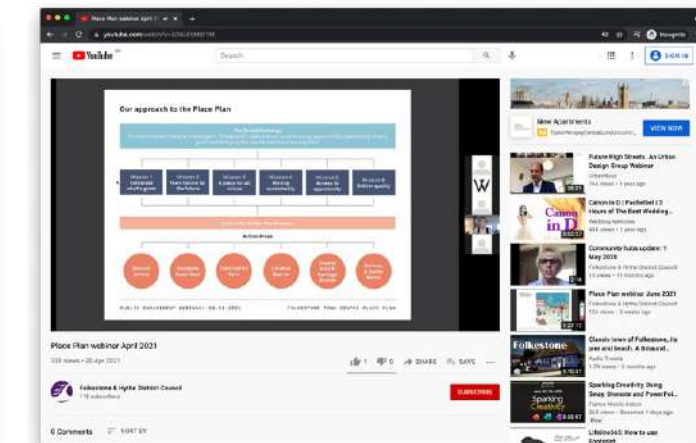
Dedicated project website: www.folkestone-hythe.gov.uk/folkestoneplaceplan



Survey to accompany webinar presentation



Eventbrite booking page for webinar



Recording of webinar event, FHDC youtube page

3.0

CONTEXT AND PARTICIPATION

Key findings from the engagement

Town centre uses

You said:

- There is a desire to see uses in the town centre diversify beyond retail whilst reflecting the needs of the community
- There is a need for low cost spaces for charities in the town centre
- The town centre should include more green spaces, including safe play areas for children

We've included:

- Testing a range of uses and integrating community spaces within the town centre
- Identify a strategy for onwards engagement to identify possible new uses for the town centre area
- Provision of green spaces in the town centre and enhancement of existing ones
- Reinstating Bouverie Square as a key public space with possible provision of play spaces

"It would be great if spaces on the high street that are multi functional, can be community spaces, pop-up shops and can change simply to what the needs are of the community."

"Many shops have, or will, close now due to the pandemic. How can the Council encourage new uses rather than more of the same? "

"Are you going to try to get more green areas in the town centre ? I mean tree and plants as it is so much a concrete area and that is depressing"

"Will children be able to play in the Central area?"

Heritage, culture and leisure

You said:

- There is a mixed reaction about offer and demand when it comes to evening and night time uses
- Due to lack of/ limited evening offer in the town centre, people are travelling to near-by towns with better offer such as Canterbury
- Desire to recognise the Parish Church of St Mary and St Eanswythe as one of Folkestone's key assets

We've included:

- Continuing to develop strategy to encourage evening uses and over-night stays
- Improving connections to and from the Parish Church of St Mary and St. Eanswythe and the town centre
- Provision of spaces for young people in the town centre, including improved facilities for Shepway Youth

"There is an untapped market of people who want to go out in town at night but are forced to go to Canterbury for lack of facilities here."

"There has been recent (2020) international interest in St Eanswythe, but it is not clear that awareness of this unique aspect of Folkestone's heritage has really made it into the plan so far."

"Despite this agenda focussing on the town centre, we should also find a place for young peoples club / night-time entertainment outside the town centre, specifically on the massive empty spaces on The Park Farm Industrial Retail site."

"I think we should focus developments on supporting younger people - they have always been left behind. We need to ensure we offer opportunities, including places to meet"

Business and skills

You said:

- Skills and training for young people is a way of addressing the economic disparities within the town
- The adult education offer is seen as insufficient
- Test pioneering and alternative approaches
- Ongoing support for start-ups and availability of work spaces as a way of retaining the skilled workforce
- Reasonable rent levels and rent relief as to encourage businesses to take on and retain spaces in the town centre

We've included:

- Opportunities for youth enterprise
- Expanding the educational offer of "the Cube"
- Using vacant units as 'hubs' for testing new uses

"Folkestone has 2 of the poorest wards in the country. The community need to address the needs of the children from those wards and it would be good if the town centre space could be used to help upskill the young people there."

"Very limited adult education courses available in the evenings. Would really appreciate craft/ hobby skills courses."

"Could we have a vision to be one of the leading towns of the future, pioneering and testing alternative approaches for the UK? We could attract and create jobs to improve environmental performance and reduce social inequality."

"Good ideas to help start up businesses, but once they have started what then? To keep and develop a skilled work force based in the town, work places need to be available, otherwise the town will just be a dormitory"

3.0

CONTEXT AND PARTICIPATION

Key findings from the engagement

Accessibility, safety and cleanliness

You said:

- The lack of certain facilities such as Changing Place toilets make the town centre inaccessible to certain groups
- Lack of adequate lighting makes certain areas feel unsafe
- Cleanliness of the town centre is a recurring theme adding to the perceived neglect and lack of safety

We've included:

- Provision of Changing Place Toilets, in the town centre and harbour area
- Public realm enhancements along with improvements to street lighting
- Improve safety for pedestrians
- Populating vacant units in the town centre to address the perceived sense of neglect

"Street lighting is poor from Central station to town centre after dark. If we want walkable streets we need to address safety and visible routes. Have you addressed this?"

"Can the development of the town centre include provision of Changing Place toilets for people who require hoist transfers and a changing bed, and are unable to use standard accessible toilets?"

"Some of Folkestone's problems are not helped by the general air of neglect, rubbish, etc. It is not very welcoming to walk around and see the obvious neglect, spanning over the years."

"Around the town centre the speed of the traffic is extremely dangerous for people on foot to cross them."

Transport and connectivity

You said:

- Desire to see a strategy for transition to electric vehicles and low carbon transportation systems
- Concerns about further limiting the provision of parking spaces within the town centre
- Traffic is perceived as having a negative impact on pedestrian experience and access to the coast
- Parts of the town are pleasant to cycle through but there is a desire to see that extended to other areas

We've included:

- Proposals to ensure that the environment of those roads are more conducive to safe walking and safe cycling
- Park and ride scheme and a mobility hubs at the station and harbour area
- New vertical connection between the Old Town and the harbour

"Really love the idea of a low carbon transportation system throughout the town...where are we with the harbour line, park and ride and community transport?"

"Turning Tontine Street into a one way Road in the 1960 sealed its fate. Would two-way working in Tontine Street with direct access to the Harbour and the beach rekindle the need for visitor shopping and family dining."

"The experience of cycling along the coastline is lovely but this should be more consistent - from the moment you arrive in Folkestone and across the town centre."

"Has a Park and Ride scheme been considered? Would land at the old Folkestone East railway station be suitable?"

Further work and ongoing engagement

You said:

- Desire to further develop sustainability a strategy and Folkestone's Net Zero agenda
- Creating a young person Shadow Council
- Desire to see ongoing involvement from the council in some of the initiatives

We've included:

- Creating a long term strategy to ensure youth involvement in the Place Plan and in the development of the town going forward
- Re-evaluating Missions 6 with a bolder approach to the climate crisis and biodiversity crisis
- Making recommendations for long term engagement strategies

"Could our ambition for town centre and Missions 2 and 4 be bolder when it comes to sustainability/ Net Zero?"

"A stronger Net Zero agenda for Folkestone could stimulate new green jobs? Help unlock new green public and private finance?"

"Could we create a young person shadow council or a board to insure that meets their needs?"

"Delivering quality should include residential liveability, health and noise as well as environmental sustainability."

"Are there plans to bridge the gap between implementing sustainably-minded solutions and engaging people in them/teaching people how to use them. I.e. cycle lanes - will the local authority then offer schools and community organisations funding for cycle lessons"

4.0 THE GRAND CHALLENGE

To overcome decline in Folkestone's town centre by embracing opportunity, addressing the climate emergency, celebrating what's already great and bringing the town's communities together.



Image credit: We Made That

5.0
PLACE PLAN MISSIONS



Image credit: We Made That

5.0

PLACE PLAN MISSIONS

Six missions set out the ambitions for the place plan. These have been developed based on the opinions gathered during the engagement process and findings from the Urban Appraisal. A set of actions are then set out to deliver against each of these missions. The six missions are described on the following pages.



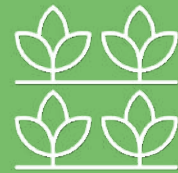
Mission 1
Celebrate what's great



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 sustainable quality










5.0 PLACE PLAN MISSIONS

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.

Folkestone's rich history as an attractive destination remains relevant to this day. The town's future success and its ability to overcome contemporary challenges will depend upon its ability to remain a desirable place to live, work and visit. So many of Folkestone's distinctive features are fundamental to this desirability, in particular its coastline and built heritage. The Place Plan therefore seeks to make the most of the great things about Folkestone, through improved connections and public realm, refurbishment and renovation, and showcasing. Actions to deliver on this mission will foster Folkestone's strong civic pride, which has been so clear throughout the Place Plan engagement process.

KEY

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

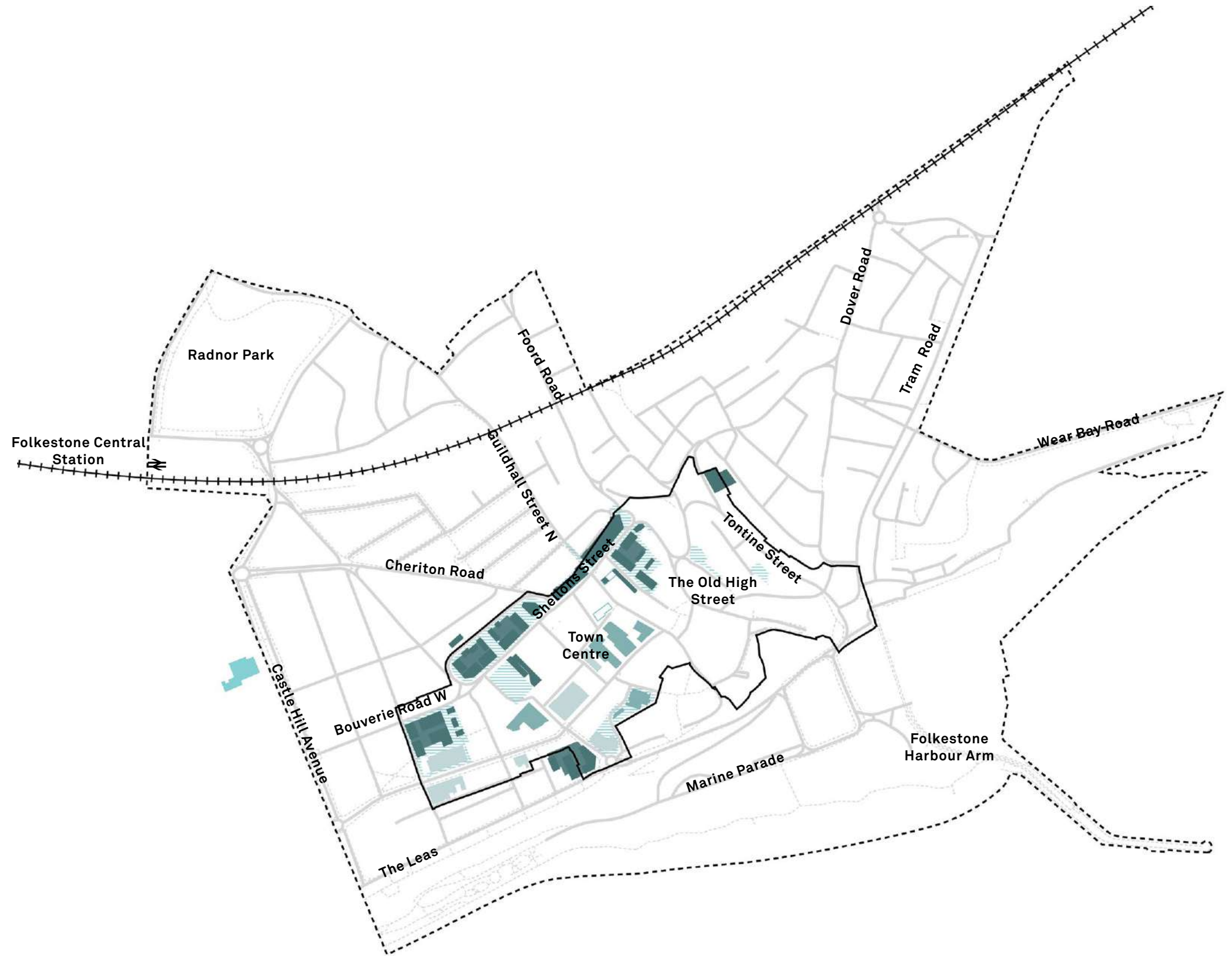


5.0 PLACE PLAN MISSIONS

Mission 2: Town centre for the future

Reinvigorate the town centre core by identifying opportunities for future inward investment, a range of new uses, community services and employment opportunities.

High streets and town centres across the country are facing significant change due to national trends of declining conventional retail. Folkestone town centre also has its own specific challenges. As the town centre evolves past the Covid-19 pandemic, introducing a new, more diverse set of uses will be necessary to attract footfall and create a dynamic centre and vibrant economy. Trends in commercial property markets suggest that new operational models, including increased community involvement can contribute to successful centres.



KEY

- Short Term Opportunity Sites
- Medium Term Opportunity Sites
- Long Term Opportunity Sites
- Enhanced public realm
- Vacant units
- FHDC offices
- Study area boundary
- Town centre area



5.0 PLACE PLAN MISSIONS

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.

A repeated theme from the Place Plan public engagement has been that of regeneration in the town happening 'to' communities rather than 'with' them. The Place Plan seeks to address this through its own development process, as well as identifying onwards opportunities for engagement and participation to be embedded in the delivery of actions – Creating Tomorrow Together. Full details of the engagement that has informed the Place Plan are available as an appendix to this report.



- KEY
- Community infrastructure
 - Participation in actions captured in other Missions:
 - Key public spaces
 - ↔ Key connections
 - Ring road re-work
 - ☀ Junction changes
 - ⊘ Traffic free zones
 - Study area boundary
 - Town centre area













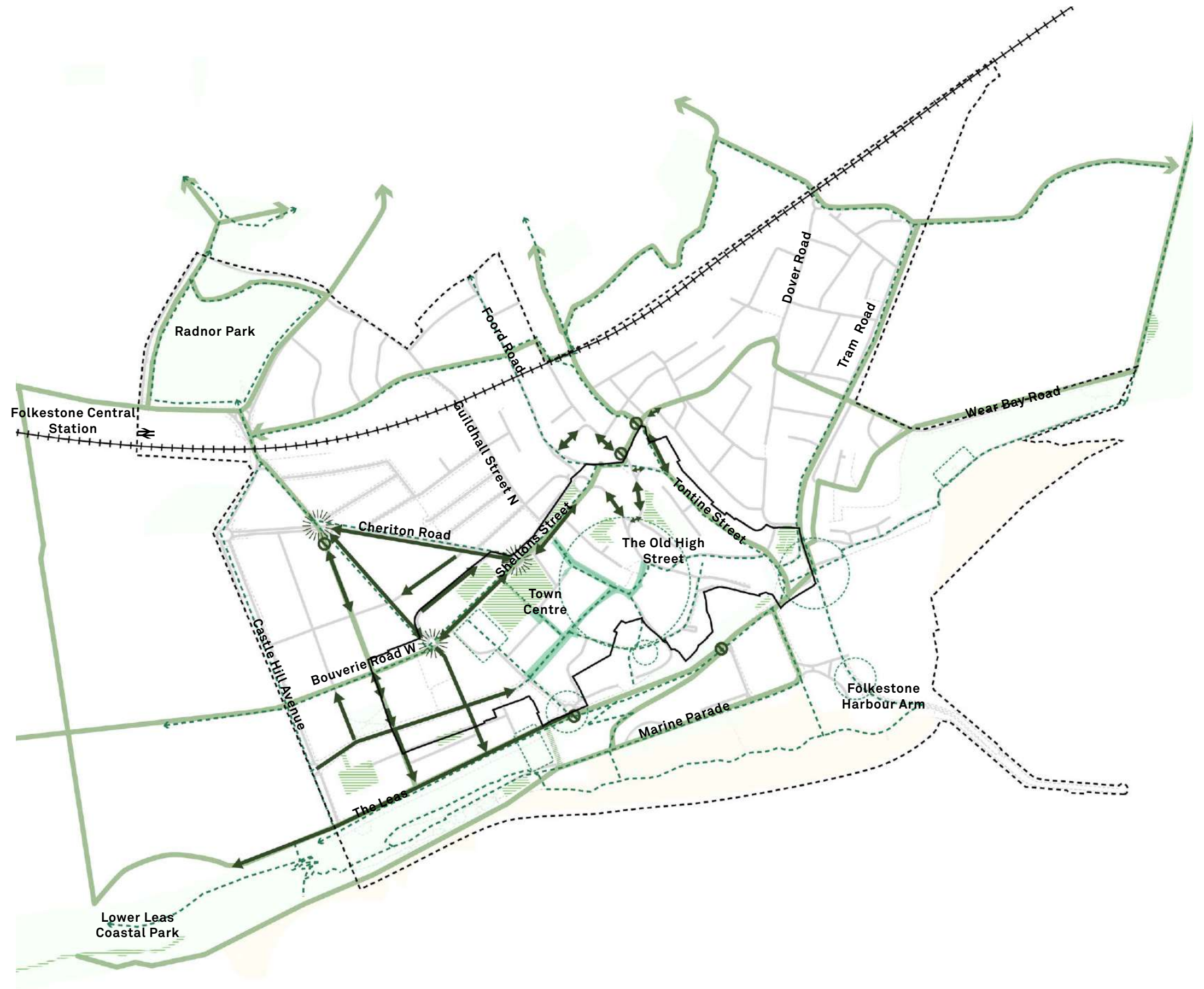
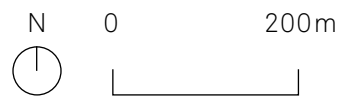
5.0 PLACE PLAN MISSIONS

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.

A consistent theme from the Place Plan engagement has been the negative impact that cars and traffic have on the town centre. Actions to deliver on this mission seek to unpick historic and outdated road networks and reinstate two-way working, whilst finding opportunities for quality pedestrian and cycle infrastructure connecting through the town centre to the public transport networks, harbour, key amenities, and linking to routes to destinations in the wider area. This in turn will promote the use of active travel as a viable alternative to private cars, supporting healthy lifestyles and reducing environmental impact. The Place Plan nevertheless recognises the importance of access to the town centre by car, and proposes a dedicated parking review to ensure that provision will be suitable for future need and demand.

- KEY
-  Junction changes
 -  Road direction changes
 -  Traffic free zones
 -  Car parks
 -  Walking routes
 -  Pedestrianised Zones
 -  Cycle Routes
 -  NCR 2 Cycle Routes
 -  Study area boundary
 -  Town centre area

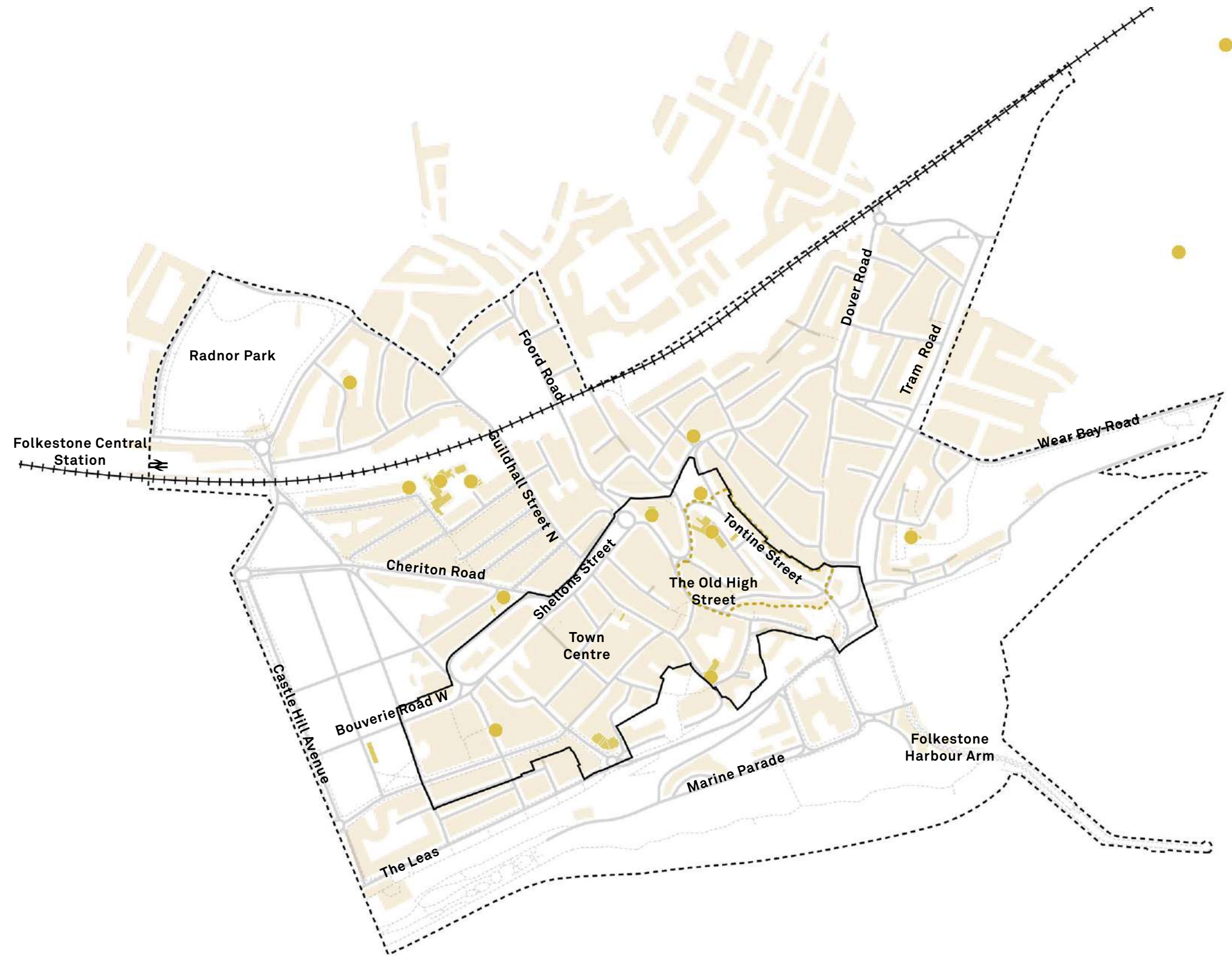


5.0 PLACE PLAN MISSIONS

Mission 5: Access to opportunity

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

The Place Plan identifies multiple opportunities for Folkestone, but years of regeneration activity in the town tell us that more must be done to ensure that all Folkestone's communities can benefit from this change. The Place Plan identifies specific opportunities for skills development, enterprise support and fostering community cohesion that can benefit the town centre and its residents.



- KEY
- Creative quarter
 - Schools and other education facilities
 - IMD: 10% most deprived in the country

- Study area boundary
- Town centre area

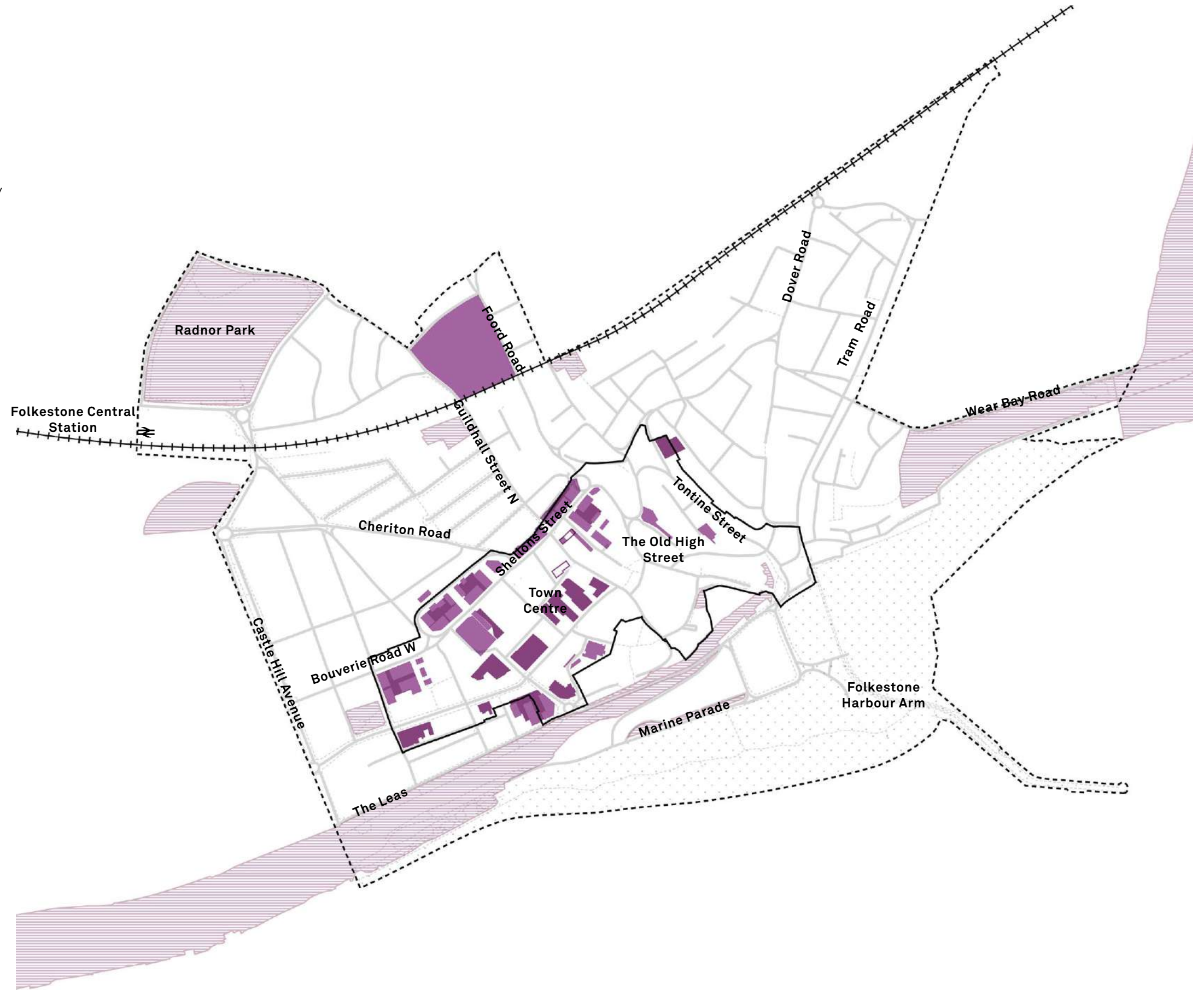


5.0 PLACE PLAN MISSIONS

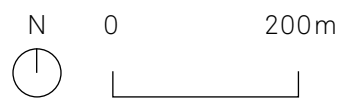
Mission 6:
Deliver sustainable quality

Ensure that all outcomes - whoever they are delivered by - meet Folkestone's full potential for exemplary quality and address the twin crises of climate breakdown and biodiversity loss.

The future of Folkestone Town Centre will be shaped by multiple partners: local authorities and private developers, charities and communities. This mission seeks to ensure that whomever is responsible, the shared goals for change should be that development is of the highest quality and is ambitious in tackling the climate crisis. Many actions to deliver on this mission are relevant across the town centre.



- KEY
- Key Opportunity Sites (
 - Vacant units
 - Flood Zone
 - Open Space
 - Study area boundary
 - Town centre area



6.0
ACTIONS



Image credit: We Made That

6.0 ACTIONS

Action areas and contents

The actions have been grouped under six specific town centre geographies, as illustrated in the adjacent image. These sub areas have been identified to help illustrate and group together actions to deliver the Missions. Ship Street is a council-owned site that is currently being brought forward. The site has potential to contribute to the future health of the town centre and routes from the Station through to the town centre.



6.1

ACTIONS:

STATION ARRIVAL

Actions

Actions in the area seek to create a better sequence of spaces around the Folkestone Central Station for residents and visitors alike. They set out to improve the arrival experience for those travelling to Folkestone by train, as well establishing active travel as a priority for those visiting the town or using the station, with improved space for pedestrians and cycles



Image credit: We Made That

6.1

ACTIONS:

STATION ARRIVAL

Existing condition

Folkestone Central Station provides great links to the town from London (53 minutes) and the South East region, but it is located away from the town centre. It is also accessed by the A259, the main arterial road along the coast, which serves as an immediate barrier to pedestrian movement.

Station Approach connects to the car park but also forms the forecourt and main arrival space when arriving by train. This provides a real opportunity to create a much more welcoming space.

The arrangement of road junctions currently presents an intimidating environment for pedestrians or cyclists wanting to access the town centre. Raised planters add colour and visual appeal but also act as barriers to pedestrian movement. There are a number of active uses surrounding these spaces including a café, a hairdressers and a tattoo parlour, which would contribute positively to an improved public realm. There is plenty of opportunity to make cycling and walking to and from the station much more inviting.

Key challenges

- Station Approach provides an underwhelming arrival space for train passengers
- Spaces around the station are relatively hostile for pedestrians
- Links to the town centre are poor
- Wayfinding for pedestrians is limited to one counter intuitive route to the town centre

What you've said

- Desire to see a strategy for transition to electric vehicles and low carbon transportation systems
- Parts of the town are pleasant to cycle through but there is a desire to see that extended to other areas
- The Station Arrival area should be seen as the principle gateway to the town



Barriers and narrow footways on the A259



The underwhelming arrival from the station



Well planted traffic islands

6.1 ACTIONS: STATION ARRIVAL

Actions

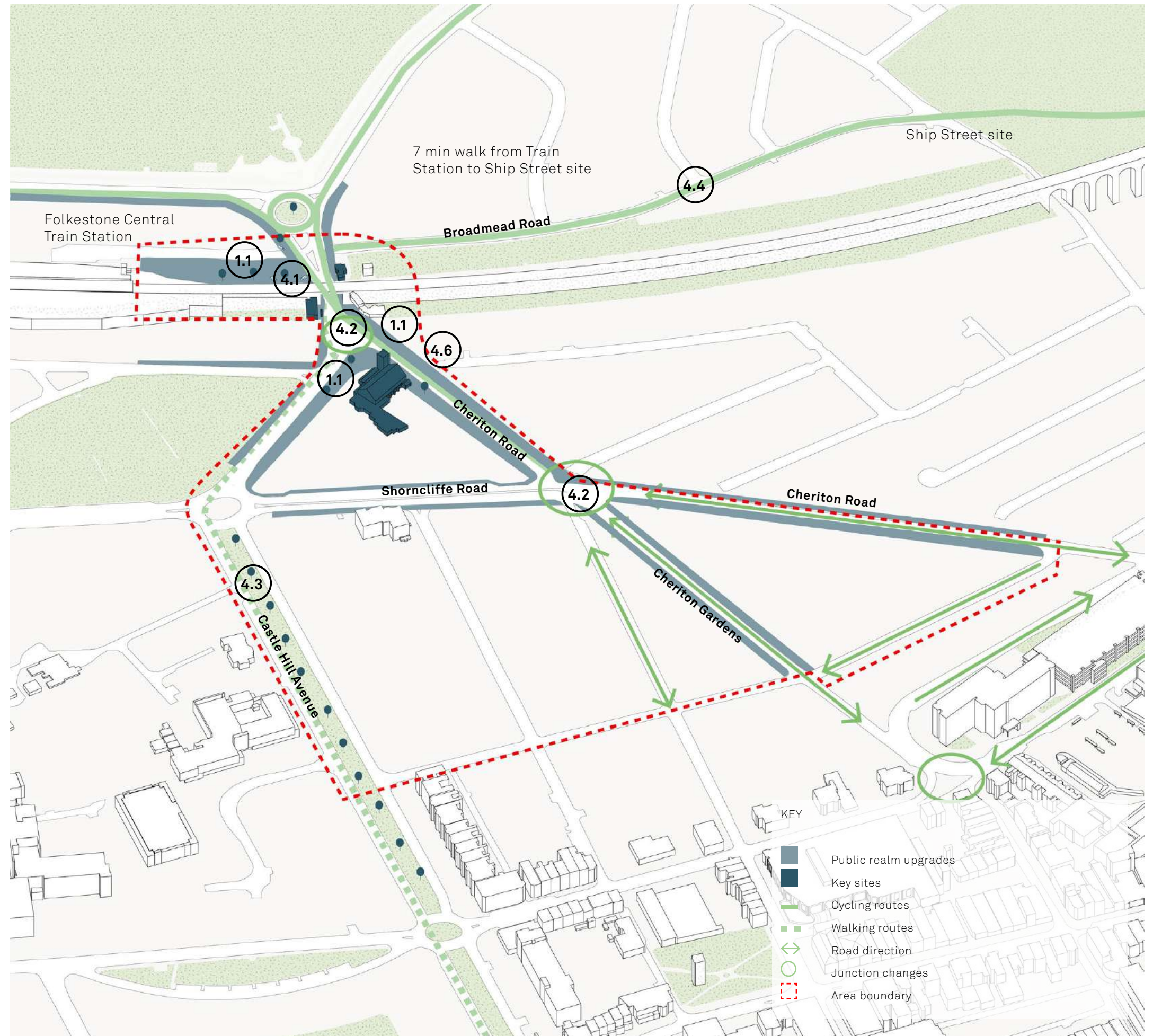
Mission 1: Celebrate what's great

1.1 Public realm upgrades & new public spaces: Upgrades to station arrival areas as a gateway into Folkestone

Mission 4: Moving sustainably

- 4.1 Mobility hub alongside train station: Potential to include cycle hire/ electric cycles
- 4.2 Overhaul of the legacy highway system: Cheriton Gardens & Cheriton Road, redesign of junction to enable all directions of travel from this point
- 4.3 Wayfinding and enhancing the cycling & walking experience: Cheriton Road, Cheriton Gardens & Castle Hill Avenue
- 4.4 New and improved routes: Broadmead Road & through Ship Street site linking to F51
- 4.5 Work with other organisations, such as Cycling UK and Cycle Shepway, to support & encourage sustainable & active travel*
- 4.6 Explore options for a bus link into the town centre which could form part of a Park & Ride scheme

*Action not spatially located



6.1 ACTIONS

Station Arrival: Station area design

1.1 Public realm upgrades & new public spaces: Upgrades to station arrival areas as a gateway into Folkestone

- Upgrade Station Approach with new paving and planting to create a welcoming forecourt to the station building
- Extend footways to create more space for pedestrians and activity
- Reconfiguration of Cheriton Road/ Castle Hill Avenue junction
- Reconfiguration of Cheriton Road/ Radnor Park Road roundabout
- New pedestrian crossings
- Improved lighting
- New trees
- Specific consideration given to gender inclusivity in the design of this public space

4.1 Mobility hub alongside train station: Potential to include cycle hire/ electric cycles

- Work with Network Rail to identify space as part of the station forecourt
- Electric bike hire
- Electric car charging points in the station car park

4.2 Overhaul of the legacy highway system: Cheriton Gardens and Cheriton Road, redesign of junction to enable all directions of travel from this point

4.3 Wayfinding & enhancing the cycling and walking experience: Cheriton Road, Cheriton Gardens and Castle Hill Avenue

- Signage to support routes to the town centre
- Segregated cycle lanes along Cheriton Road (north of Castle Hill Avenue) and Radnor Park Road

4.4 New and improved routes: Broadmead Road & through Ship Street site linking to F51

4.6 Explore options for a bus link into the town centre which could form part of a Park and Ride Scheme

- Consider electric or hydrogen buses



6.1

ACTIONS:

STATION ARRIVAL

Actions matrix

Action	Mission	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
1.1	1. Celebrate what's great	Public realm upgrades and new public spaces	<ul style="list-style-type: none"> Public realm is clean, high quality, inclusive and attractive Folkestone has a positive external reputation Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Welcoming arrival spaces and streets with generous and quality space for pedestrians and safe provision for cyclists 	FHDC / KCC Highways / Network Rail / Southeastern Railways	High	Medium (£151,000 - £2m)
4.1	4. Moving sustainably	Mobility hub alongside train station: Potential to include cycle hire/ electric cycles	<ul style="list-style-type: none"> Key places are connected by active travel More people use public transport to get around and fewer use private cars Residents have good physical and mental health 	<ul style="list-style-type: none"> Provision for sustainable transport and mobility options at the interchange from the station 	Network Rail / Southeastern Railways/ KCC Highways / FHDC / Levelling Up Fund (LUF)	High	Medium (£151,000 - £2m)
4.2	4. Moving sustainably	Overhaul of the legacy highway system: Cheriton Gardens and Cheriton Road, redesign of junction to enable all directions of travel from this point	<ul style="list-style-type: none"> The route from the station to the town centre is safe, accessible and welcoming Air pollution is reduced, and air quality is improved Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Improved streets, that are easier to navigate for all modes of travel, with slower traffic speeds, and improved space for pedestrians and cyclists 	KCC Highways/ FHDC / Stagecoach/ LUF	High	High (£2m+)
4.3	4. Moving sustainably	Wayfinding and enhancing the cycling and walking experience: Cheriton Road, Cheriton Gardens and Castle Hill Avenue	<ul style="list-style-type: none"> Key places are connected by active travel 	<ul style="list-style-type: none"> Greening, tree planting, seating and wayfinding interventions as well as cycle parking and cycle lanes where possible and useful 	KCC Highways/ FHDC/ LUF	High	Medium (£151,000 - £2m)
4.4	4. Moving sustainably	New and improved routes: Broadmead Road and through Ship Street site (this could include provision for skateboarding)	<ul style="list-style-type: none"> Residents have good physical and mental health The route from the station to the town centre to the coast is safe, accessible and welcoming Key places are connected by active travel 	<ul style="list-style-type: none"> A new route to the harbour area and F51 that takes in the viaduct and any new development at Ship Street 	KCC Highways/ FHDC / Shepway Sports Trust and F51	Low	Low (£0 - £150,000)
4.5	4. Moving sustainably	Work with other organisations, such as Cycling UK and Cycle Shepway, to support and encourage sustainable and active travel	<ul style="list-style-type: none"> Residents have good physical and mental health Air pollution is reduced, and air quality is improved More people use active travel to get around and fewer use private cars 	<ul style="list-style-type: none"> Initiatives to encourage residents to cycle 	FHDC / Cycling UK / Cycle Shepway/ KCC Highways	Medium	Low (£0 - £150,000)
4.6	4. Moving sustainably	Explore options for a bus link into the town centre which could form part of a Park and Ride scheme	<ul style="list-style-type: none"> The route from the station to the town centre to the coast is safe, accessible and welcoming More people use public transport to get around and fewer use private cars Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> A bus link that both connects the train station to the town centre and reduces demand for cars parking 	Stagecoach / FHDC/ KCC Highways	High	Low (£0 - £150,000)

6.2

ACTIONS: SANDGATE ROAD (WEST)

Actions

Actions in the Sandgate Road (west) area seek to strengthen this part of the high street to anchor and attract visitors and shoppers through the western end of the town centre. This will be achieved through public realm upgrades and building refurbishments, encouraging new uses to populate vacant units and other initiatives to help businesses and community participation.



Image credit: We Made That

6.2

ACTIONS: SANDGATE ROAD (WEST)

Existing condition

Sandgate Road (west) is characterised by smaller, generally independent retail and food and drink establishments. The retail is primarily convenience goods serving the local population and the cafés, restaurants and takeaways support this.

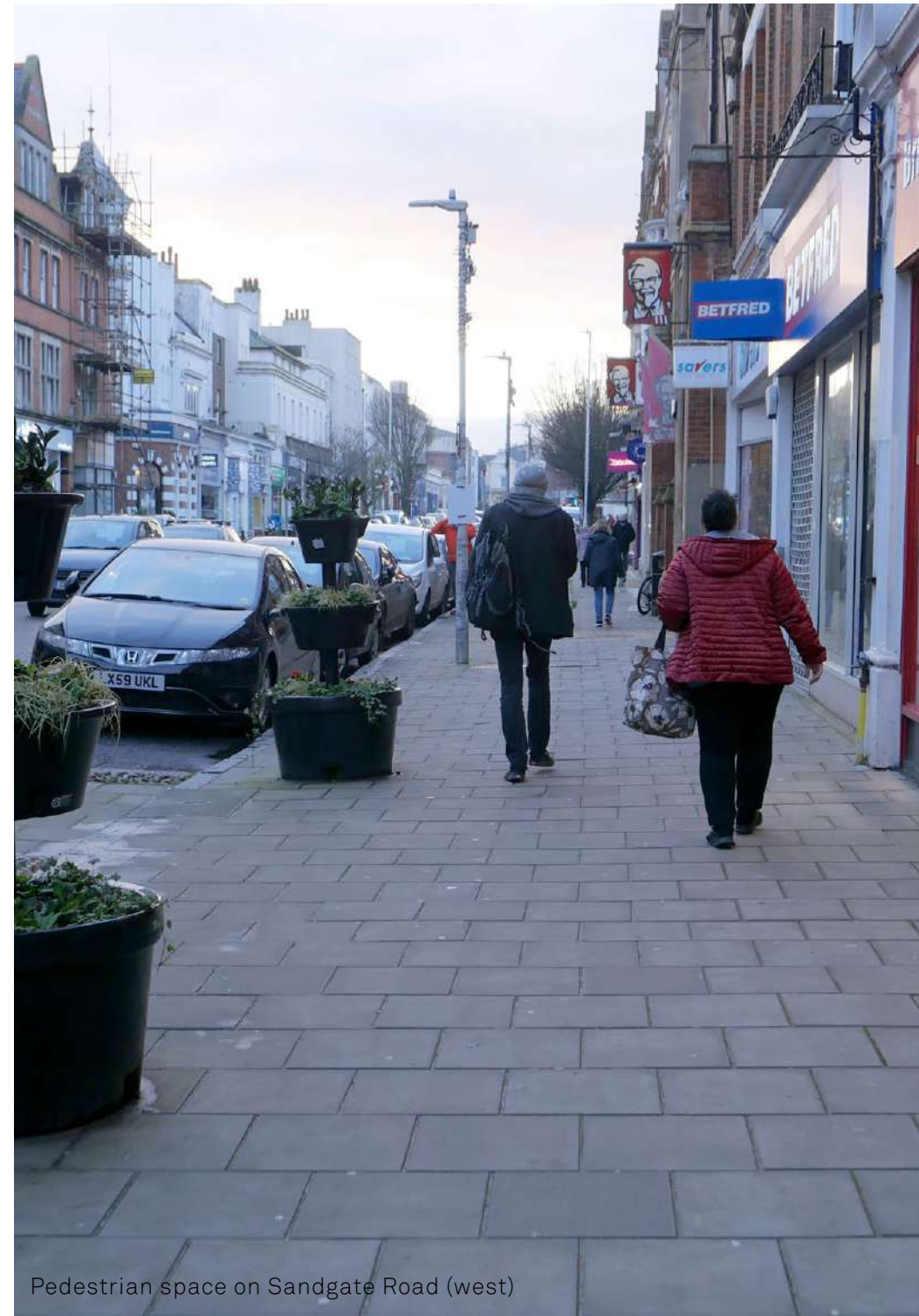
Buildings along the street are characterful dating from Folkestone's Victorian heyday. The street itself is wide with adequate pavement space for pedestrians. When combined with the sometimes grand buildings the overall effect is of a grand avenue. This is undermined to a degree by the dominance of cars, both parked and moving, which block views and movement across the street.

Key challenges

- Sandgate Road (west) is a successful local high street but could perform better to anchor the western end of the town centre
- The street has some quality heritage building stock which is often poorly maintained

What you've said

- Due to lack of/ limited evening offer in the town centre, people are travelling to near-by towns with better offer such as Canterbury
- Traffic is perceived as having a negative impact on pedestrian experience and access to the coast



6.2 ACTIONS: SANDGATE ROAD (WEST)

Actions

Mission 1: Celebrate what's great

- 1.2 Public realm upgrades & 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 Future mixed-use development opportunity: Sainsbury's site
- 2.3 Populate vacant retail units

Mission 3: A place for all voices

- 3.1 Community involvement in choosing/testing uses

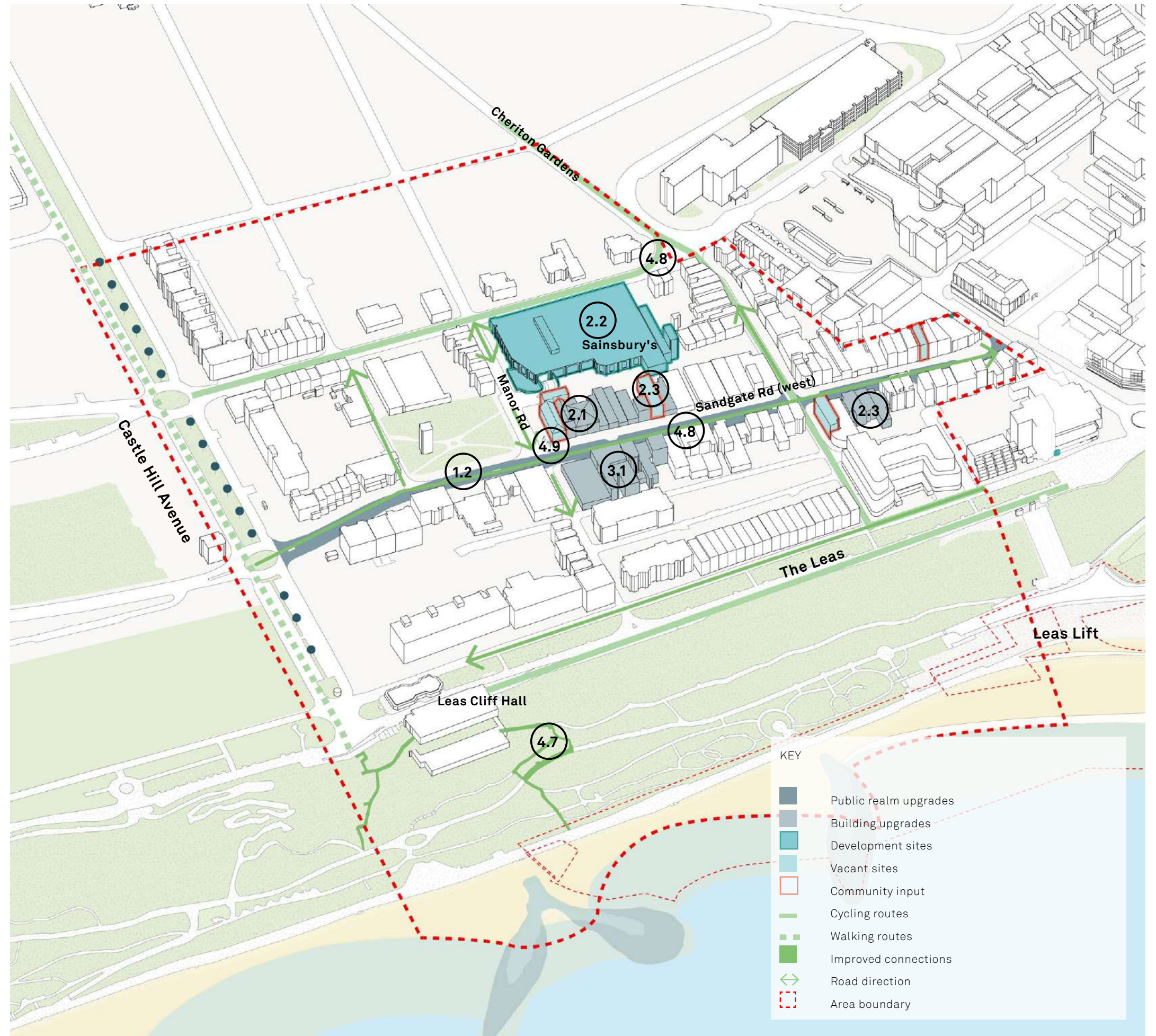
Mission 4: Moving sustainably

- 4.7 Seamless connection through from the station to the coast: around Leas Cliff Hall
- 4.8 One-way east-bound traffic flow
- 4.9 Improved cycle parking provision

Mission 5: Access to opportunity

- 5.1 Encourage local businesses to set up training programmes to develop business sectors*
- 5.2 Enterprise facilitation & participation programmes with under-served communities*

*Action not spatially located



6.2 ACTIONS: SANDGATE ROAD (WEST)

Sandgate Road (West) design

1.2 Public realm upgrades & new public spaces: Public realm improvements along Sandgate Rd (West)

- One-way eastbound traffic functioning on Sandgate Road West
- Extended footways with parking at footway level
- Increased street-tree planting
- Rain garden SUDs and increase biodiversity through modern 'in bloom'.
- Encourage refurbishment of building frontages both at ground floor and upper floors
- Improved lighting
- Specific consideration given to gender inclusivity in the design of this public space

2.1 Testing new uses within units along Sandgate Road

- Encourage landlords and occupiers to test new uses in vacant units

2.2 Future mixed-use development opportunity: Sainsbury's site

- Potential redevelopment of supermarket site if it becomes available, with residential above supermarket podium
- Town house developments
- New public through route with play space

2.3 Populate vacant retail units

- Develop and work with strategies for populating vacant units

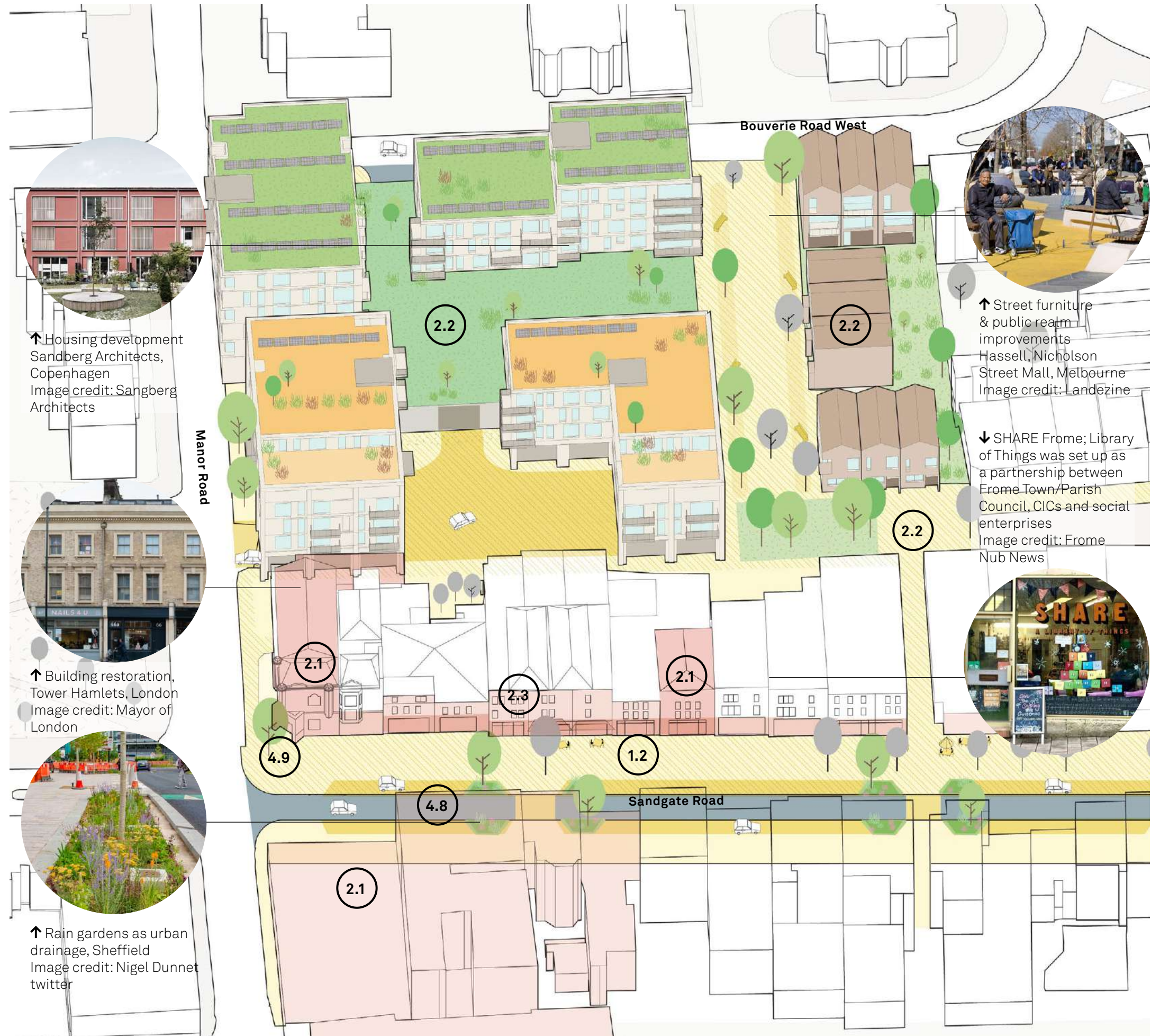
3.1 Community involvement in choosing/testing uses

- Set up programmes to work with the community to establish and test new uses, and possible creation of a space similar to the Urban Room Folkestone

4.8 One-way east-bound traffic flow

4.9 Improved cycle parking provision

- Cycle parking on the high street



↑ Housing development
Sandberg Architects,
Copenhagen
Image credit: Sangberg
Architects

↑ Building restoration,
Tower Hamlets, London
Image credit: Mayor of
London

↑ Rain gardens as urban
drainage, Sheffield
Image credit: Nigel Dunnet
twitter

↑ Street furniture
& public realm
improvements
Hassell, Nicholson
Street Mall, Melbourne
Image credit: Landezine

↓ SHARE Frome; Library
of Things was set up as
a partnership between
Frome Town/Parish
Council, CICs and social
enterprises
Image credit: Frome
Nub News

6.2

ACTIONS: SANDGATE ROAD (WEST)

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/ promoter	Priority	Estimated Cost
1.2	1. Celebrate what's great	Public realm upgrades and new public spaces: Public realm improvements along Sandgate Rd (West)	<ul style="list-style-type: none"> — Folkestone residents feel more positive and optimistic about their town — Public realm in the town centre is clean, high quality, inclusive and attractive — Heritage assets are refurbished and open for the public to use — Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> — A high street that residents can feel proud of, visitors will want to visit and that anchors the west end of the town centre 	FHDC/ LUF/ FHDC High Street Fund	Medium	Medium (£151,000 - £2m)
2.1	2: Town Centre for the Future	Testing new uses within units along Sandgate Road (West)	<ul style="list-style-type: none"> — Folkestone has diverse spaces which enable businesses to stay and grow in the town centre — New behaviours and practices piloted in the town which can be scaled in the future — The town centre offers all social, civic and economic functions that people need day and night will help drive inward investment and attract new development 	<ul style="list-style-type: none"> — A town centre that is resilient to change 	FIRRG/ Private landlords and enterprises/ FHDC	High	Low (£0 - £150,000)
2.2	2: Town Centre for the Future	Future mixed-use development opportunity: Sainsbury's site	<ul style="list-style-type: none"> — The town centre is an attractive and affordable place to live — Ensuring net zero emissions on delivery — The town centre offers all social, civic and economic functions that people need day and night — Potential development opportunity for inward investment 	<ul style="list-style-type: none"> — A supermarket or commercial uses that are better integrated into the town centre, with additional homes to bring further footfall to the high street 	Sainsburys/ site freeholder	Low	High (£2m+)
2.3	2: Town Centre for the Future	Populate vacant retail units	<ul style="list-style-type: none"> — Folkestone has diverse spaces which enable businesses to stay and grow in the town centre — New behaviours and practices piloted in the town which can be scaled in the future — Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> — A lively town centre with diverse uses and activity 	FHDC/private landlords & enterprises	High	Low (£0 - £150,000)
3.1	3. A place for all voices	Community involvement in choosing/ testing uses	<ul style="list-style-type: none"> — Residents actively participate in the town centre and are involved in improving it — Residents have a sense of stewardship and belonging to their town — There is greater trust between local people and the council — Everyone feels welcome in the town centre 	<ul style="list-style-type: none"> — An engaged local population and a town centre with uses that serve the needs of residents 	FHDC	High	Low (£0 - £150,000)

6.2

ACTIONS: SANDGATE ROAD (WEST)

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/ promoter	Priority	Estimated Cost
4.7	4. Moving sustainably	Seamless connection through from the station to the coast: around Leas Cliff Hall	<ul style="list-style-type: none"> Residents have good physical and mental health The route from the town centre to the coast is safe, accessible and welcoming Key places are connected by active travel Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> An accessible pedestrian route from the town centre to the coast 	KCC Highways/ FHDC / Leas Cliff Hall	Medium	Medium (£151,000 - £2m)
4.8	4. Moving sustainably	One-way east-bound traffic flow	<ul style="list-style-type: none"> The town centre in an attractive place to walk 	<ul style="list-style-type: none"> Increased pedestrian space and less vehicle traffic 	KCC highways/ FHDC/ LUF	Low	Medium (£151,000 - £2m)
4.9	4. Moving sustainably	Improved cycle parking provision	<ul style="list-style-type: none"> The town centre is an attractive place to cycle 	<ul style="list-style-type: none"> Cycle parking hoops at useful and visible locations that encourage people to cycle 	FHDC/ KCC Highways	High	Low (£0 - £150,000)
5.1	5: Access to opportunity	Encourage local businesses to set up training programmes to develop business sectors	<ul style="list-style-type: none"> Residents have the skills and opportunity to participate in the economy Local people are supported to set up businesses in the town centre Young people see the benefits of living and working in Folkestone and want to stay in the town 	<ul style="list-style-type: none"> A strengthened local economy with greater employment opportunities 	FIRRG/ Local businesses/ Community Led Local Development funding (CLLD)	High	Low (£0 - £150,000)
5.2	5: Access to opportunity	Enterprise facilitation and participation programmes with deprived communities	<ul style="list-style-type: none"> Residents have the skills and opportunity to participate in the economy The Council leads by example on social value 	<ul style="list-style-type: none"> Greater aspiration within all parts of the community 	FHDC/ CLLD	High	Low (£0 - £150,000)

6.3 ACTIONS: TOWN CENTRE CORE

Actions

A number of actions in the Town Centre Core area look to create a vastly improved sequence of arrival spaces from the north. Unpicking the outdated road network will release opportunity for new public spaces, development and an improved bus station and mobility hub.

A second key theme is working to bring new uses into the town centre to bring variety and as a strategy to occupy vacant units. These actions also look to create opportunities for business, enterprise and education. Public realm actions on Sandgate Road, Guildhall Street and in the streets and spaces behind, will support and encourage the rejuvenation of the Town Centre Core area. All this will help drive inward investment.



Image credit: We Made That

6.3

ACTIONS: TOWN CENTRE CORE

Existing condition

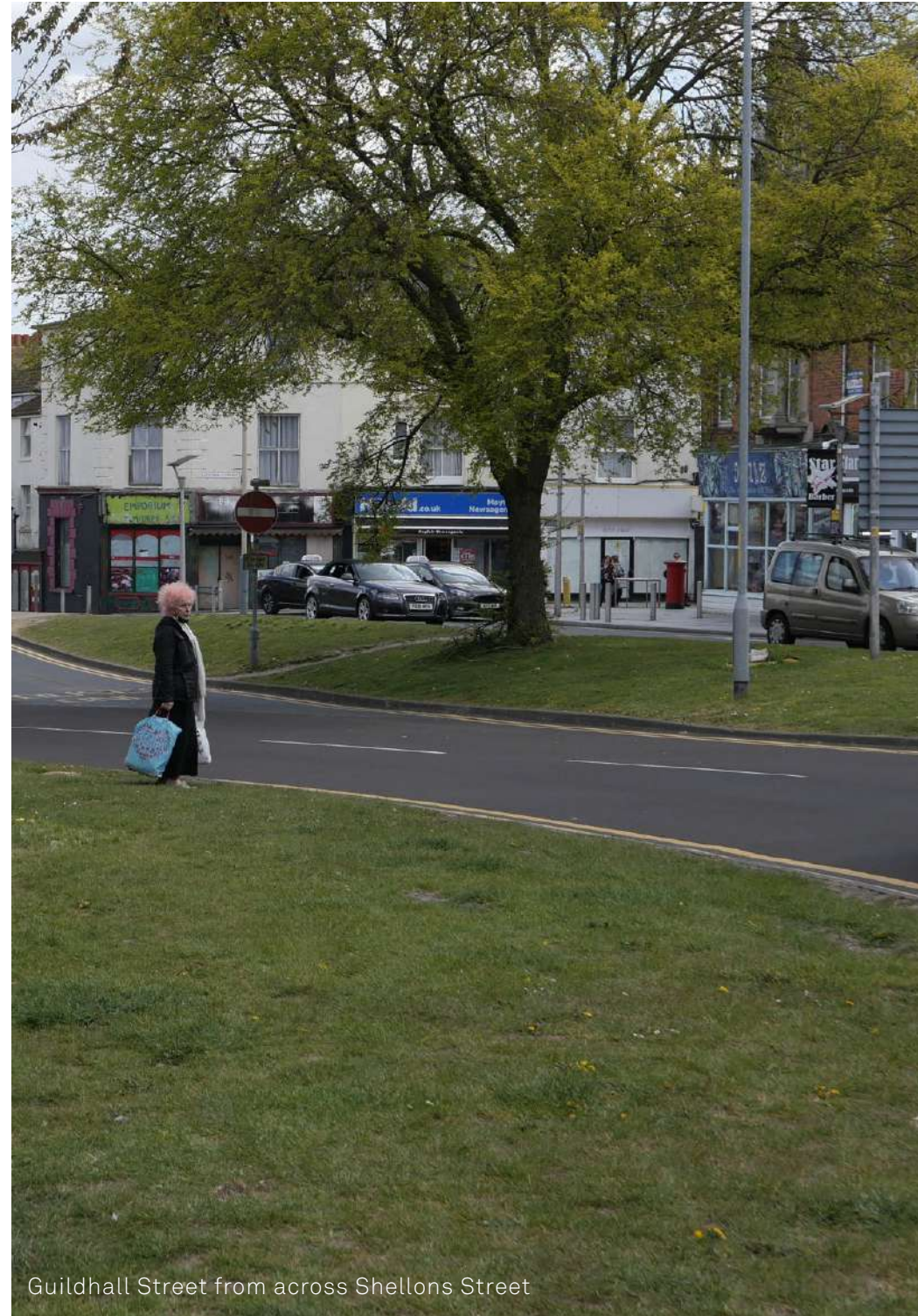
The Town Centre Core area is largely pedestrianised with a focus of activity on Sandgate Road and Guildhall Street. Sandgate Road is designated as Primary Retail Frontage in the Local Plan, and Guildhall St is designated as Secondary Frontage, though both have suffered from evidenced and reported decline over recent years with high levels of vacancy and decreasing footfall both in evidence. Sandgate Road in particular has felt the effects of national retail multiples leaving town centres, with the remaining large floor plates proving difficult to let. Guildhall Street attracts lower footfall than the town centre, though the independent landlords have been able to let out smaller units more easily and the area appears to have weathered the pandemic comparatively well. The eastern end of Sandgate Road meets the older part of the town centre where a café and restaurant scene is developing. Behind Sandgate Road, the domineering Bouverie Place shopping centre remains well used and fully let.

Key challenges

- Middelburg Square, Shellons Street and the bus station form a sequence of hostile, traffic-focused environments that act as a barrier to pedestrian movement to the north of the town centre particularly when approaching from the rail station
- Larger retail spaces on Sandgate Road remain vacant
- Long term decline in footfall and increasing vacancy, reflecting national trends in town centre retail

What you've said

- Diversify town centre uses beyond retail whilst reflecting the needs of the community
- There is a need for low cost spaces for charities
- The town centre should include more green spaces, including safe play areas for children
- There is a mixed reaction about offer and demand when it comes to evening uses
- Providing ongoing support for start-ups and having a range of workspaces available could retain the town's talent post-Covid
- Investment is important to improve the visual appearance of the core town centre area



Guildhall Street from across Shellons Street



Church Street, from Rendezvous Street



Bouverie Square, dominated by its bus station

6.3

ACTIONS: TOWN CENTRE CORE

Actions

Mission 1: Celebrate what's great

- 1.3 Public realm improvements and crossings along Shellons Street
- 1.4 Upgrades to Guildhall Street and improved market offer
- 1.5 Public realm and greening to Sandgate Road and service areas
- 1.6 Reinstating Bouverie Square as an arrival space and focal point
- 1.7 'Guildhall Square' as a new civic square
- 1.8 New Silver Screen/ Museum/ Town Council signage
- 1.9 External promotion of Folkestone as a place to work and do business*

Mission 2: Town centre for the future

- 2.4 'Town Lab': Folkestone Town Centre as a 'lab' to test new uses, experiment and try new ideas
- 2.5 Relocate FHDC Customer Access Point into town centre
- 2.6 Create/combine/scale a single business network*
- 2.7 FOLCA building re-imagined
- 2.8 Future mixed use development opportunity: Saga Building & NCP Car Park
- 2.9 Future mixed-use development opportunity: Post Office buildings & Store 21
- 2.10 Future mixed-use development opportunity: Larger retail units

Mission 4: Moving sustainably

- 4.10 Improved gateway to the town centre including a new bus station layout
- 4.11 Parking review
- 4.12 'Mobility Hub' with cycle hire and storage
- 4.13 Explore options to integrate cycling and skateboarding in the town centre

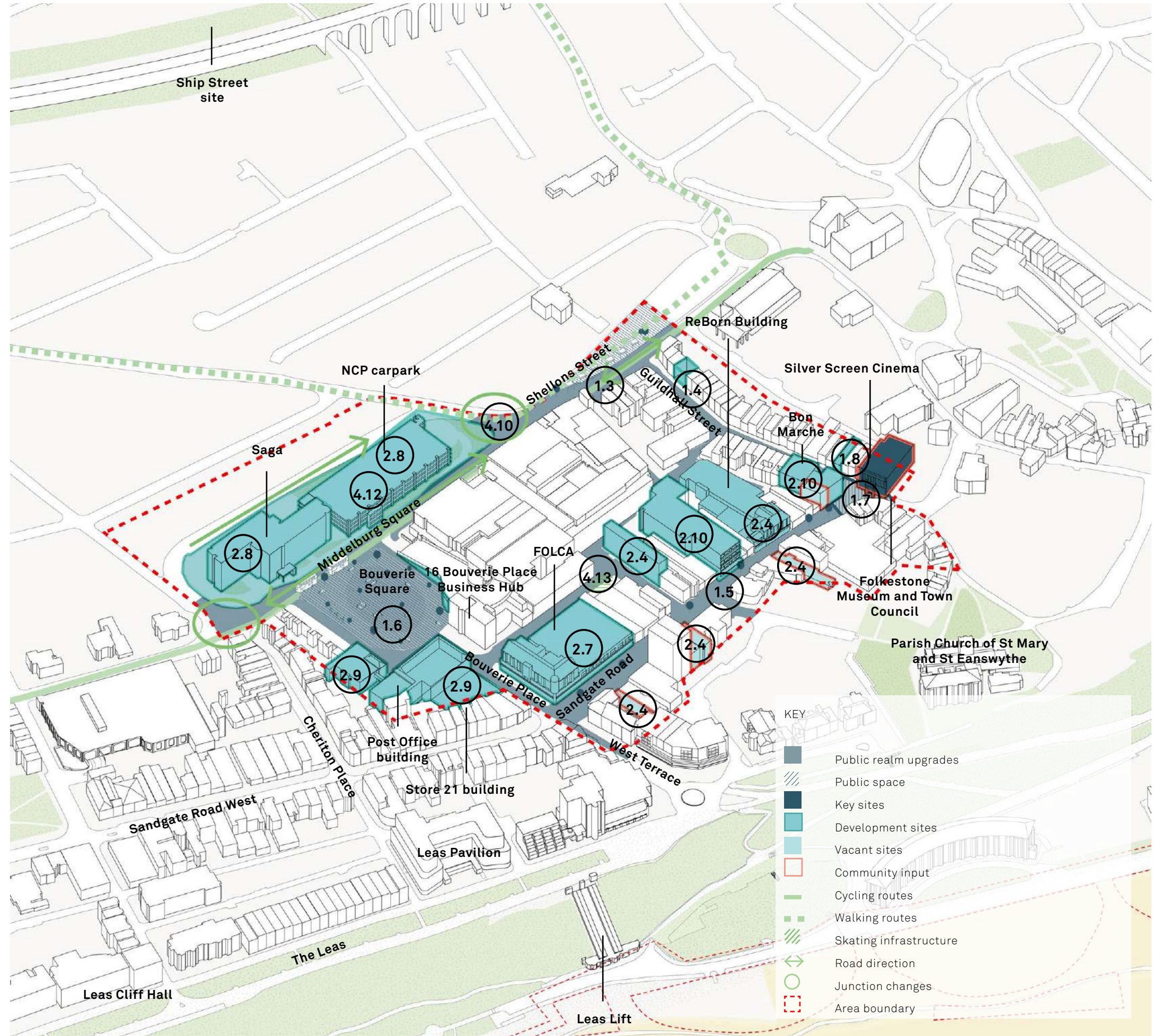
Mission 5: Access to opportunity

- 5.3 Skills hub: work with educational institutions and businesses*
- 5.4 Create a town centre business launchpad programme*
- 5.5 Explore opportunities for more diverse community ownership of assets*
- 5.6 Review free WiFi and digital provision*

Mission 6: Deliver sustainable quality

- 6.1 Reviews of town centre housing policy and licensing to address poor quality housing*
- 6.2 Market improvement programme*
- 6.3 Place Plan developed to become adopted planning policy*
- 6.4 Town centre design review panel, including community representatives*

*Action not spatially located



6.3

ACTIONS: TOWN CENTRE CORE

Sandgate Road, Guildhall Street and Shellons Street design

1.3 Public realm improvements and crossings along Shellons Street

- Re-align the highway to two-way function
- Remove car park to enabling additional space to be created for pedestrians and potential development

1.4 Upgrades to Guildhall Street and improved market offer

- Market infrastructure (market plots, electricity hook ups)
- Development of empty site
- Upgrade and improved lighting

1.5 Public realm and greening to Sandgate Road and service areas

- Rain gardens and tree planting
- Specific consideration given to gender inclusivity

1.7 'Guildhall Square' as a new civic square

- Public seating and relocated cycle parking
- Specific consideration given to gender inclusivity

1.8 New Silver Screen/Museum/Town Council signage and activate rear of the Town hall onto Market Place

2.4 'Town Lab': Folkestone Town Centre as a 'lab' to test new uses, experiment and try new ideas

2.5 Relocate FHDC Customer Access Point into town centre

2.7 FOLCA building re-imagined

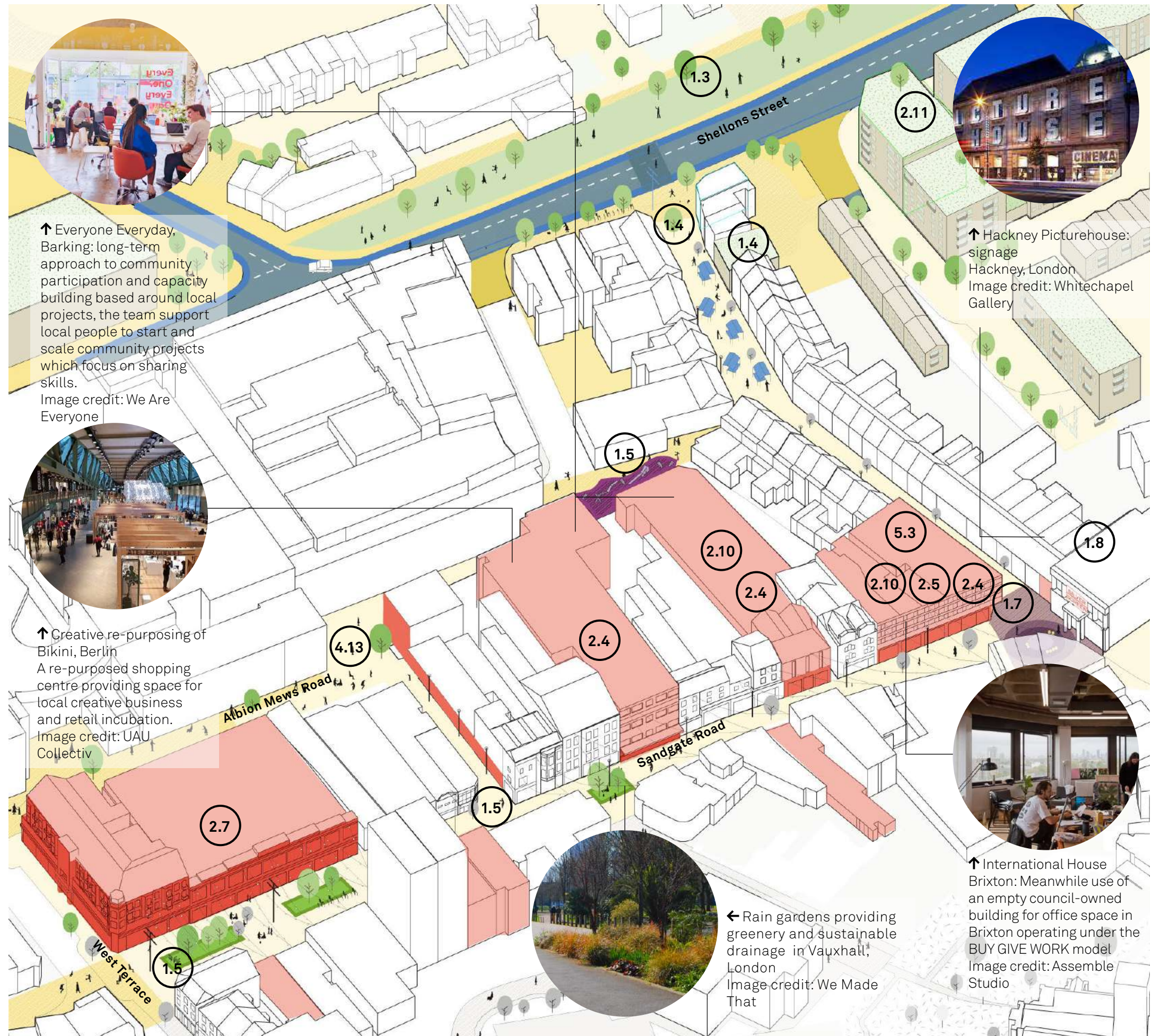
- Short term measures for adaptive reuse and bold signage
- Opening up and stripping back the interior to allow for new uses, including onto Albion Mews Road
- Delivery of state of the art health centre

2.10 Future mixed-use development opportunity: Larger retail units

- New flexible work space to complement developing business hub at Bouverie Place with retail at ground and separate unit facing onto Oxford Terrace

4.13 Explore options to integrate cycling and skateboarding in the town centre

- Small scale provision to activate back spaces



↑ Everyone Everyday, Barking: long-term 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.
Image credit: We Are Everyone

↑ Creative re-purposing of Bikini, Berlin
A re-purposed shopping centre providing space for local creative business and retail incubation.
Image credit: UAU Collectiv

↑ Hackney Picturehouse: signage
Hackney, London
Image credit: Whitechapel Gallery

← Rain gardens providing greenery and sustainable drainage in Vauxhall, London
Image credit: We Made That

↑ International House Brixton: Meanwhile use of an empty council-owned building for office space in Brixton operating under the BUY GIVE WORK model
Image credit: Assemble Studio

6.3

ACTIONS: TOWN CENTRE CORE

Shellons Street design

Remodelling of Shellons Street improves public realm and releases sites for comprehensive redevelopment providing new residential space in the town centre and active ground floor uses.

- Prominent gateway site at entry to town centre
- Potential for residential-led mixed use development with active ground floor uses
- Improved public realm along Shellons Street and Guildhall Street and scaled-down two-way roads
- Highways engineering releases development sites for new homes and active ground floor uses
- Lidl site and Pay+Display car park can be brought forward in phases
- A podium block on the Lidl site can retain a food retailer, however, edges need to be activated to create a positive relationship with new public realm



Image credit: Fletcher Priest Architects

6.3

ACTIONS: TOWN CENTRE CORE

Bouverie Square and Middelburg Square design

Bouverie Square, the current location of the bus station, could return to its former use as a key green public space to serve the town centre. The bus station would be relocated along Middelburg Square which will be returned to two-way traffic function. The Middelburg Square sites could be redeveloped or re-purposed with commercial space at the ground floor and residential or works space above.

In this vision, a new pavilion type building frames the eastern edge of the square providing space for commercial activity to activate the space. The bus station building is re-purposed as a café focus for the square. The open space accommodates gardens, play space, public seating and cycle parking.

The significant development opportunities in this area offer the potential to appropriately respond to the town centre's heritage, supporting Bouverie Square in creating a high-quality, locally distinctive sense of place.



6.3

ACTIONS: TOWN CENTRE CORE

Middelburg Square design: adaptive reuse

The Saga building has the capacity to provide much-needed high-quality workspace and amenity for the wider neighbourhood. Refurbishment of the Saga building enables swift access to market and reduces carbon impact. A rebranding could capitalise on the distinctive architecture. The NCP park is in a good location to become a multi-modal mobility hub.

Key interventions to Saga building:

- a new entrance and open ground floor with informal reception, café and workspace
- active uses at ground level
- removal of brick walls and other boundaries to create a landscaped interface and opportunity for ground floor uses to spill out into public realm
- refurbishment of office floors to create high quality office space
- introduction of roof terraces to provide shared amenity and increase greening
- end-of-journey facilities to promote active travel
- upgrades to mechanical, electrical and plumbing equipment to improve energy performance

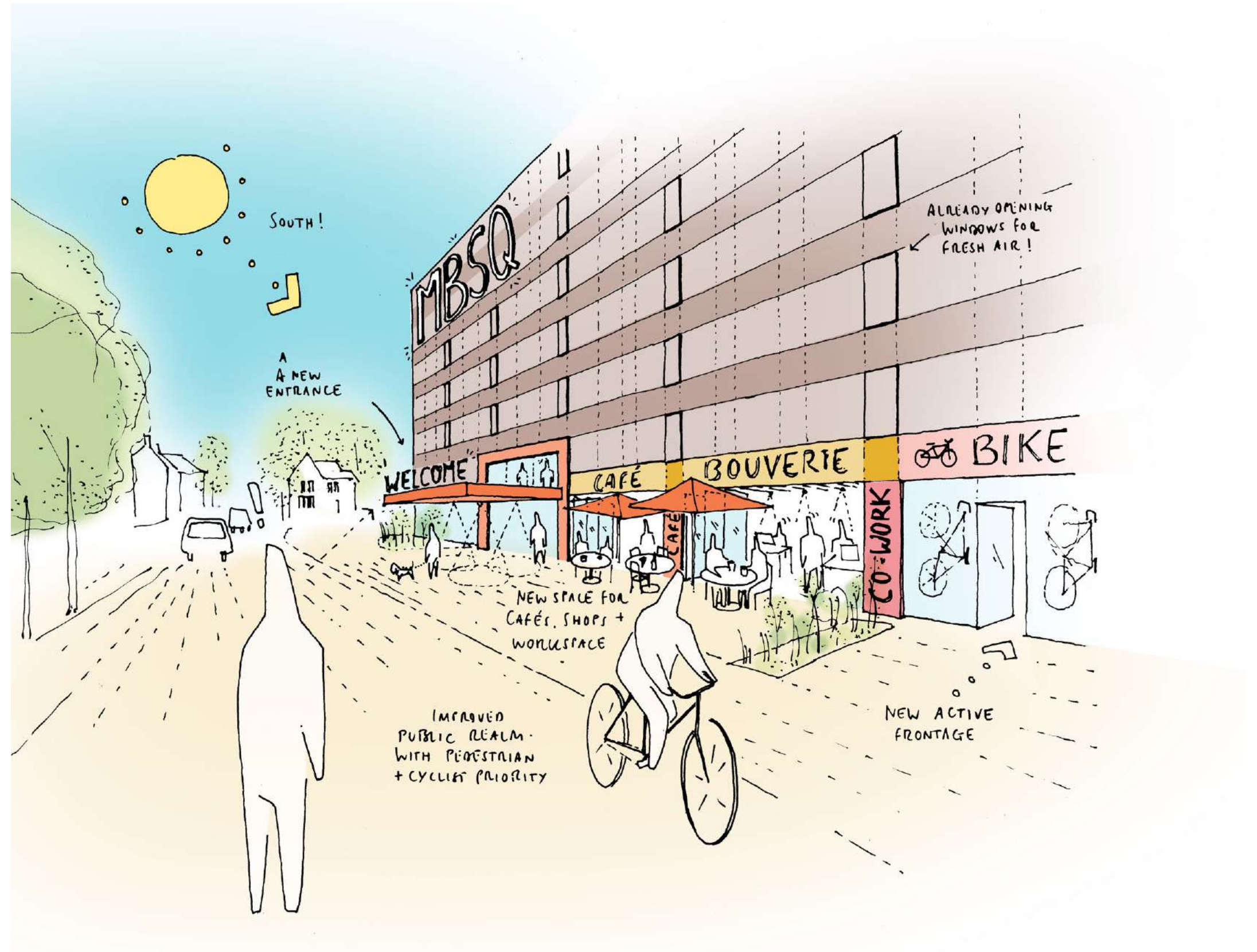


Image credit: Fletcher Priest Architects

6.3

ACTIONS: TOWN CENTRE CORE

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/promoter	Priority	Estimated Cost
1.3	1. Celebrate what's great	Public realm improvements and crossings along Shellons Street	<ul style="list-style-type: none"> The town centre is an attractive place to walk and cycle The route from the station to the town centre is safe, accessible and welcoming Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> A generous and welcoming public space marking the entrancing into the town centre through Guildhall Street 	KCC Highways/ FHDC/ LUF	High	High (£2m+)
1.4	1. Celebrate what's great	Upgrades to Guildhall Street and improved market offer	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Public realm in the town centre is clean, high quality, inclusive and attractive Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Guildhall Street becomes a thriving high street with a busy food market that supports other uses along the street, to enable delivery of improved and new market offer 	FHDC	Medium	Medium (£151,000 - £2m)
1.5	1. Celebrate what's great	Public realm and greening to Sandgate Road & service areas	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Public realm in the town centre is clean, high quality, inclusive and attractive Folkestone has a positive external reputation Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Greenery softens and brings visual interest to the town centre as well as providing sustainable drainage to reduce flooding 	FHDC	High	High (£2m+)
1.6	1. Celebrate what's great	Reinstating Bouverie Square as a key arrival space and focal point	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Folkestone has a positive external reputation Attracts inward investment Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Folkestone Town Centre gains a new green space at its heart that acts as a welcoming arrival space and provides green amenity, play provision and a place to dwell 	Stagecoach/ Radnor Estate/ FHDC/ LUF	High	High (£2m+)
1.7	1. Celebrate what's great	'Guildhall Square' as a new civic square	<ul style="list-style-type: none"> Heritage assets are refurbished and open for the public to use Folkestone residents feel more positive and optimistic about their town 	<ul style="list-style-type: none"> The Town Hall, Museum and Cinema gain an improved setting for greater visibility 	FHDC/ FTC	High	Medium (£151,000 - £2m)
1.8	1. Celebrate what's great	New Silver Screen/Museum/Town Council signage and activate rear of the Town hall onto Market Place	<ul style="list-style-type: none"> Heritage assets are refurbished and open for the public to use Folkestone residents feel more positive and optimistic about their town 	<ul style="list-style-type: none"> Uses within the Town Hall building gain greater visibility in the town 	FTC	High	Low (£0 - £150,000)
1.9	1. Celebrate what's great	External promotion of Folkestone as a place to work and do business	<ul style="list-style-type: none"> Folkestone is known as a good place to work and do business Folkestone has a positive external reputation Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Folkestone's economy develops creating further employment opportunities for local communities 	FHDC/ FHDC Place Brand	High	Low (£0 - £150,000)

6.3

ACTIONS: TOWN CENTRE CORE

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/promoter	Priority	Estimated Cost
2.4	2: Town Centre for the Future	'Town Lab': Folkestone Town Centre as a 'lab' to test new uses, experiment and try new ideas	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre New behaviours and practices piloted in the town which can be scaled in the future The town centre offers all social, civic and economic functions that people need day and night Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Town centre uses diversify beyond retail creating a new function and purpose for the high street and new uses for vacant sites 	FHDC and landlords	High	Low (£0 - £150,000)
2.5	2: Town Centre for the Future	Relocate FHDC Customer Access Point into Town Centre	<ul style="list-style-type: none"> New behaviours and practices piloted in the town which can be scaled in the future The town centre offers all social, civic and economic functions that people need day and night 	<ul style="list-style-type: none"> The local authority has a presence the heart of the town, occupying potentially vacant space and bringing footfall to the high street 	FHDC	High	Medium (£151,000 - £2m)
2.6	2: Town Centre for the Future	Create/combine/scale a single business network	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre New behaviours and practices piloted in the town which can be scaled in the future 	<ul style="list-style-type: none"> Existing networks come together to collaborate and develop a shared approach to developing the economy of Folkestone Town Centre 	FHDC/Creative Folkestone/ FIRRG/ local businesses	Low	Low (£0 - £150,000)
2.7	2: Town Centre for the Future	FOLCA building re-imagined	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Folkestone is known as a good place to work and do business Heritage assets are refurbished and open for the public to use Ensuring net zero carbon emissions on delivery Folkestone has a positive external reputation Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> A cluster of new uses anchors the western end of the pedestrianised high street in a well-loved building 	FHDC/ Developers	High	High (£2m+)
2.8	2: Town Centre for the Future	Future mixed use development opportunity: Saga Building & NCP Car Park	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre Ensuring net zero carbon emissions on delivery New behaviours and practices piloted in the town which can be scaled in the future Inward investment and development opportunity will help bring forward other initiatives (action 4.10) 	<ul style="list-style-type: none"> Remodelled or refurbished buildings bring new uses and create active frontages onto Middelburg Square alongside a reconfigured roads 	Landowners/ developers	Short	High (£2m+)

6.3

ACTIONS: TOWN CENTRE CORE

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/ promoter	Priority	Estimated Cost
2.9	2: Town Centre for the Future	Future mixed-use development opportunity: Post Office buildings & Store 21	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre ensuring net zero emissions New behaviours and practices piloted in the town which can be scaled in the future Will help drive further inward investment and attract new development 	<ul style="list-style-type: none"> New uses activate Bouverie Square and Bouverie Place and bring footfall to the town centre 	Post Office/ commercial Landlord	Long	High (£2m+)
2.10	2: Town Centre for the Future	Future mixed-use development opportunity: Larger retail units	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre Will help drive further inward investment and attract new development 	<ul style="list-style-type: none"> Town centre uses diversify beyond retail creating a new function and purpose for the high street and new uses for vacant sites 	Commercial landlords	Medium	Medium (£151,000 - £2m)
4.10	4. Moving sustainably	Improved gateway to the town centre including a new bus station layout	<ul style="list-style-type: none"> Key places are connected by active travel More people use public transport to get around and fewer use private cars Air pollution is reduced, and air quality is improved Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Streets at the northern edge of the town centre become welcoming for pedestrians and cyclist and an improved transport hub frees up Bouverie Square to become a new green space for the town centre 	KCC Highways/ FHDC/ Stagecoach/ LUF	High	High (£2m+)
4.11	4. Moving sustainably	Parking review	<ul style="list-style-type: none"> The town centre is an attractive place to walk and cycle 	<ul style="list-style-type: none"> Parking spaces can be consolidated to a small number of central locations that reduce car usage in town centre streets. 	FHDC	Short	Low (£0 - £150,000)
4.12	4. Moving sustainably	'Mobility Hub' with cycle hire & storage	<ul style="list-style-type: none"> More people use public transport and active travel modes to get around and fewer use private cars 	<ul style="list-style-type: none"> More options for active and sustainable travel are made available to residents and visitors 	FHDC/NCP/ Cycling UK	High	Medium (£151,000 - £2m)
4.13	4. Moving sustainably	Explore options to integrate cycling and skateboarding in the Town Centre	<ul style="list-style-type: none"> Residents have good physical and mental health 	<ul style="list-style-type: none"> Folkestone becomes known for its distinct skateboarding offer drawing in visitors and investment 	KCC Highways/ FHDC/Shepway Sports Trust	Medium	Medium (£151,000 - £2m)
5.3	5: Access to opportunity	Skills hub: work with educational institutions & businesses	<ul style="list-style-type: none"> Residents have the skills and opportunity to participate in the economy The Council leads by example on social value Young people see the benefits of living and working in Folkestone and want to stay in the town 	<ul style="list-style-type: none"> Greater aspiration within all parts of the community 	FHDC/ Folkestone College/The Cube	Long	Low (£0 - £150,000)

6.3

ACTIONS: TOWN CENTRE CORE

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/promoter	Priority	Estimated Cost
5.4	5: Access to opportunity	Create a Town Centre business launchpad programme	<ul style="list-style-type: none"> Local people are supported to set up businesses in the town centre Local businesses can access contracts and opportunities in the town Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> A strengthened local economy with greater employment opportunities 	FTC/FHDC	Medium	Low (£0 - £150,000)
5.5	5: Access to opportunity	Explore opportunities for more diverse community ownership of local assets	<ul style="list-style-type: none"> Residents have the opportunity to participate in the economy Local people are supported to set up businesses in the town centre The Council leads by example on social value 	<ul style="list-style-type: none"> Greater aspiration within all parts of the community 	Local communities/ FTC/FHDC	Low	Low (£0 - £150,000)
5.6	5: Access to opportunity	Review free WiFi and digital provision	<ul style="list-style-type: none"> Residents have the opportunity to participate in the economy The Council leads by example on social value 	<ul style="list-style-type: none"> Folkestone's outward reputation as a forward thinking place to live, work and do business improves 	FTC/FHDC/KCC	Medium	Low (£0 - £150,000)
6.1	6: Deliver sustainable quality	Reviews of Town Centre housing policy and licensing to address poor quality housing	<ul style="list-style-type: none"> New and existing homes in the town centre are safe and high quality 	<ul style="list-style-type: none"> Low quality housing is eradicated and social well-being is increased 	FHDC	Medium	Low (£0 - £150,000)
6.2	6: Deliver sustainable quality	Market improvement programme	<ul style="list-style-type: none"> Council works collaboratively with partners to deliver on the place plan and attract investment Activates pedestrianised space for general market and artisan/seasonal markets 	<ul style="list-style-type: none"> Footfall and spend at markets increases, benefiting other business and activating the town centre, and high quality market offer will support additional traders to town centre 	FTC/FHDC	High	Low (£0 - £150,000)
6.3	6: Deliver sustainable quality	Place Plan developed to become adopted planning policy	<ul style="list-style-type: none"> All new developments in the town centre are sustainable and high quality Ensuring design is net zero – reusing assets and property where possible Heritage assets are refurbished and open for the public to use 	<ul style="list-style-type: none"> The Place Plan has increased status to help officers influence change in the town centre 	FHDC	Medium	Low (£0 - £150,000)
6.4	6: Deliver sustainable quality	Town Centre design review panel, including community representatives	<ul style="list-style-type: none"> All new developments in the town centre are sustainable and high quality New and existing homes in the town centre are safe and high quality Local people have influence in future developments Council works collaboratively with partners to deliver on the place plan and attract investment Ensuring design is net zero – reusing assets and property where possible 	<ul style="list-style-type: none"> Increased collaboration on development in the town centre by experts and the local community 	FHDC	Medium	Low (£0 - £150,000)

6.4

ACTIONS: CREATIVE QUARTER AREA

Actions

Actions seek to remodel the transport network to both create more legible routes for vehicles as well as better spaces and connections for pedestrians. The actions also propose to activate edges of Payers Park which will improve perceptions of the park and make the mix of uses in the area more visible, and to invest in and improve social provisions such as the Shepway Youth Hub and The Cube adult education centre.



Image credit: We Made That

6.4

ACTIONS: CREATIVE QUARTER AREA

Existing condition

The Creative Quarter area is focussed around The Old High Street but also encompasses links up to Shellons Street and to F51. The effect of The Creative Quarter's regeneration of The Old High Street is beginning to be felt more widely in places like Rendezvous Street and Market Place. Payers Park which lies just behind The Old High Street is a charming green space with views across the valley, but is currently surrounded by the rear of buildings which means it is easily forgotten. Because of its location it forms an underutilised connecting space between a number of parts of the town.

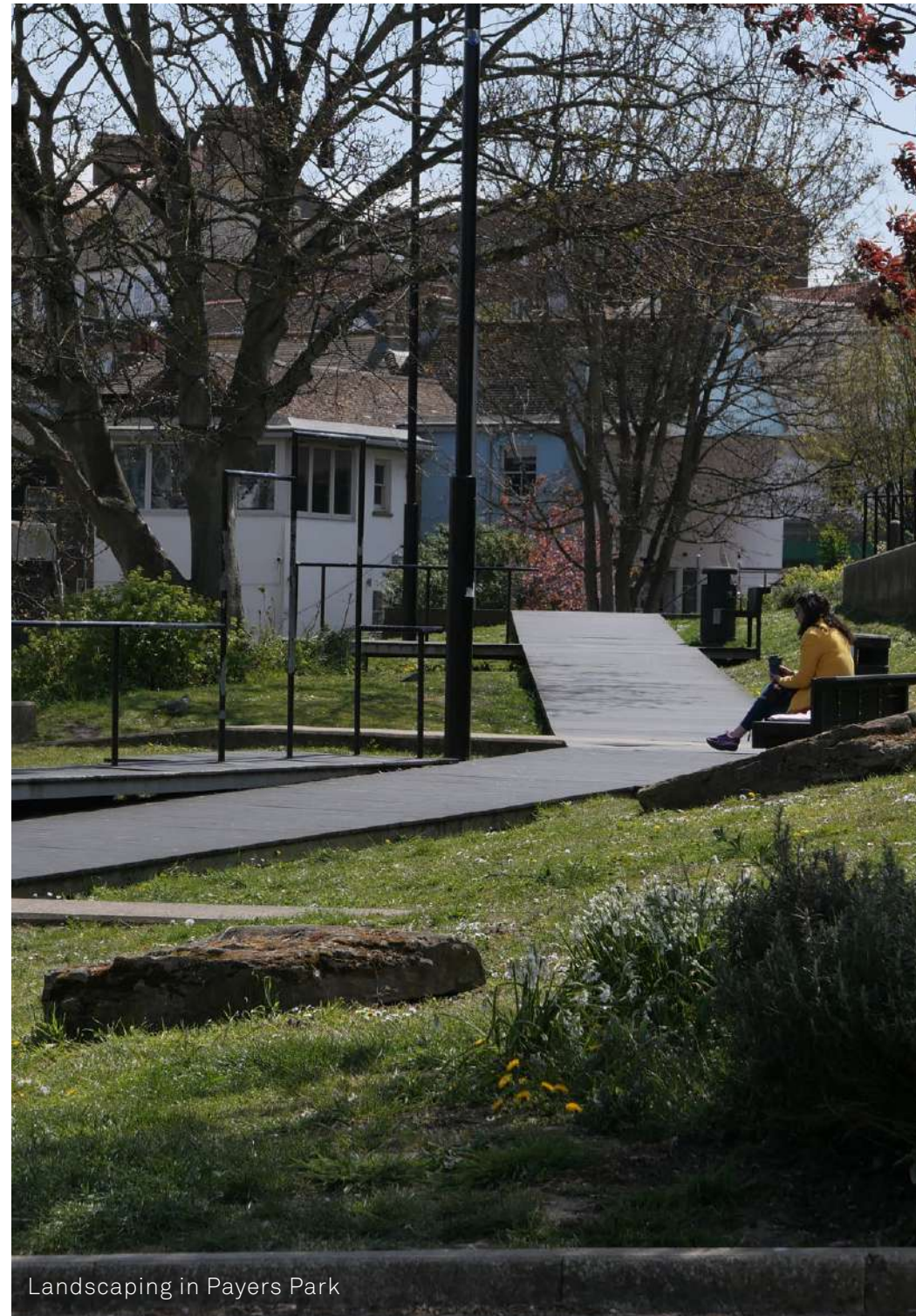
F51 will be a significant destination and landmark in the town when it opens. The area surrounding it, to the north of the Creative Quarter, is dominated by one-way two lane roads with very little pedestrian space. Combined with the steep topography the area presents a significant barrier to pedestrian movement and opportunity should be found to improve this and maximise the potential of F51 in this part of town centre.

Key challenges

- Steep topography and one-way road networks mean the wealth of activities and assets in the area are poorly connected
- Payers Park could be better activated by surrounding uses

What you've said

- The adult education offer is seen as insufficient
- Lack of adequate lighting makes certain areas feel unsafe
- The Creative Quarter is doing well and provides a strong offer to attract businesses
- Room for improvement includes variety of offer, cleanliness and safety (Tontine Street and Payers Park in particular)
- Some residents are concerned about night time uses
- Access through Payers Park is difficult as the gradient is steep
- Many students feel as though the Creative Quarter is inaccessible



6.4 ACTIONS: CREATIVE QUARTER AREA

Actions

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

- 2.11 Future mixed-use development opportunity: LIDL site
- 2.12 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 and operating hours
- 2.13 Hub of potential uses around Payers Park

Mission 3: A place for all voices

- 3.2 Support Shepway Youth Hub with larger spaces

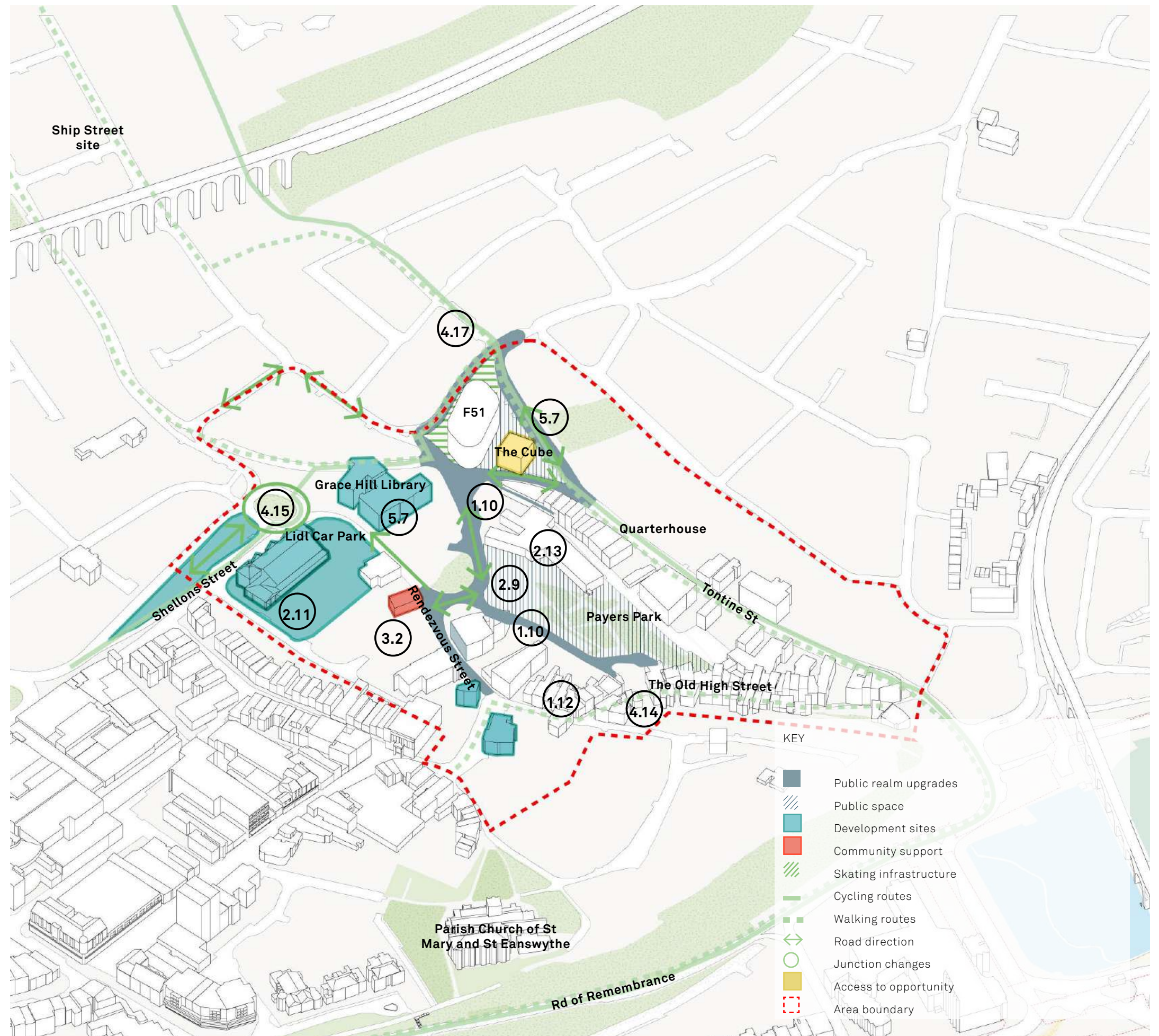
Mission 4: Moving sustainably

- 4.14 Localised improvement of lanes and paths in historic core
- 4.15 Redesign of road layout to improve all modes of travel and movement
- 4.16 Embracing of future transport technologies: 'on demand' public transport for off-peak times to support evening and night time uses
- 4.17 Promote 'leisure loop' and other active routes as circuits around wider area

Mission 5: Access to opportunity

- 5.7 Expand on the offer of The Cube adult education centre and Grace Hill Library
- 5.8 Continuation of the Folkestone Community Works programme

* Action not spatially located



6.4

ACTIONS: CREATIVE QUARTER AREA

Payers Park and F51 environs design

1.10 Public realm upgrades: The Cube, F51 and Payers Park

- Close section of Dover Road and create new public space
- Improve footways and extend footways where possible, particularly across vehicle entrances
- Reclaim underutilised parking space in Payers Park as new green space
- Improve paving on Payers Park (road) for pedestrians
- Improve lighting, particularly through the park
- Specific consideration given to gender inclusivity in the design of this public space

2.13 Hub of potential uses around Payers Park

- Reconfigure The Glassworks to better address the park
- Encourage businesses on Tontine Street and The Old High Street/Rendezvous Street to open up onto Payers Park
- Opportunity for small scale development to provide positive frontage onto Payers Park

3.4 Support Shepway Youth Hub with larger spaces

- Allocate space in any redevelopment of the Lidl site

4.15 Redesign of road layout to improve all modes of travel and movement

- Two-way direction on Dover Road
- Closure of section of Dover Road in front of F51
- Allow all traffic to travel south into Tontine Street
- Introduce a pedestrian crossing on Dover Road

4.17 Promote 'leisure loop' and other active routes as circuits around wider area

- Wayfinding finger posts or ground plaques to mark out routes

5.7 Expand on the offer of The Cube adult education centre and Grace Hill Library



↑ Plaza, public realm & street furniture
Karavan landskapsarkitekter, Sweden
Image credit: Alex Giacomini

↑ Entrance space and markers, Greenway, London
Image credit: We Made That

↑ Space Bar, with a back space opening onto Payers Park
Image credit: Stephen Emms, Weekendr

↑ Skate Street
Malmo, Sweden
Image credit: Adapt Skate

↑ Community café and garden, Dalston London
Image credit: Sarah Blee JL Gibbons

6.4

ACTIONS: CREATIVE QUARTER AREA

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/ promoter	Priority	Estimated Cost
1.10	1. Celebrate what's great	Public realm upgrades: The Cube, F51, and Payers Park	<ul style="list-style-type: none"> — Folkestone residents feel more positive and optimistic about their town — Public realm in the town centre is clean, high quality, inclusive and attractive — Folkestone has a positive external reputation 	<ul style="list-style-type: none"> — Important assets are better connected to the town centre and gain better settings and visibility 	Creative Folkestone/ FHDC/KCC Highways/ LUF	High	High (£2m+)
1.11	1. Celebrate what's great	Build on and expand social initiatives	<ul style="list-style-type: none"> — Folkestone residents feel more positive and optimistic about their town 	<ul style="list-style-type: none"> — Residents have increase access to initiatives 	KCC/FHDC/ Shepway Sport Trust/	High	Low (£0 - £150,000)
1.12	1. Celebrate what's great	Public art programmes in the Creative Quarter	<ul style="list-style-type: none"> — Folkestone has a positive external reputation 	<ul style="list-style-type: none"> — Creating moments of interest through the area and a celebration of local and international talent 	Creative Folkestone/ FHDC/ Landowners and tenants	Medium	Low (£0 - £150,000)
2.11	2: Town Centre for the Future	Future mixed-use development opportunity: LIDL site	<ul style="list-style-type: none"> — An opportunity for development and inward investment — The town centre is an attractive and affordable place to live — The town centre offers all social, civic and economic functions that people need day and night — Ensuring net zero carbon emissions on delivery 	<ul style="list-style-type: none"> — New homes and better integration into the town centre 	Landowner/ FHDC	Low	High (£2m+)
2.12	2: Town Centre for the Future	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	<ul style="list-style-type: none"> — The town centre offers all social, civic and economic functions that people need day and night 	<ul style="list-style-type: none"> — The town centre becomes activated into the evening and perceptions of safety are improved 	FHDC	High	Low (£0 - £150,000)
2.13	2: Town Centre for the Future	Hub of potential uses around Payers Park	<ul style="list-style-type: none"> — Folkestone has diverse spaces which enable businesses to stay and grow in the town centre — The town centre offers all social, civic and economic functions that people need day and night 	<ul style="list-style-type: none"> — Payers Park becomes better used and perceptions of safety are improved 	Creative Folkestone/ FHDC/ freeholders of adjacent businesses	High	Medium (£151,000 - £2m)

6.4

ACTIONS: CREATIVE QUARTER AREA

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/ promoter	Priority	Estimated Cost
3.2	3: A place for all voices	Support Shepway Youth Hub with larger spaces	<ul style="list-style-type: none"> Residents actively participate in the town centre and are involved in improving it Residents have a sense of stewardship and belonging to their town Communities are socially integrated and support each other There is greater trust between local people and the council 	<ul style="list-style-type: none"> Young people have more space to learn, play, spend time and meet other people 	KCC	Medium	Medium (£151,000 - £2m)
4.14	4. Moving sustainably	Localised improvement of lanes and paths in historic core	<ul style="list-style-type: none"> The town centre is an attractive place to walk and cycle Residents have good physical and mental health Key places are connected by active travel 	<ul style="list-style-type: none"> Increased visibility and accessibility to the historic part of the town 	KCC Highways/ FHDC	Medium	Medium (£151,000 - £2m)
4.15	4. Moving sustainably	Redesign of road layout to improve all modes of travel and movement	<ul style="list-style-type: none"> The town centre is an attractive place to walk and cycle Key places are connected by active travel Air pollution is reduced, and air quality is improved 	<ul style="list-style-type: none"> The road network is easier to navigate for all modes of movement, and space is freed up for improved pedestrian space and cycling 	Creative Folkestone/ FHDC/ KCC highways/ LUF	High	High (£2m+)
4.16	4. Moving sustainably	Embracing of future transport technologies: 'on demand' public transport for off-peak times to support evening and night time uses	<ul style="list-style-type: none"> The town centre is accessible throughout the day and night More people use public transport to get around and fewer use private cars 	<ul style="list-style-type: none"> Residents and visitors have better access to the town centre throughout the day and evening 	Stagecoach/ FHDC	Medium	High (£2m+)
4.17	4. Moving sustainably	Promote 'leisure loop' and other active routes as circuits around wider area	<ul style="list-style-type: none"> The town centre is an attractive place to walk and cycle Key places are connected by active travel 	<ul style="list-style-type: none"> Increased awareness of Folkestone's many assets 	Folkestone Town Council/ Folkestone Museum/ FHDC/Creative Folkestone	High	Low (£0 - £150,000)

6.4

ACTIONS: CREATIVE QUARTER AREA

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/ promoter	Priority	Estimated Cost
5.7	5: Access to opportunity	Expand on the offer of The Cube adult education centre and Grace Hill Library	<ul style="list-style-type: none"> — Residents have the skills and opportunity to participate in the economy — Local people are supported to set up businesses in the town centre — The Council leads by example on social value 	<ul style="list-style-type: none"> — Increased access to these valuable social and educational services and increase use of Grace Hill Library 	Kent Adult Education	Medium	Low (£0 - £150,000)
5.8	5: Access to opportunity	Continuation of the Folkestone Community Works programme	<ul style="list-style-type: none"> — Residents have the skills and opportunity to participate in the economy — Local people are supported to set up businesses in the town centre — The Council leads by example on social value — Local businesses can access contracts and opportunities in the town — Young people see the benefits of living and working in Folkestone and want to stay in the town 	<ul style="list-style-type: none"> — Helping people into work, supporting local businesses including provision of business space, improve access to services for businesses and residents 	FHDC	High	Low (£0 - £150,000)

6.5 ACTIONS: COASTAL AREA & HERITAGE QUARTER

Actions

Actions aim to improve connections between the important parts of the area: the coast, the heritage quarter, the Parish Church of St Mary & St Eanswythe, as well as the town centre, The Leas and The Lower Leas Coastal Park. A key set of actions is create a set piece moment in the town scape around the War Memorial Statue which sits at the fulcrum of The Leas, The Road of Remembrance and West Terrace connecting to Bouverie Square.



Image credit: We Made That

6.5

ACTIONS: COASTAL AREA & HERITAGE QUARTER

Existing condition

The coastal area and Heritage Quarter are currently divided by the steep level change between the town centre and the coast. The Road of Remembrance forms the main point of connection traversing this level difference, but as a narrow road with a very narrow footway, this actually creates added severance for pedestrians.

The Heritage Quarter sits between Sandgate Road and the coast, but is easily missed with little visual clues to draw in passers by. The Parish Church of St Mary and St Eanswythe is steeped in history with the probable remains of Saint Eanswythe buried on site. A set of steep steps from The Parade is the only usable connection to the harbour from this area.

At the western end of the Heritage Quarter is the War Memorial Statue, currently situated on a roundabout at the junction of the Leas, West Parade and The Road of Remembrance. With the eastern end of the Leas promenade, the top of the Leas Lift very close, and the axial link to Bouverie Square, this location could be a much more significant fulcrum in Folkestone's townscape.

Key challenges

- Despite their proximity, the coast and the heritage quarter are very poorly connected
- The War Memorial Statue and remembrance features are under-celebrated by their context and public realm
- Parish Church of St Mary and St Eanswythe and the heritage quarter are not visible in the town

What you've said

- Desire to recognise the Parish Church of St. Mary and St. Eanswythe as one of Folkestone's key assets and site of pilgrimage
- Request for a Conservation Area Appraisal and focused heritage strategy
- Concerns over the impact of evening and night time uses on residents
- The War Memorial is an important feature and must be treated with the utmost respect in any proposals in this area. It should not be relocated



Looking towards the Parish Church of St Mary and St Eanswythe from The Bayle



The Road of Remembrance with inscribed poem by Carol Ann Duffy



Remembrance Statue on West Parade

6.5 ACTIONS: COASTAL AREA & HERITAGE QUARTER

Actions

Mission 1: Celebrate what's great

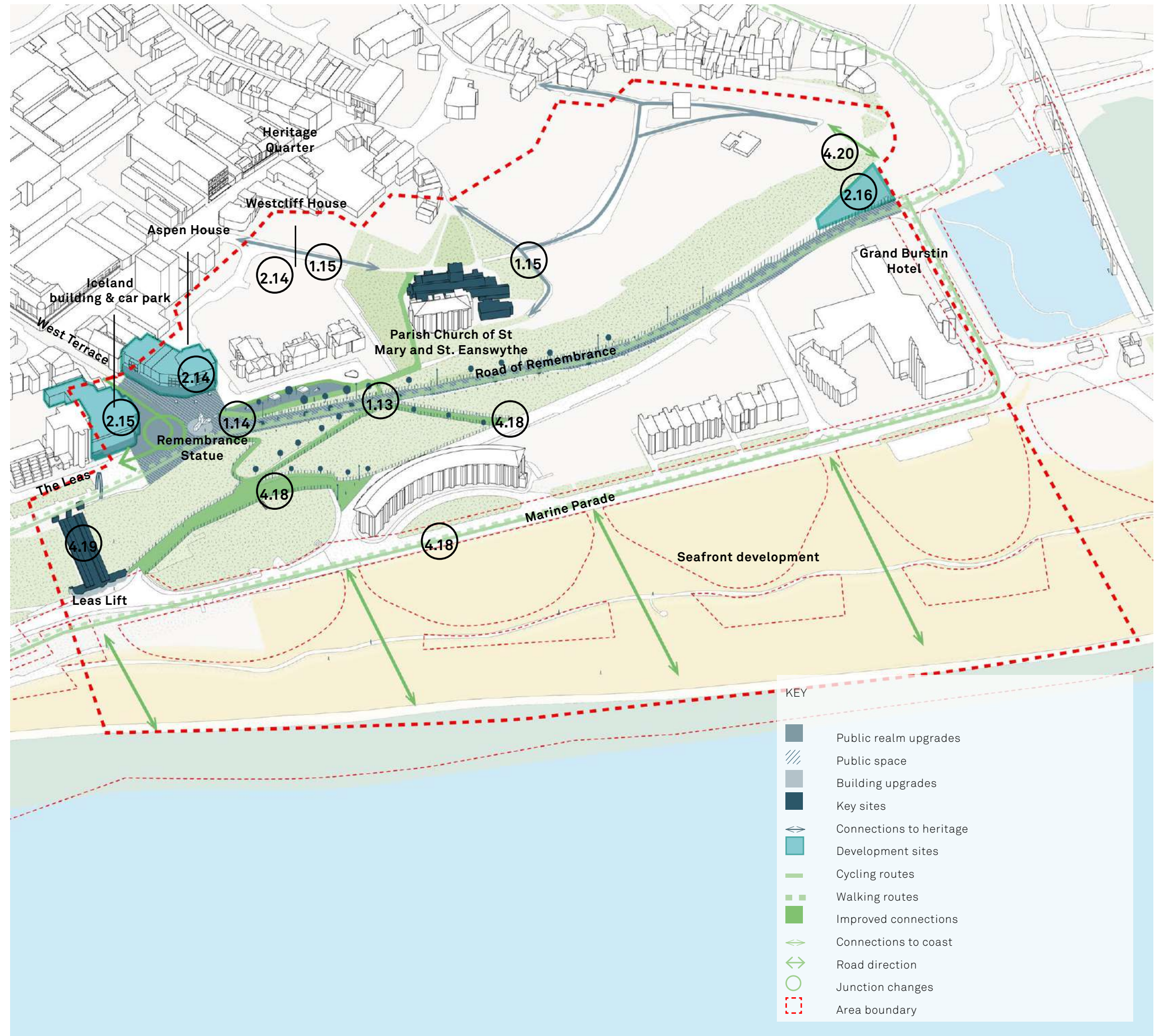
- 1.13 Public realm upgrades to Road of Remembrance
- 1.14 Improvements to area around War Memorial
- 1.15 Improved connections and better visibility of the Parish Church of St. Mary and St. Eanswythe
- 1.16 Heritage renewal in-line with the Heritage Strategy

Mission 2: Town centre for the Future

- 2.14 Aspen House and Westcliff House facade improvements
- 2.15 Future mixed use development opportunity: Iceland site
- 2.16 Explore opportunities for development of car-park site

Mission 4: Moving sustainably

- 4.18 Seamless connection through from the station to the coast and between the coast and Heritage Quarter
- 4.19 Reinststate the Leas Lift
- 4.20 Provide vertical transport system in addition to Leas Lift



6.5 ACTIONS: COASTAL AREA & HERITAGE QUARTER

Coastal area & Heritage Quarter Quarter: War Memorial Statue area design

1.13 Public realm upgrades to Road of Remembrance

- Pedestrianise Road of Remembrance
- Resurface the street to create a space to promenade
- New seating to create places to pause
- Lighting to trees and artworks
- Specific consideration given to gender inclusivity in the design of this public space

1.14 Improvements to area around War Memorial

- Redesign the junction to create a generous public space that celebrates that statue and surrounding vistas

1.15 Improved connections and better visibility of Parish Church of St. Mary and St. Eanswythe

- Redesign West Cliff Gardens to highlight the link to the church
- Consider transport access for visitors

2.14 Aspen House and Westcliff House facade improvements

- Celebrate the architecture to create a suitable frontage onto the new plaza space and Westcliff Gardens

2.15 Future mixed use development opportunity: Iceland site

- Create a more suitable frontage to this important corner

4.18 Seamless connection through from the station to the coast and between the coast and Heritage Quarter

- Improved entrance to the path to the Parish Church of St Mary and St Eanswythe
- Signage and wayfinding
- Improve pathways that link to Marine Parade with new paving, railings, lighting and landscaping
- To be reviewed in-line with seafront development proposals

4.19 Reinststate the Leas Lift



6.5 ACTIONS: COASTAL AREA & HERITAGE QUARTER

War Memorial area design

A new setting is created for the War Memorial; a civic space at the junction of The Leas, The Road of Remembrance, West Parade and the Leas Lift, with views over the sea. The Road of Remembrance becomes a pedestrianised route through a landscaped park, much like the Lower Leas Coastal Park, with upgraded paths linking to the coast and up to the Parish Church of St Mary and St Eanswythe. Upgrades to surrounding buildings and potential redevelopment further activate this important space in the townscape and offer opportunities to respond to the significant local heritage in this area.



6.5

ACTIONS: COASTAL AREA & HERITAGE QUARTER

Iceland building, Aspen House & Westcliff House

In the short term, the Iceland site can be uplifted with improvements to the blank brick wall and by opening up the ground floor onto the roundabout.

Longer-term opportunities include the redevelopment of the podium structure and car park at the rear of the site with opportunities for new residential uses. An extended podium structure accommodates associated car parking and enables the retention of a food retailer on the site.

Upgrades to the lower levels of Aspen House and Westcliff House improve public realm interfaces. Improvements to Pound Way and parking courts creates a more pleasant link between Road of Remembrance and Sandgate Road. Art commissions can enhance the appearance of retained apartment buildings.

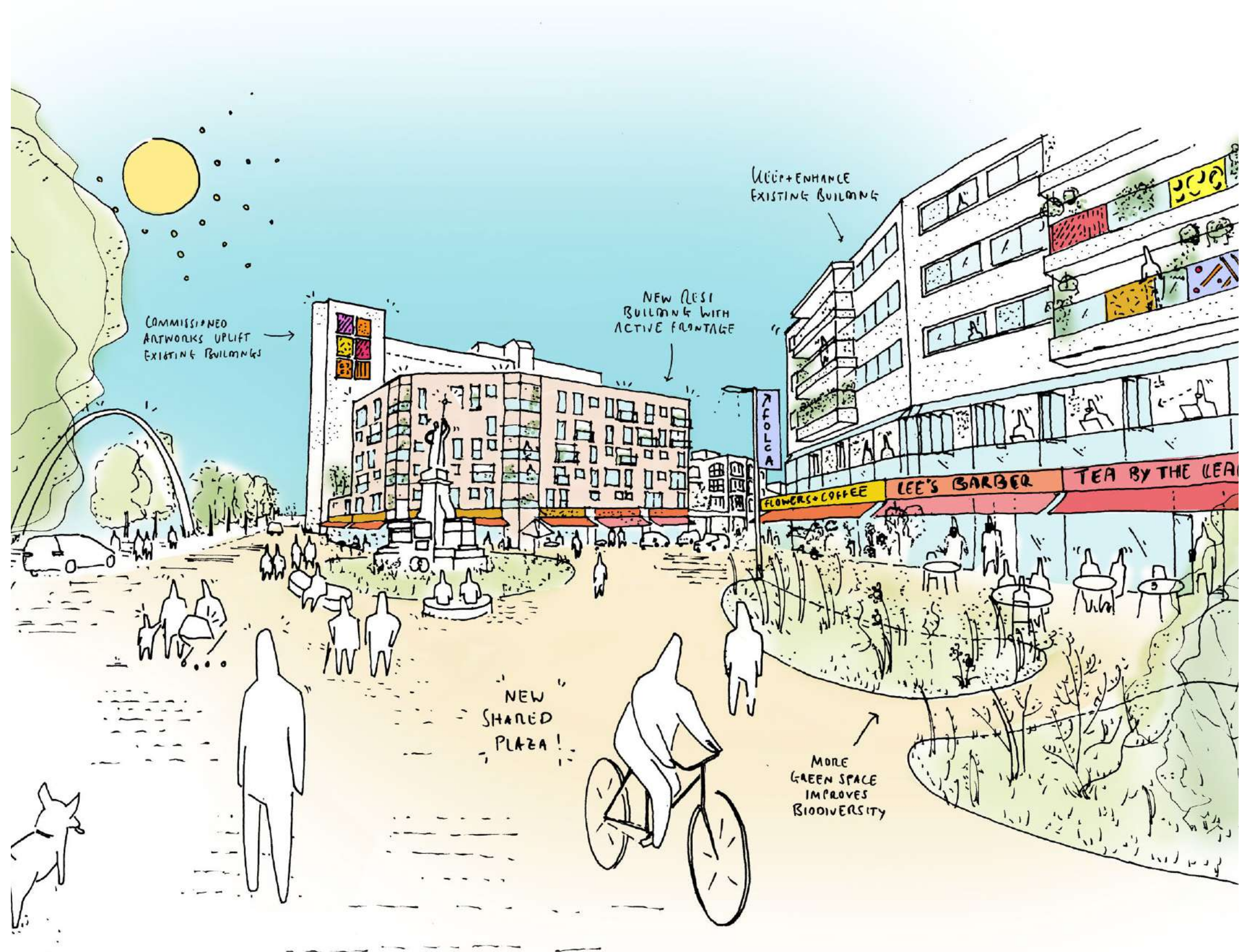


Image credit: Fletcher Priest Architects

6.5

ACTIONS: COASTAL AREA
& HERITAGE QUARTER

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/ promoter	Priority	Estimated Cost
1.13	1. Celebrate what's great	Public realm upgrades to Road of Remembrance	<ul style="list-style-type: none"> — Folkestone residents feel more positive and optimistic about their town — Public realm in the town centre is clean, high quality, inclusive and attractive — Heritage assets are refurbished and open for the public to use — Folkestone has a positive external reputation — Residents, especially deprived residents, are better able to connect with the coast to support their physical and mental health — The route from the town centre to the coast is safe, accessible and welcoming — Residents have good physical and mental health — Key places are connected by active travel 	<ul style="list-style-type: none"> — The Road of Remembrance becomes a pedestrianised route through a landscaped park, much like the Lower Leas Coastal Park, with upgraded paths linking to the coast and up to the Parish Church of St Mary and St Eanswythe 	KCC Highways/ FHDC/ LUF	High	High (£2m+)
1.14	1. Celebrate what's great	Improvements to area around War Memorial	<ul style="list-style-type: none"> — Public realm in the town centre is clean, high quality, inclusive and attractive — Heritage assets are refurbished and open for the public to use — The route from the town centre to the coast is safe, accessible and welcoming 	<ul style="list-style-type: none"> — A new setting is created for the War Memorial; a civic space at the junction of The Leas, The Road of Remembrance, West parade and the Leas Lift, with views over the sea 	KCC Highways/ FHDC/ LUF	High	Medium (£151,000 - £2m)
1.15	1. Celebrate what's great	Improved connections and better visibility of the Parish Church of St. Mary and St. Eanswythe	<ul style="list-style-type: none"> — Public realm in the town centre is clean, high quality, inclusive and attractive — Heritage assets are refurbished and open for the public to use 	<ul style="list-style-type: none"> — Increase visibility and awareness of the Parish Church and its heritage 	FHDC/St. Mary and St. Eanswythe Church	Medium	Medium (£151,000 - £2m)
1.16	1. Celebrate what's great	Heritage renewal in-line with the Heritage Strategy	<ul style="list-style-type: none"> — Heritage assets are refurbished and open for the public to use 	<ul style="list-style-type: none"> — Delivery of ambitions set out in the Heritage Strategy 	FHDC	High	Low (£0 - £150,000)
2.14	2: Town Centre for the Future	Aspen House and Westcliff House facade improvements	<ul style="list-style-type: none"> — Folkestone residents feel more positive and optimistic about their town 	<ul style="list-style-type: none"> — A better setting for the memorial statue 	Landowner/ FHDC	Medium	Medium (£151,000 - £2m)
2.15	2: Town Centre for the Future	Future mixed use development opportunity: Iceland site	<ul style="list-style-type: none"> — The town centre is an attractive and affordable place to live — The town centre offers all social, civic and economic functions that people need day and night 	<ul style="list-style-type: none"> — New homes and active uses that would better frame the new civic space 	Landowner/ FHDC	Medium	High (£2m+)

6.5

ACTIONS: COASTAL AREA & HERITAGE QUARTER

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/ promoter	Priority	Estimated Cost
2.16	2: Town Centre for the Future	Explore opportunities for development of car park site	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre The town centre is an attractive and affordable place to live 	<ul style="list-style-type: none"> Potential new homes and planning gains that could support other actions 	FHDC	Low	High (£2m+)
4.18	4: Moving sustainably	Seamless connection through from the station to the coast and between the coast and Heritage Quarter	<ul style="list-style-type: none"> The route from the town centre to the coast is safe, accessible and welcoming Residents have good physical and mental health Key places are connected by active travel 	<ul style="list-style-type: none"> New pedestrian routes and landscaping that celebrate the cliffs much like the Lower Leas Coastal Park 	FHDC/KCC Highways	Medium	Medium (£151,000 - £2m)
4.19	4: Moving sustainably	Reinstate Leas Lift	<ul style="list-style-type: none"> The route from the town centre to the coast is safe, accessible and welcoming Key places are connected by active travel 	<ul style="list-style-type: none"> A reinstated accessible link that connects the coast to the town centre and mitigates the steep level change 	Folkestone Leas Lift CIC	High	High (£2m+)
4.20	4: Moving sustainably	Provide vertical transport system in addition to Leas Lift	<ul style="list-style-type: none"> The route from the town centre to the coast is safe, accessible and welcoming Key places are connected by active travel 	<ul style="list-style-type: none"> A new accessible link that connects the harbour area to the town centre and mitigates the steep level change 	FHDC/ Development partners	Low	High (£2m+)

6.6

ACTIONS: HARBOUR & SUNNY SANDS

Actions

Actions in the Harbour and Sunny Sands are focussed around making more of the sea and coast, and other assets in the area, including the Harbour Line.

Sunny Sands is a well loved hidden gem in Folkestone. Actions seek to make more of this area for local people as well as visitors, to increase use of the sea, and to access this part of the town. Increased activity will bring opportunities for work and enterprise. Actions also seek to unlock potential of the space and assets around the harbour to improve links to other parts of the town: the Tram Road car park as an arrival space from the Old High Street, The Harbour Line and Tram Road as a new connection for walking, cycling and public transport between neighbourhoods in the east to the coast and town centre.



Image credit: We Made That

6.6

ACTIONS: HARBOUR & SUNNY SANDS

Existing condition

The harbour area is the historical heart of Folkestone, and though it has lost its functional importance in recent years, its social relevance has been revived by recent interventions such as the Harbour Arm, the Rocksalt restaurant and the harbour fountains. It now forms a focus of activity in the town.

To the east of the harbour is Sunny Sands, one of few sandy beaches in the South East and little known beyond local residents. The Stade, which connects the Harbour area to Sunny Sands host a few seafood shacks, public toilets and a kayak rental hut. Beyond that, there are no facilities or commercial outlets around Sunny Sands itself.

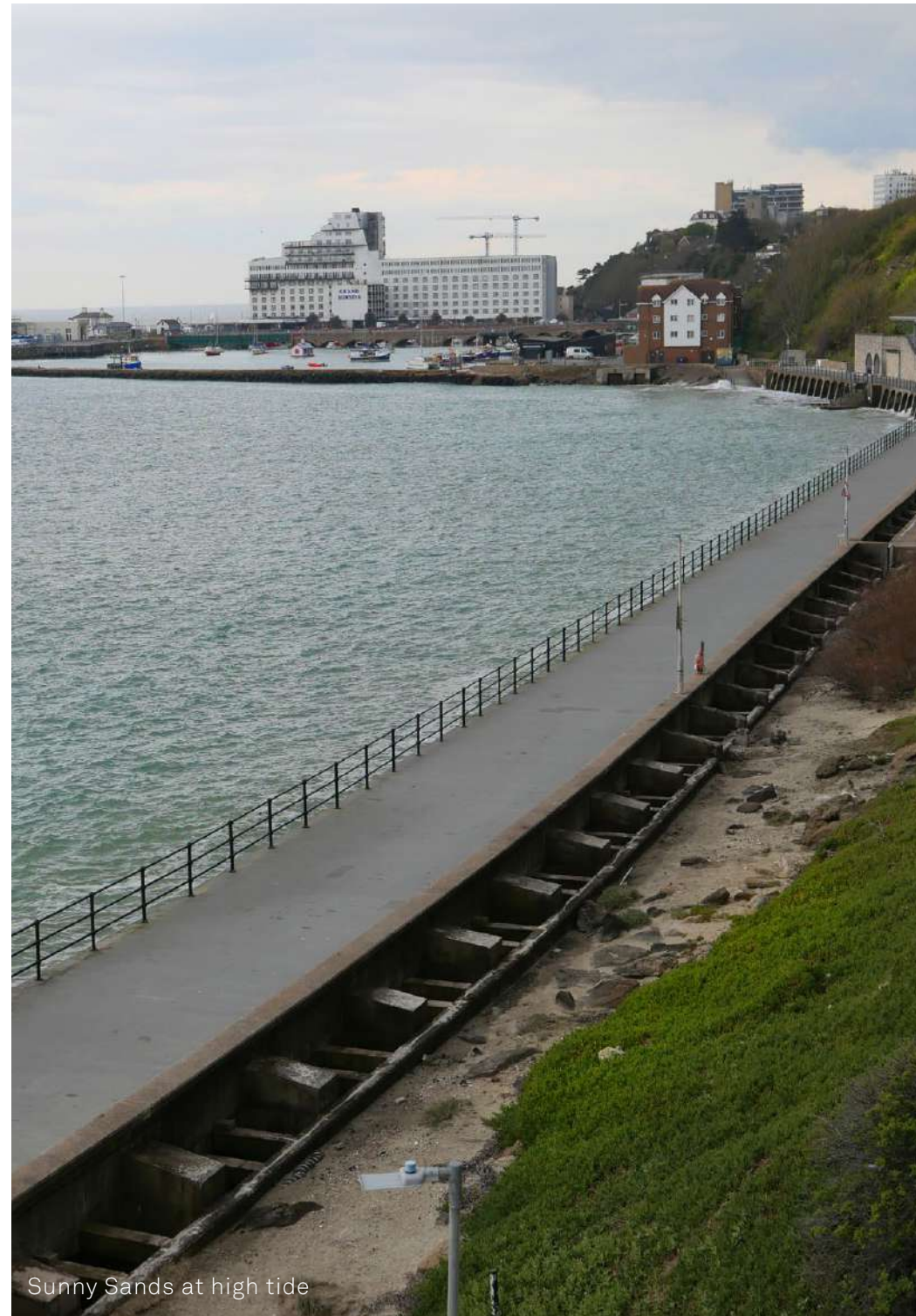
Bisecting the whole area is the Harbour Line, a now disused rail link from the main line to the former ferry terminal. South of The Stade, this has been transformed into a raised landscaped promenade. North of The Stade the railway lies unused and fenced off next to Tram Road, with potential to become something special for East Folkestone.

Key challenges

- Sunny Sands is disconnected and easily overlooked as an asset, both in terms of health and well-being for residents and as a visitor attraction.
- Car parking dominates much of the harbour area,
- The Harbour Line is currently unattractive forms a line of severance through the town

What you've said

- Skills and training for young people is a way of addressing the economic disparities within the town
- The lack of certain facilities such as Changing Place toilets make the area inaccessible to certain groups
- Concerns about further limiting the provision of parking spaces within the town centre
- The transition from the Creative Quarter to the harbour area is important
- Provision of family friendly activities is important



Sunny Sands at high tide



The Stade



The 'Harbour Line' disused railway

6.6

ACTIONS: HARBOUR & SUNNY SANDS

Actions

Mission 1: Celebrate what's great

- 1.17 Public realm upgrades to Harbour Street and exploring options for Tram Road car park to become a key public space with potential for development to activate the space
- 1.18 Seek UNESCO heritage funding for Kent Downs/The Warren

Mission 3: A place for all voices

- 3.3 Expand public toilet and shower offer at Sunny Sands to ensure beach is accessible to all including Changing Places toilets

Mission 4: Moving sustainably

- 4.21 Harbour Line/ Tram Road improvements
- 4.22 Well-being and sports activities supported along the coast (Sunny Sands): water sports, kayaking etc.
- 4.23 Explore feasibility for a tidal pool

Mission 5: Access to opportunity

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



6.6

ACTIONS: HARBOUR & SUNNY SANDS

Harbour Line/Tram Road design

1.17 Public realm upgrades to Harbour Street and exploring options for Tram Road car park to become a key public space potential for development to activate the space

- Explore opportunities to relocate parking provision e.g. to Stoneleigh House site
- Explore development options for part of the site
- Create a unified public space that straddles Harbour Street and Tram Road
- Specific consideration given to gender inclusivity in the design of this public space

4.21 Harbour Line/ Tram Road improvements

- Shared pedestrian and cycle route along the former railway
- Seating, planting and moments for pause and play
- Adjustments to road layout to accommodate buses into East Folkestone
- Design planting and landscaping for biodiversity, sustainable drainage and carbon sequestration
- Specific consideration given to gender inclusivity in the design of this public space



↑ Public welcome: Painted gateway signage on the upper facade of the shops in Croydon
Image credit: Spriestersbach



↑ Pedestrian friendly road junctions, Fridewide Square, Oxford
Image credit: Neville Scrivener



↑ Landscaped walkway, Di Shui Lake Green Belt Linear Park, Shanghai, China
Image credit: Landezine



↑ Moments to pause, The High Line, New York, USA
Image credit: Sarah Mulligan



↑ Heritage highlighting, Altab Ali Park, LB Tower Hamlets
Image credit: Objectif

6.6

ACTIONS: HARBOUR & SUNNY SANDS

Harbour Line/ Tram Road design

The Tram Road car park is currently the space that greets you arriving from the Old High Street into the harbour area. It is a space that is of course dominated by cars and doesn't present a welcoming environment for pedestrians.

The Place Plan follows locally-developed proposals to relocate parking to a more suitable nearby location such as Stoneleigh House on Tram Road. This would free up the car park space to become an important civic space connecting the Old High Street, the harbour area and the start of the Harbour Line. The Harbour line will become an extension of the linear park that has been created at its southern end. The new stretch will accommodate a walking and cycling route connecting neighbourhoods in the east of the town, as well as places to stop and sit or play.



6.6

ACTIONS: HARBOUR & SUNNY SANDS

Sunny Sands design

3.3 Expand public toilet and shower offer at Sunny Sands to ensure beach is accessible to all including Changing Places toilets

- Explore options to improve toilet and shower facilities at Sunny Sands
- Expand the public toilet offer on The Stade to include a Changing Places toilet

4.22 Well-being and sports activities supported along the coast (Sunny Sands): water sports, kayaking etc.

- Promote water sports equipment hire and training
- Consider a new building facility to accommodate equipment
- Encourage family friendly and accessible activities
- Extra provision for lifeguards

4.23 Explore feasibility for a tidal pool

- Explore options for a natural tidal pool

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



6.6

ACTIONS: HARBOUR & SUNNY SANDS

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/ promoter	Priority	Estimated Cost
1.17	1. Celebrate what's great	Public realm upgrades to Harbour Street and exploring options for Tram Road car park to become a key public space potential for development to activate the space	<ul style="list-style-type: none"> — Folkestone residents feel more positive and optimistic about their town — Public realm is clean, high quality, inclusive and attractive 	<ul style="list-style-type: none"> — A new civic space connecting the Old High Street, the harbour area and the start of the Harbour Line 	FHDC	Medium	High (£2m+)
1.18	1. Celebrate what's great	Seek UNESCO heritage funding for Kent Downs/The Warren	<ul style="list-style-type: none"> — Folkestone residents feel more positive and optimistic about their town — Folkestone has a positive external reputation — Heritage assets are refurbished and open for the public to use 	<ul style="list-style-type: none"> — Nearby natural assets are internationally recognised and receive funding to support them 	FHDC/KCC	Low	Low (£0 - £150,000)
3.3	3: A place for all voices	Expand public toilet and shower offer at Sunny Sands to ensure beach is accessible to all including Changing Places toilets	<ul style="list-style-type: none"> — Everyone feels welcome in the town centre 	<ul style="list-style-type: none"> — The harbour area and Sunny Sands become accessible for more people 	FHDC	High	Medium (£151,000 - £2m)
4.21	4. Moving sustainably	Tram Road improvements	<ul style="list-style-type: none"> — The town centre is an attractive place to walk and cycle — Residents have good physical and mental health — Air pollution is reduced, and air quality is improved — Key places are connected by walking and cycling — More people use public transport to get around and fewer use private cars 	<ul style="list-style-type: none"> — A new route for walking and cycling, and improved public transport, connecting to neighbourhoods in the east, as well a new public green space 	Network Rail/ KCC Highways/ FHDC	High	High (£2m+)
4.22	4. Moving sustainably	Wellbeing and sports activities supported along the coast (Sunny Sands): water sports, kayaking etc.	<ul style="list-style-type: none"> — Folkestone residents feel more positive and optimistic about their town — Heritage assets are refurbished and open for the public to use — Residents, especially deprived residents, are better able to connect with the coast to support their physical and mental health 	<ul style="list-style-type: none"> — Sunny Sands becomes a focus for water sports and activities relating to the sea 	Shepway Sports Trust/FHDC	Medium	Low (£0 - £150,000)

6.6

ACTIONS: HARBOUR
& SUNNY SANDS

Actions matrix

Action	Mission	Scope	Impact	Outcomes	Action owner/ promoter	Priority	Estimated Cost
4.23	4. Moving sustainably	Explore feasibility for a tidal pool	— Residents have good physical and mental health	— A new visitor attraction and asset for the town	FHDC/ Environment Agency	High	High (£2m+)
5.9	5: Access to opportunity	Potential for 'summer jobs' for young people alongside recreational offer, as well as training opportunities	<ul style="list-style-type: none"> — Local people are supported to set up businesses in the town centre — Young people see the benefits of living and working in Folkestone and want to stay in the town — Residents have the skills and opportunity to participate in the economy 	— Young people have new opportunities to experience work, for enterprise, and for training	Recreation businesses/ FHDC	Medium	Low (£0 - £150,000)

6.7 OVERVIEW OF ACTIONS

- KEY
- Public realm upgrades
 - Key sites
 - Building upgrades
 - Public space
 - Leisure assets
 - Connections to heritage
 - Development sites
 - Vacant sites
 - Town centre links
 - Community support
 - Community input
 - Well-being activities
 - Cycling routes
 - Walking routes
 - Skating infrastructure
 - Connections to coast
 - Road direction
 - Junction changes
 - Improved connection
 - Access to opportunity
- ■ Study Area Boundary



6.7 OVERVIEW OF ACTIONS

Consolidated actions
matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
1.1	1. Celebrate what's great	Station Arrival	Public realm upgrades and new public spaces	<ul style="list-style-type: none"> Public realm is clean, high quality, inclusive and attractive Folkestone has a positive external reputation Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Welcoming arrival spaces and streets with generous and quality space for pedestrians and safe provision for cyclists 	FHDC / KCC Highways / Network Rail / Southeastern Railways	High	Medium (£151,000 - £2m)
1.2	1. Celebrate what's great	Town Centre Core	Public realm upgrades and new public spaces: Public realm improvements along Sandgate Rd (West)	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Public realm in the town centre is clean, high quality, inclusive and attractive Heritage assets are refurbished and open for the public to use Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> A high street that residents can feel proud of, visitors will want to visit and that anchors the west end of the town centre 	FHDC/ LUF/ FHDC High Street Fund	Medium	Medium (£151,000 - £2m)
1.3	1. Celebrate what's great	Town Centre Core	Public realm improvements and crossings along Shellons Street	<ul style="list-style-type: none"> The town centre is an attractive place to walk and cycle The route from the station to the town centre is safe, accessible and welcoming Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> A generous and welcoming public space marking the entrancing into the town centre through Guildhall Street 	KCC Highways/ FHDC/ LUF	High	High (£2m+)
1.4	1. Celebrate what's great	Town Centre Core	Upgrades to Guildhall Street and improved market offer	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Public realm in the town centre is clean, high quality, inclusive and attractive Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Guildhall Street becomes a thriving high street with a busy food market that supports other uses along the street, to enable delivery of improved and new market offer 	FHDC	Medium	Medium (£151,000 - £2m)
1.5	1. Celebrate what's great	Town Centre Core	Public realm and greening to Sandgate Road & service areas	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Public realm in the town centre is clean, high quality, inclusive and attractive Folkestone has a positive external reputation Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Greenery softens and brings visual interest to the town centre as well as providing sustainable drainage to reduce flooding 	FHDC	High	High (£2m+)

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OVERVIEW OF ACTIONS

Consolidated actions matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/promoter	Priority	Estimated Cost
1.6	1. Celebrate what's great	Town Centre Core	Reinstating Bouverie Square as a key arrival space and focal point	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Folkestone has a positive external reputation Attracts inward investment Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Folkestone Town Centre gains a new green space at its heart that acts as a welcoming arrival space and provides green amenity, play provision and a place to dwell 	Stagecoach/Radnor Estate/FHDC/LUF	High	High (£2m+)
1.7	1. Celebrate what's great	Town Centre Core	'Guildhall Square' as a new civic square	<ul style="list-style-type: none"> Heritage assets are refurbished and open for the public to use Folkestone residents feel more positive and optimistic about their town 	<ul style="list-style-type: none"> The Town Hall, Museum and Cinema gain an improved setting for greater visibility 	FHDC/ FTC	High	Medium (£151,000 - £2m)
1.8	1. Celebrate what's great	Town Centre Core	New Silver Screen/Museum/Town Council signage and activate rear of the Town hall onto Market Place	<ul style="list-style-type: none"> Heritage assets are refurbished and open for the public to use Folkestone residents feel more positive and optimistic about their town 	<ul style="list-style-type: none"> Uses within the Town Hall building gain greater visibility in the town 	FTC	High	Low (£0 - £150,000)
1.9	1. Celebrate what's great	Town Centre Core	External promotion of Folkestone as a place to work and do business	<ul style="list-style-type: none"> Folkestone is known as a good place to work and do business Folkestone has a positive external reputation Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Folkestone's economy develops creating further employment opportunities for local communities 	FHDC/ FHDC Place Brand	High	Low (£0 - £150,000)
1.10	1. Celebrate what's great	Creative Quarter Area	Public realm upgrades: The Cube, F51, and Payers Park	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Public realm in the town centre is clean, high quality, inclusive and attractive Folkestone has a positive external reputation 	<ul style="list-style-type: none"> Important assets are better connected to the town centre and gain better settings and visibility 	Creative Folkestone/FHDC/KCC Highways/LUF	High	High (£2m+)
1.11	1. Celebrate what's great	Creative Quarter Area	Build on and expand social initiatives	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town 	<ul style="list-style-type: none"> Residents have increase access to initiatives 	KCC/FHDC/Shepway Sport Trust	High	Low (£0 - £150,000)
1.12	1. Celebrate what's great	Creative Quarter Area	Public art programmes in the Creative Quarter	<ul style="list-style-type: none"> Folkestone has a positive external reputation 	<ul style="list-style-type: none"> Creating moments of interest through the area and a celebration of local and international talent 	Creative Folkestone/FHDC/Landowners and tenants	Medium	Low (£0 - £150,000)

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OVERVIEW OF ACTIONS

Consolidated actions matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
1.13	1. Celebrate what's great	Coastal Area & Heritage Quarter	Public realm upgrades to Road of Remembrance	<ul style="list-style-type: none"> — Folkestone residents feel more positive and optimistic about their town — Public realm in the town centre is clean, high quality, inclusive and attractive — Heritage assets are refurbished and open for the public to use — Folkestone has a positive external reputation — Residents, especially deprived residents, are better able to connect with the coast to support their physical and mental health — The route from the town centre to the coast is safe, accessible and welcoming — Residents have good physical and mental health — Key places are connected by active travel 	<ul style="list-style-type: none"> — The Road of Remembrance becomes a pedestrianised route through a landscaped park, much like the Lower Leas Coastal Park, with upgraded paths linking to the coast and up to the Parish Church of St Mary and St Eanswythe 	KCC Highways/ FHDC/ LUF	High	High (£2m+)
1.14	1. Celebrate what's great	Coastal Area & Heritage Quarter	Improvements to area around War Memorial	<ul style="list-style-type: none"> — Public realm in the town centre is clean, high quality, inclusive and attractive — Heritage assets are refurbished and open for the public to use — The route from the town centre to the coast is safe, accessible and welcoming 	<ul style="list-style-type: none"> — A new setting is created for the War Memorial; a civic space at the junction of The Leas, The Road of Remembrance, West parade and the Leas Lift, with views over the sea 	KCC Highways/ FHDC/ LUF	High	Medium (£151,000 - £2m)
1.15	1. Celebrate what's great	Coastal Area & Heritage Quarter	Improved connections and better visibility of the Parish Church of St. Mary and St. Eanswythe	<ul style="list-style-type: none"> — Public realm in the town centre is clean, high quality, inclusive and attractive — Heritage assets are refurbished and open for the public to use 	<ul style="list-style-type: none"> — Increase visibility and awareness of the Parish Church and its heritage 	FHDC/St. Mary and St. Eanswythe Church	Medium	Medium (£151,000 - £2m)
1.16	1. Celebrate what's great	Coastal Area & Heritage Quarter	Heritage renewal in-line with the Heritage Strategy	<ul style="list-style-type: none"> — Heritage assets are refurbished and open for the public to use 	<ul style="list-style-type: none"> — Delivery of ambitions set out in the Heritage Strategy 	FHDC	High	Low (£0 - £150,000)
1.17	1. Celebrate what's great	Harbour & Sunny Sands	Public realm upgrades to Harbour Street and exploring options for Tram Road car park to become a key public space potential for development to activate the space	<ul style="list-style-type: none"> — Folkestone residents feel more positive and optimistic about their town — Public realm is clean, high quality, inclusive and attractive 	<ul style="list-style-type: none"> — A new civic space connecting the Old High Street, the harbour area and the start of the Harbour Line 	FHDC	Medium	High (£2m+)

6.7 OVERVIEW OF ACTIONS

Consolidated actions
matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
1.18	1. Celebrate what's great	Harbour & Sunny Sands	Seek UNESCO heritage funding for Kent Downs/The Warren	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Folkestone has a positive external reputation Heritage assets are refurbished and open for the public to use 	<ul style="list-style-type: none"> Nearby natural assets are internationally recognised and receive funding to support them 	FHDC/KCC	Low	Low (£0 - £150,000)
2.1	2: Town Centre for the Future	Sandgate Road (West)	Testing new uses within units along Sandgate Road (West)	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre New behaviours and practices piloted in the town which can be scaled in the future The town centre offers all social, civic and economic functions that people need day and night will help drive inward investment and attract new development 	<ul style="list-style-type: none"> A town centre that is resilient to change 	FIRRG/ Private landlords and enterprises/ FHDC	High	Low (£0 - £150,000)
2.2	2: Town Centre for the Future	Sandgate Road (West)	Future mixed-use development opportunity: Sainsbury's site	<ul style="list-style-type: none"> The town centre is an attractive and affordable place to live Ensuring net zero emissions on delivery The town centre offers all social, civic and economic functions that people need day and night Potential development opportunity for inward investment 	<ul style="list-style-type: none"> A supermarket or commercial uses that are better integrated into the town centre, with additional homes to bring further footfall to the high street 	Sainsburys/ site freeholder	Low	High (£2m+)
2.3	2: Town Centre for the Future	Sandgate Road (West)	Populate vacant retail units	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre New behaviours and practices piloted in the town which can be scaled in the future Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> A lively town centre with diverse uses and activity 	FHDC/private landlords & enterprises	High	Low (£0 - £150,000)

6.7 OVERVIEW OF ACTIONS

Consolidated actions
matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
2.4	2: Town Centre for the Future	Town Centre Core	'Town Lab': Folkestone Town Centre as a 'lab' to test new uses, experiment and try new ideas	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre New behaviours and practices piloted in the town which can be scaled in the future The town centre offers all social, civic and economic functions that people need day and night Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Town centre uses diversify beyond retail creating a new function and purpose for the high street and new uses for vacant sites 	FHDC and landlords	High	Low (£0 - £150,000)
2.5	2: Town Centre for the Future	Town Centre Core	Relocate FHDC Customer Access Point into Town Centre	<ul style="list-style-type: none"> New behaviours and practices piloted in the town which can be scaled in the future The town centre offers all social, civic and economic functions that people need day and night 	<ul style="list-style-type: none"> The local authority has a presence the heart of the town, occupying potentially vacant space and bringing footfall to the high street 	FHDC	High	Medium (£151,000 - £2m)
2.6	2: Town Centre for the Future	Town Centre Core	Create/combine/scale a single business network	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre New behaviours and practices piloted in the town which can be scaled in the future 	<ul style="list-style-type: none"> Existing networks come together to collaborate and develop a shared approach to developing the economy of Folkestone Town Centre 	FHDC/Creative Folkestone/ FIRR/ local businesses	Low	Low (£0 - £150,000)
2.7	2: Town Centre for the Future	Town Centre Core	FOLCA building re-imagined	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Folkestone is known as a good place to work and do business Heritage assets are refurbished and open for the public to use Ensuring net zero carbon emissions on delivery Folkestone has a positive external reputation Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> A cluster of new uses anchors the western end of the pedestrianised high street in a well-loved building 	FHDC/ Developers	High	High (£2m+)

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Consolidated actions
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Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
2.8	2: Town Centre for the Future	Town Centre Core	Future mixed use development opportunity: Saga Building & NCP Car Park	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre Ensuring net zero carbon emissions on delivery New behaviours and practices piloted in the town which can be scaled in the future Inward investment and development opportunity will help bring forward other initiatives (action 4.10) 	<ul style="list-style-type: none"> Remodelled or refurbished buildings bring new uses and create active frontages onto Middelburg Square alongside a reconfigured roads 	Landowners/ developers	Short	High (£2m+)
2.9	2: Town Centre for the Future	Town Centre Core	Future mixed-use development opportunity: Post Office buildings & Store 21	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre ensuring net zero emissions New behaviours and practices piloted in the town which can be scaled in the future Will help drive further inward investment and attract new development 	<ul style="list-style-type: none"> New uses activate Bouverie Square and Bouverie Place and bring footfall to the town centre 	Post Office/ commercial Landlord	Long	High (£2m+)
2.10	2: Town Centre for the Future	Town Centre Core	Future mixed-use development opportunity: Larger retail units	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre Will help drive further inward investment and attract new development 	<ul style="list-style-type: none"> Town centre uses diversify beyond retail creating a new function and purpose for the high street and new uses for vacant sites 	Commercial landlords	Medium	Medium (£151,000 - £2m)
2.11	2: Town Centre for the Future	Creative Quarter Area	Future mixed-use development opportunity: LIDL site	<ul style="list-style-type: none"> An opportunity for development and inward investment The town centre is an attractive and affordable place to live The town centre offers all social, civic and economic functions that people need day and night Ensuring net zero carbon emissions on delivery 	<ul style="list-style-type: none"> New homes and better integration into the town centre 	Landowner/ FHDC	Low	High (£2m+)

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Consolidated actions
matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
2.12	2: Town Centre for the Future	Creative Quarter Area	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	<ul style="list-style-type: none"> The town centre offers all social, civic and economic functions that people need day and night 	<ul style="list-style-type: none"> The town centre becomes activated into the evening and perceptions of safety are improved 	FHDC	High	Low (£0 - £150,000)
2.13	2: Town Centre for the Future	Creative Quarter Area	Hub of potential uses around Payers Park	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre The town centre offers all social, civic and economic functions that people need day and night 	<ul style="list-style-type: none"> Payers Park becomes better used and perceptions of safety are improved 	Creative Folkestone/ FHDC/ freeholders of adjacent businesses	High	Medium (£151,000 - £2m)
2.14	2: Town Centre for the Future	Coastal Area & Heritage Quarter	Aspen House and Westcliff House facade improvements	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town 	<ul style="list-style-type: none"> A better setting for the memorial statue 	Landowner/ FHDC	Medium	Medium (£151,000 - £2m)
2.15	2: Town Centre for the Future	Coastal Area & Heritage Quarter	Future mixed use development opportunity: Iceland site	<ul style="list-style-type: none"> The town centre is an attractive and affordable place to live The town centre offers all social, civic and economic functions that people need day and night 	<ul style="list-style-type: none"> New homes and active uses that would better frame the new civic space 	Landowner/ FHDC	Medium	High (£2m+)
2.16	2: Town Centre for the Future	Coastal Area & Heritage Quarter	Explore opportunities for development of car park site	<ul style="list-style-type: none"> Folkestone has diverse spaces which enable businesses to stay and grow in the town centre The town centre is an attractive and affordable place to live 	<ul style="list-style-type: none"> Potential new homes and planning gains that could support other actions 	FHDC	Low	High (£2m+)
3.1	3. A place for all voices	Sandgate Road (West)	Community involvement in choosing/testing uses	<ul style="list-style-type: none"> Residents actively participate in the town centre and are involved in improving it Residents have a sense of stewardship and belonging to their town There is greater trust between local people and the council Everyone feels welcome in the town centre 	<ul style="list-style-type: none"> An engaged local population and a town centre with uses that serve the needs of residents 	FHDC	High	Low (£0 - £150,000)

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OVERVIEW OF ACTIONS

Consolidated actions matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
3.2	3: A place for all voices	Creative Quarter Area	Support Shepway Youth Hub with larger spaces	<ul style="list-style-type: none"> Residents actively participate in the town centre and are involved in improving it Residents have a sense of stewardship and belonging to their town Communities are socially integrated and support each other There is greater trust between local people and the council 	<ul style="list-style-type: none"> Young people have more space to learn, play, spend time and meet other people 	KCC	Medium	Medium (£151,000 - £2m)
3.3	3: A place for all voices	Harbour & Sunny Sands	Expand public toilet and shower offer at Sunny Sands to ensure beach is accessible to all including Changing Places toilets	<ul style="list-style-type: none"> Everyone feels welcome in the town centre 	<ul style="list-style-type: none"> The harbour area and Sunny Sands become accessible for more people 	FHDC	High	Medium (£151,000 - £2m)
4.1	4. Moving sustainably	Station Arrival	Mobility hub alongside train station: Potential to include cycle hire/ electric cycles	<ul style="list-style-type: none"> Key places are connected by active travel More people use public transport to get around and fewer use private cars Residents have good physical and mental health 	<ul style="list-style-type: none"> Provision for sustainable transport and mobility options at the interchange from the station 	Network Rail / Southeastern Railways/ KCC Highways / FHDC / Levelling Up Fund (LUF)	High	Medium (£151,000 - £2m)
4.2	4. Moving sustainably	Station Arrival	Overhaul of the legacy highway system: Cheriton Gardens and Cheriton Road, redesign of junction to enable all directions of travel from this point	<ul style="list-style-type: none"> The route from the station to the town centre is safe, accessible and welcoming Air pollution is reduced, and air quality is improved Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Improved streets, that are easier to navigate for all modes of travel, with slower traffic speeds, and improved space for pedestrians and cyclists 	KCC Highways/ FHDC / Stagecoach/ LUF	High	High (£2m+)
4.3	4. Moving sustainably	Station Arrival	Wayfinding and enhancing the cycling and walking experience: Cheriton Road, Cheriton Gardens and Castle Hill Avenue	<ul style="list-style-type: none"> Key places are connected by active travel 	<ul style="list-style-type: none"> Greening, tree planting, seating and wayfinding interventions as well as cycle parking and cycle lanes where possible and useful 	KCC Highways/ FHDC/ LUF	High	Medium (£151,000 - £2m)

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OVERVIEW OF ACTIONS

Consolidated actions matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
4.4	4. Moving sustainably	Station Arrival	New and improved routes: Broadmead Road and through Ship Street site (this could include provision for skateboarding)	<ul style="list-style-type: none"> Residents have good physical and mental health The route from the station to the town centre to the coast is safe, accessible and welcoming Key places are connected by active travel 	<ul style="list-style-type: none"> A new route to the harbour area and F51 that takes in the viaduct and any new development at Ship Street 	KCC Highways/ FHDC / Shepway Sports Trust and F51	Low	Low (£0 - £150,000)
4.5	4. Moving sustainably	Station Arrival	Work with other organisations, such as Cycling UK and Cycle Shepway, to support and encourage sustainable and active travel	<ul style="list-style-type: none"> Residents have good physical and mental health Air pollution is reduced, and air quality is improved More people use active travel to get around and fewer use private cars 	<ul style="list-style-type: none"> Initiatives to encourage residents to cycle 	FHDC / Cycling UK / Cycle Shepway/ KCC Highways	Medium	Low (£0 - £150,000)
4.6	4. Moving sustainably	Station Arrival	Explore options for a bus link into the town centre which could form part of a Park and Ride scheme	<ul style="list-style-type: none"> The route from the station to the town centre to the coast is safe, accessible and welcoming More people use public transport to get around and fewer use private cars Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> A bus link that both connects the train station to the town centre and reduces demand for cars parking 	Stagecoach / FHDC/ KCC Highways	High	Low (£0 - £150,000)
4.7	4. Moving sustainably	Sandgate Road (West)	Seamless connection through from the station to the coast: around Leas Cliff Hall	<ul style="list-style-type: none"> Residents have good physical and mental health The route from the town centre to the coast is safe, accessible and welcoming Key places are connected by active travel Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> An accessible pedestrian route from the town centre to the coast 	KCC Highways/ FHDC / Leas Cliff Hall	Medium	Medium (£151,000 - £2m)
4.8	4. Moving sustainably	Sandgate Road (West)	One-way east-bound traffic flow	<ul style="list-style-type: none"> The town centre in an attractive place to walk 	<ul style="list-style-type: none"> Increased pedestrian space and less vehicle traffic 	KCC highways/ FHDC/ LUF	Low	Medium (£151,000 - £2m)
4.9	4. Moving sustainably	Sandgate Road (West)	Improved cycle parking provision	<ul style="list-style-type: none"> The town centre is an attractive place to cycle 	<ul style="list-style-type: none"> Cycle parking hoops at useful and visible locations that encourage people to cycle 	FHDC/ KCC Highways	High	Low (£0 - £150,000)

6.7 OVERVIEW OF ACTIONS

Consolidated actions
matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
4.10	4. Moving sustainably	Town Centre Core	Improved gateway to the town centre including a new bus station layout	<ul style="list-style-type: none"> Key places are connected by active travel More people use public transport to get around and fewer use private cars Air pollution is reduced, and air quality is improved Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> Streets at the northern edge of the town centre become welcoming for pedestrians and cyclist and an improved transport hub frees up Bouverie Square to become a new green space for the town centre 	KCC Highways/ FHDC/ Stagecoach/ LUF	High	High (£2m+)
4.11	4. Moving sustainably	Town Centre Core	Parking review	<ul style="list-style-type: none"> The town centre is an attractive place to walk and cycle 	<ul style="list-style-type: none"> Parking spaces can be consolidated to a small number of central locations that reduce car usage in town centre streets. 	FHDC	Short	Low (£0 - £150,000)
4.12	4. Moving sustainably	Town Centre Core	'Mobility Hub' with cycle hire & storage	<ul style="list-style-type: none"> More people use public transport and active travel modes to get around and fewer use private cars 	<ul style="list-style-type: none"> More options for active and sustainable travel are made available to residents and visitors 	FHDC/NCP/ Cycling UK	High	Medium (£151,000 - £2m)
4.13	4. Moving sustainably	Town Centre Core	Explore options to integrate cycling and skateboarding in the Town Centre	<ul style="list-style-type: none"> Residents have good physical and mental health 	<ul style="list-style-type: none"> Folkestone becomes known for its distinct skateboarding offer drawing in visitors and investment 	KCC Highways/ FHDC/Shepway Sports Trust	Medium	Medium (£151,000 - £2m)
4.14	4. Moving sustainably	Creative Quarter Area	Localised improvement of lanes and paths in historic core	<ul style="list-style-type: none"> The town centre is an attractive place to walk and cycle Residents have good physical and mental health Key places are connected by active travel 	<ul style="list-style-type: none"> Increased visibility and accessibility to the historic part of the town 	KCC Highways/ FHDC	Medium	Medium (£151,000 - £2m)
4.15	4. Moving sustainably	Creative Quarter Area	Redesign of road layout to improve all modes of travel and movement	<ul style="list-style-type: none"> The town centre is an attractive place to walk and cycle Key places are connected by active travel Air pollution is reduced, and air quality is improved 	<ul style="list-style-type: none"> The road network is easier to navigate for all modes of movement, and space is freed up for improved pedestrian space and cycling 	Creative Folkestone/ FHDC/ KCC highways/ LUF	High	High (£2m+)
4.16	4. Moving sustainably	Creative Quarter Area	Embracing of future transport technologies: 'on demand' public transport for off-peak times to support evening and night time uses	<ul style="list-style-type: none"> The town centre is accessible throughout the day and night More people use public transport to get around and fewer use private cars 	<ul style="list-style-type: none"> Residents and visitors have better access to the town centre throughout the day and evening 	Stagecoach/ FHDC	Medium	High (£2m+)

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Consolidated actions
matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
4.17	4. Moving sustainably	Creative Quarter Area	Promote 'leisure loop' and other active routes as circuits around wider area	<ul style="list-style-type: none"> — The town centre is an attractive place to walk and cycle — Key places are connected by active travel 	<ul style="list-style-type: none"> — Increased awareness of Folkestone's many assets 	Folkestone Town Council/ Folkestone Museum/ FHDC/Creative Folkestone	High	Low (£0 - £150,000)
4.18	4: Moving sustainably	Coastal Area & Heritage Quarter	Seamless connection through from the station to the coast and between the coast and Heritage Quarter	<ul style="list-style-type: none"> — The route from the town centre to the coast is safe, accessible and welcoming — Residents have good physical and mental health — Key places are connected by active travel 	<ul style="list-style-type: none"> — New pedestrian routes and landscaping that celebrate the cliffs much like the Lower Lease Coastal Park 	FHDC/KCC Highways	Medium	Medium (£151,000 - £2m)
4.19	4: Moving sustainably	Coastal Area & Heritage Quarter	Reinstate Leas Lift	<ul style="list-style-type: none"> — The route from the town centre to the coast is safe, accessible and welcoming — Key places are connected by active travel 	<ul style="list-style-type: none"> — A reinstated accessible link that connects the coast to the town centre and mitigates the steep level change 	Folkestone Leas Lift CIC	High	High (£2m+)
4.20	4: Moving sustainably	Coastal Area & Heritage Quarter	Provide vertical transport system in addition to Leas Lift	<ul style="list-style-type: none"> — The route from the town centre to the coast is safe, accessible and welcoming — Key places are connected by active travel 	<ul style="list-style-type: none"> — A new accessible link that connects the harbour area to the town centre and mitigates the steep level change 	FHDC/ Development partners	Low	High (£2m+)
4.21	4. Moving sustainably	Harbour & Sunny Sands	Tram Road improvements	<ul style="list-style-type: none"> — The town centre is an attractive place to walk and cycle — Residents have good physical and mental health — Air pollution is reduced, and air quality is improved — Key places are connected by walking and cycling — More people use public transport to get around and fewer use private cars 	<ul style="list-style-type: none"> — A new route for walking and cycling, and improved public transport, connecting to neighbourhoods in the east, as well a new public green space 	Network Rail/ KCC Highways/ FHDC	High	High (£2m+)

6.7 OVERVIEW OF ACTIONS

Consolidated actions
matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
4.22	4. Moving sustainably	Harbour & Sunny Sands	Wellbeing and sports activities supported along the coast (Sunny Sands): water sports, kayaking etc.	<ul style="list-style-type: none"> Folkestone residents feel more positive and optimistic about their town Heritage assets are refurbished and open for the public to use Residents, especially deprived residents, are better able to connect with the coast to support their physical and mental health 	<ul style="list-style-type: none"> Sunny Sands becomes a focus for water sports and activities relating to the sea 	Shepway Sports Trust/FHDC	Medium	Low (£0 - £150,000)
4.23	4. Moving sustainably	Harbour & Sunny Sands	Explore feasibility for a tidal pool	<ul style="list-style-type: none"> Residents have good physical and mental health 	<ul style="list-style-type: none"> A new visitor attraction and asset for the town 	FHDC/ Environment Agency	High	High (£2m+)
5.1	5: Access to opportunity	Sandgate Road (West)	Encourage local businesses to set up training programmes to develop business sectors	<ul style="list-style-type: none"> Residents have the skills and opportunity to participate in the economy Local people are supported to set up businesses in the town centre Young people see the benefits of living and working in Folkestone and want to stay in the town 	<ul style="list-style-type: none"> A strengthened local economy with greater employment opportunities 	FIRRG/ Local businesses/ Community Led Local Development funding (CLLD)	High	Low (£0 - £150,000)
5.2	5: Access to opportunity	Sandgate Road (West)	Enterprise facilitation and participation programmes with deprived communities	<ul style="list-style-type: none"> Residents have the skills and opportunity to participate in the economy The Council leads by example on social value 	<ul style="list-style-type: none"> Greater aspiration within all parts of the community 	FHDC/ CLLD	High	Low (£0 - £150,000)
5.3	5: Access to opportunity	Town Centre Core	Skills hub: work with educational institutions & businesses	<ul style="list-style-type: none"> Residents have the skills and opportunity to participate in the economy The Council leads by example on social value Young people see the benefits of living and working in Folkestone and want to stay in the town 	<ul style="list-style-type: none"> Greater aspiration within all parts of the community 	FHDC/ Folkestone College/The Cube	Long	Low (£0 - £150,000)

6.7 OVERVIEW OF ACTIONS

Consolidated actions
matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
5.4	5: Access to opportunity	Town Centre Core	Create a Town Centre business launchpad programme	<ul style="list-style-type: none"> — Local people are supported to set up businesses in the town centre — Local businesses can access contracts and opportunities in the town — Will help drive inward investment and attract new development 	<ul style="list-style-type: none"> — A strengthened local economy with greater employment opportunities 	FTC/FHDC	Medium	Low (£0 - £150,000)
5.5	5: Access to opportunity	Town Centre Core	Explore opportunities for more diverse community ownership of local assets	<ul style="list-style-type: none"> — Residents have the opportunity to participate in the economy — Local people are supported to set up businesses in the town centre — The Council leads by example on social value 	<ul style="list-style-type: none"> — Greater aspiration within all parts of the community 	Local communities/ FTC/FHDC	Low	Low (£0 - £150,000)
5.6	5: Access to opportunity	Town Centre Core	Review free WiFi and digital provision	<ul style="list-style-type: none"> — Residents have the opportunity to participate in the economy — The Council leads by example on social value 	<ul style="list-style-type: none"> — Folkestone's outward reputation as a forward thinking place to live, work and do business improves 	FTC/FHDC/KCC	Medium	Low (£0 - £150,000)
5.7	5: Access to opportunity	Creative Quarter Area	Expand on the offer of The Cube adult education centre and Grace Hill Library	<ul style="list-style-type: none"> — Residents have the skills and opportunity to participate in the economy — Local people are supported to set up businesses in the town centre — The Council leads by example on social value 	<ul style="list-style-type: none"> — Increased access to these valuable social and educational services and increase use of Grace Hill Library 	Kent Adult Education	Medium	Low (£0 - £150,000)
5.8	5: Access to opportunity	Creative Quarter Area	Continuation of the Folkestone Community Works programme	<ul style="list-style-type: none"> — Residents have the skills and opportunity to participate in the economy — Local people are supported to set up businesses in the town centre — The Council leads by example on social value — Local businesses can access contracts and opportunities in the town — Young people see the benefits of living and working in Folkestone and want to stay in the town 	<ul style="list-style-type: none"> — Helping people into work, supporting local businesses including provision of business space, improve access to services for businesses and residents 	FHDC	High	Low (£0 - £150,000)

6.7 OVERVIEW OF ACTIONS

Consolidated actions
matrix

Action	Mission	Action area	Scope	Impacts	Outcomes	Action owner/ promoter	Priority	Estimated Cost
5.9	5: Access to opportunity	Harbour & Sunny Sands	Potential for 'summer jobs' for young people alongside recreational offer, as well as training opportunities	<ul style="list-style-type: none"> Local people are supported to set up businesses in the town centre Young people see the benefits of living and working in Folkestone and want to stay in the town Residents have the skills and opportunity to participate in the economy 	<ul style="list-style-type: none"> Young people have new opportunities to experience work, for enterprise, and for training 	Recreation businesses/ FHDC	Medium	Low (£0 - £150,000)
6.1	6: Deliver sustainable quality	Town Centre Core	Reviews of Town Centre housing policy and licensing to address poor quality housing	<ul style="list-style-type: none"> New and existing homes in the town centre are safe and high quality 	<ul style="list-style-type: none"> Low quality housing is eradicated and social well-being is increased 	FHDC	Medium	Low (£0 - £150,000)
6.2	6: Deliver sustainable quality	Town Centre Core	Market improvement programme	<ul style="list-style-type: none"> Council works collaboratively with partners to deliver on the place plan and attract investment Activates pedestrianised space for general market and artisan/seasonal markets 	<ul style="list-style-type: none"> Footfall and spend at markets in the town centre increases benefiting other business and activating the town centre, and high quality market offer will support additional traders to town centre 	FTC/FHDC	High	Low (£0 - £150,000)
6.3	6: Deliver sustainable quality	Town Centre Core	Place Plan developed to become adopted planning policy	<ul style="list-style-type: none"> All new developments in the town centre are sustainable and high quality Ensuring design is net zero – reusing assets and property where possible Heritage assets are refurbished and open for the public to use 	<ul style="list-style-type: none"> The Place Plan has increased status to help officers influence change in the town centre 	FHDC	Medium	Low (£0 - £150,000)
6.4	6: Deliver sustainable quality	Town Centre Core	Town Centre design review panel, including community representatives	<ul style="list-style-type: none"> All new developments in the town centre are sustainable and high quality New and existing homes in the town centre are safe and high quality Local people have influence in future developments Council works collaboratively with partners to deliver on the place plan and attract investment Ensuring design is net zero – reusing assets and property where possible 	<ul style="list-style-type: none"> Increased collaboration on development in the town centre by experts and the local community 	FHDC	Medium	Low (£0 - £150,000)

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Image credit: We Made That

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Phasing

The Place Plan will be used to guide future public sector investment and action in Folkestone town centre, and may be used to develop emerging planning policy and guidance. The Place Plan will also be used to encourage future investment as potential investors are engaged. Outputs will also enable public bodies, private landowners and the wider community to progress with clear delivery and implementation plans in the knowledge that they can contribute to the Missions set out here.

Necessarily, the Place Plan proposals are currently presented as high level concepts. Prior to delivery, definition will need be added through a number of onwards steps and further studies.

The Place Plan provides an opportunity to think holistically about 'place' and the type of outcomes which can be achieved within Folkestone town centre. Much of this can be achieved through the delivery of physical actions; improving public realm, active travel and enabling exciting things to happen in the town's buildings. The Place Plan is, however, also an opportunity to think about fundamentals of how people interact with a place, the sense of ownership people have of their town centre and the quality of experience they have when they are there. Getting this right will help to embed the physical interventions proposed within the Place Plan and will ultimately support better economic, social, and commercial outcomes.

Funding

In the face of limited resources, funding will need to be sought from a variety of sources. This may involve investment from Community Infrastructure Levy (CIL), Section 106 or similar development-related funding, Folkestone and Hythe District Council, Kent County Council and other potential funding streams.

Private developers, local businesses and charities will also have key role in positively contributing to the town centre. A number of opportunity sites have been explored through development options for key sites within the Place Plan, many of which are privately-owned.

It will also be necessary to target a range of external funding opportunities including, but not limited to; central government funds, cultural grants, heritage and conservation funds, biodiversity and community funding, and other crowdfunding initiatives. At the time of writing (summer 2021), the Levelling Up Fund is supporting investment in town centres, active travel and cultural infrastructure, all of which would be relevant to the aims of the Place Plan. Future funding streams may also emerge, and the existence of the Place Plan will allow swift action to secure funding support.

Enabling change

Addressing challenges of participation, civic pride and psychological ownership takes time. Testing uses, enabling assets and capacity building provides the basis for incremental change and, ultimately, greater impact and retention of benefits within Folkestone.

The Place Plan aims to provide everyone with opportunities to contribute to making and remaking Folkestone town centre by coming together to develop common spaces and shared resources. This Place Plan recognises that community and civil society groups are full of great ideas and are well-placed to propose sustainable solutions to local challenges or opportunities. The missions and actions set out aim to support innovative community- or citizen-led projects that build local resilience.

Potential actions are not limited to just those shown here. Further ideas that support the missions are welcomed.

The steps to enabling change will also require good governance. An independent structure, rooted in local stewardship, would align closely with the government's emerging proposals around 'A Right to Regenerate'. Such an approach could also be accompanied by capital investment in cultural, transport and urban regeneration themes of the Levelling Up Fund, balancing early capital investment with longer term approaches to ownership to better embed the impact of the fund.

A number of more detailed appendices have been produced as an initial step to support future changes.

Embedding Sustainability

The Place Plan identifies multiple opportunities to improve Folkestone town centre's overall environmental performance. This includes:

- Reducing emissions from the construction and operation of buildings on identified development sites
- Promoting waste reduction, reuse and recycling, particularly under Mission 2: Town Centre for the Future
- Reducing water consumption in new developments and in green space maintenance
- Improving resilience to the effects of climate change, for example, through introducing Sustainable Urban Drainage and mitigating the effects of hotter weather in building designs
- Promoting conservation and wildlife, for example, through adding greenery and improving biodiversity
- Promoting sustainable growth and green jobs

Whilst these opportunities exist, the onwards development of the Place Plan into adopted policy, with specific environmental performance standards and the ability to make requirements of development in the town centre is considered to be the most effective way of pursuing the aims of Mission 6: Deliver Sustainable Quality. This will allow further articulation and interrogation of the local desire to exceed national-level environmental policy, which is beyond the scope of the current Place Plan commission.

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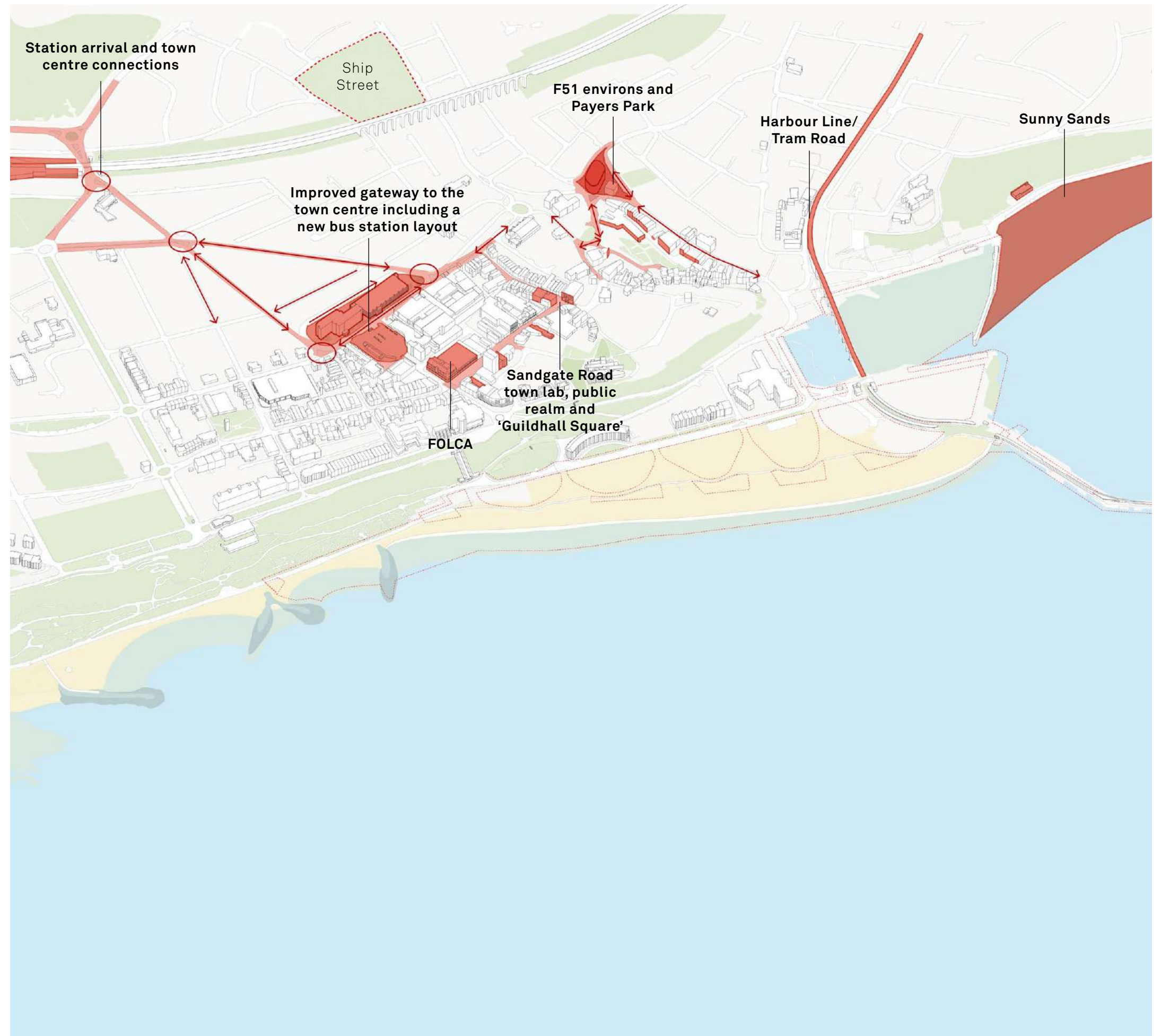
Priority actions

Through the process of developing the Place Plan, seven priority actions have been identified and foregrounded here. Each brings together a number of specific actions from the Place Plan. It also includes a number of relationships to adaptive re-use or longer-term intensification and redevelopment opportunities in the town centre.

These priority actions have also been influenced by the public engagement process.

- **Station arrival and town centre connections**
- **Improved gateway to the town centre including a new bus station layout**
- **FOLCA development scheme**
- **Sandgate Road town lab, public realm and 'Guildhall Square'**
- **F51 environs and Payers Park**
- **Harbour Line/ Tram Road**
- **Sunny Sands**

The above priority actions will be co-supportive of the council's current work to progress redevelopment of the Ship Street site. A stronger town centre will improve development prospects, and new residents will drive additional footfall to the centre. A reciprocal relationship of affordable housing across sites within and beyond the town centre may also be possible.



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MAKING IT HAPPEN

Priority actions

Station arrival and town centre connections

This group of interventions is vital to supporting the continued success of Folkestone as a destination. These actions are immediate priorities to allow the town to respond to increases in domestic tourism and maximise related benefit to the town and town centre. Visitors and residents alike should feel welcomed to the town, with a positive first impression for tourists. Public transport and active travel should be the primary modes for visitors, who should be able to arrive comfortably by train and continue their onwards journeys - including towards the town centre - feeling safe and being able to navigate easily. Local residents will also benefit from improved health and well-being outcomes derived from increased levels of walking and cycling.

Actions include:

- 1.1** Public realm upgrades and new public spaces: around train station with a potential for a small public square as a gateway into Folkestone.
- 4.1** Mobility hub alongside train station: bike hire and other supporting uses
- 4.2** Overhaul of the legacy highway system: Cheriton Gardens and Cheriton Road, redesign of junction to enable all directions of travel from this point, and make accessible for all
- 4.3** Wayfinding and enhancing the cycling and walking experience: Cheriton Road, Cheriton Gardens and Castle Hill Avenue

Key next steps

- Detailed engagement with KCC Highways
- Detailed engagement with Network Rail
- Detailed feasibility design and modelling
- Concept design
- Further public engagement

Improved gateway to the Town Centre including a new bus station layout

The Middelburg Square site marks the arrival to the town centre and can contribute positively to its setting with a mix of uses. Delivery of new homes in the town centre can contribute to key missions through a mix of uses at ground level including retail, workspace, leisure and other key amenities.

The potential future relocation of bus and coach station along Shellons Street and the reinstating of the historic civic square at Bouverie Place create the opportunity for improved public realm. A pavilion building along the eastern edge of the square will resolve the hostile edge of the shopping centre. Taken together, the above interventions will transform a vehicle-dominated and neglected area of the town centre into a valued asset where people will dwell, relax and enjoy themselves, a priority to revive the fortunes of this area of town.

Actions include:

- 1.3** Public realm improvements along Shellons Street
- 1.6** Reinstating Bouverie Square
- 2.8** Explore options for refurbishment or redevelopment of buildings on Middelburg Square
- 4.10** Improved gateway to the Town Centre: Guildhall/ Shellons St junction and Middelburg Square, including a new bus station layout.
- 4.11** Parking review
- 4.12** 'Mobility Hub' with cycle hire & storage

Key next steps

- Detailed engagement with KCC Highways
- Detailed engagement with Stagecoach
- Work with land owners and developers
- Detailed feasibility design and modelling
- Concept design
- Further public engagement

FOLCA development scheme

This prominent site presents an opportunity to add uses to the town centre through meanwhile and long-term interventions. Meanwhile interventions can activate the high street and help to make FOLCA a local destination with commercial, medical and leisure uses. A longer-term strategy can target the retention of the existing buildings, while bringing new residential space to the town centre.

Following recent council acquisition, both the immediate actions and long-term planning of this site are high priority. Local authority control of the site means that interventions can set a town for the future aspirations for the town centre.

Actions include:

- 2.7** Folca building used for medical provision/residential/leisure/commercial

Key next steps

- Detailed feasibility design
- Detailed engagement with future occupiers and service provider
- Deliver short-term uses
- Concept design
- Further public engagement

Sandgate Road town lab, public realm and 'Guildhall Square'

Sandgate Road is consistently referred to as the area of the town centre that has suffered greatest decline. Investment in the quality of the environment here is a clear priority, as are actions to address vacancy and introduce new, diverse uses to the town centre. Through celebrating existing assets, as well as a programme to embrace innovation in the town centre offer, these interventions can cherish Folkestone's past, whilst looking to its future.

Actions include:

- 1.4** Upgrades to Guildhall Street and improved market offer
- 1.5** Public realm upgrades to Sandgate Road
- 1.7** 'Guildhall Square' as a new civic square
- 1.8** New Silver Screen/Museum/Town Council signage and activate rear of the Town hall onto Market Place
- 2.3** 'Town Lab': Folkestone Town Centre as a 'lab' to test new uses, experiment and try new ideas
- 4.13** Explore options to integrate cycling and skateboarding in the Town Centre
- 6.2** Market improvement programme

Key next steps

- Engagement with market traders, business owners and landlords
- Further public engagement
- Refresh landlord database
- Concept design
- Detail design and delivery

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F51 environs and Payers Park

The opening of F51 will put Folkestone 'on the map' nationally and internationally for skateboarding and urban sports. The town centre can benefit from this significant new destination, but is currently poorly connected by hostile routes and underused public spaces. These actions are a priority to maximise benefits from F51 across a wider area of Folkestone, from its opening later in 2021.

Actions include:

- 1.10** Public realm upgrades: The Cube, F51 and Payers' Park
- 2.13** Hub of potential uses around Payer's Park
- 4.15** Redesign of road layout to improve all modes of travel and movement
- 4.17** Promote 'leisure loop' and other active routes as circuits around wider area

Key next steps

- Detailed engagement with KCC Highways
- Work with F51 and Creative Folkestone
- Detailed feasibility design and modelling
- Concept design
- Further public engagement

Harbour Line/ Tram Road

With its potential to link east Folkestone's communities into the town centre through active travel and green routes, the Harbour Line and Tram Road should be considered a local priority. Historic action to develop ideas for this route have gained strong community support, and the potential to deliver on them will reflect local enthusiasm. The council has already been taking action to secure control of the Harbour Line, and the ability to move swiftly into delivery will demonstrate commitment.

Actions include:

- 1.17** Public realm upgrades to Harbour Street and exploring options for Harbour Way car park to become a key public space
- 4.20** Tram Road improvements

Key next steps

- Complete FHDC acquisition
- Detailed engagement with KCC Highways
- Detailed feasibility design and modelling
- Concept design
- Further public engagement

Sunny Sands

The local significance of this area - particularly to those communities who have been long-established in the town - has been made clear throughout the engagement process. Modest investment here can secure the leisure offer of the beach as part of the day trip experience which includes the town centre, whilst also recognising and improving assets for local residents.

Actions include:

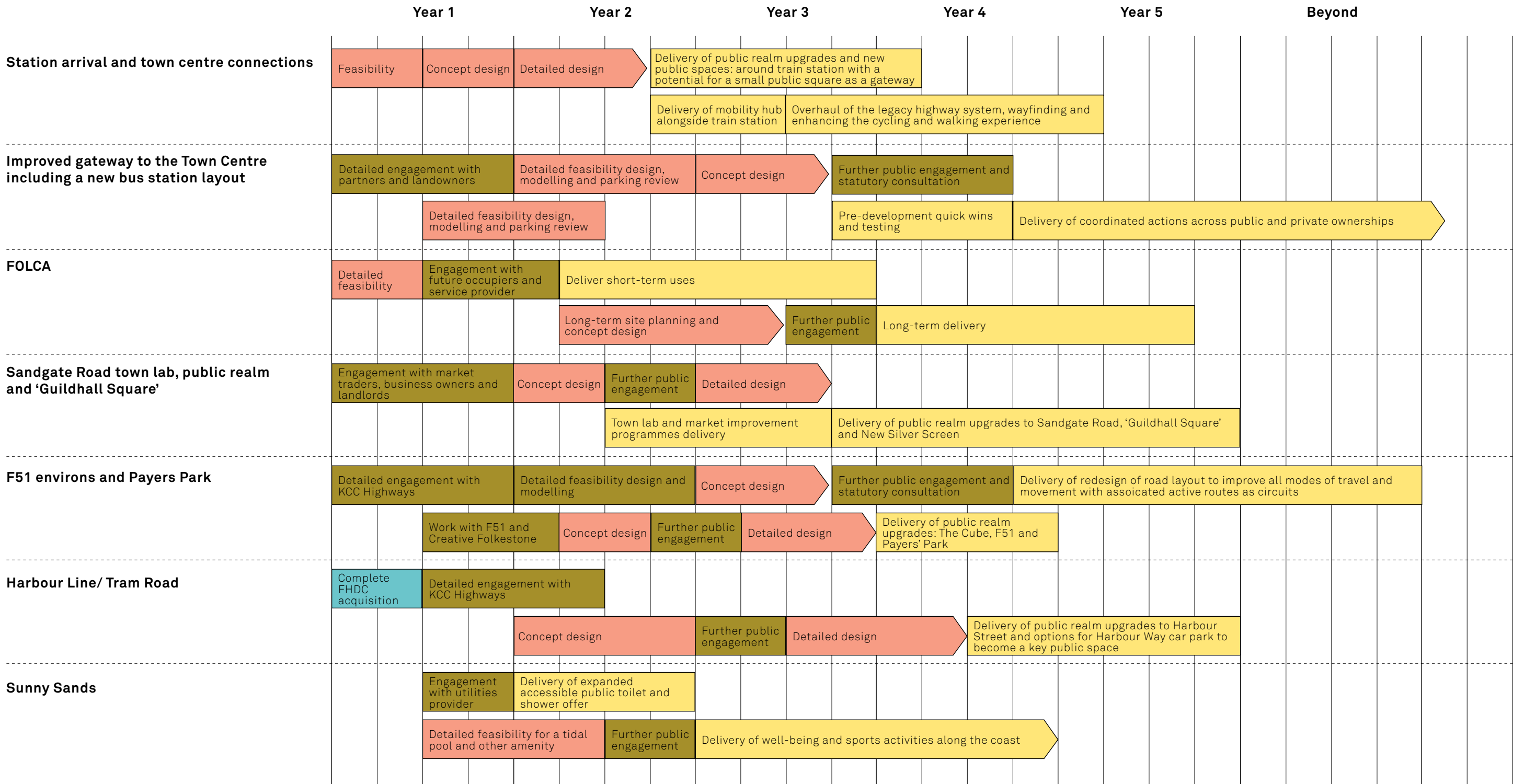
- 3.5** Expand public toilet and shower offer at Sunny Sands to ensure beach is accessible to all
- 4.21** Well-being and sports activities supported along the coast: water sports, kayaking etc.
- 4.22** Explore feasibility for a tidal pool

Key next steps

- Detailed engagement with utilities provider
- Detailed feasibility design and modelling
- Concept design
- Further public engagement

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The diagram below describes potential phasing for the priority projects identified. This phasing will of course be dependent on funding and other factors as described at the start of this section.



7.0 MAKING IT HAPPEN

Testing new uses and enabling assets

As with any town centre, Folkestone has a number of prominent property assets which are either in public sector ownership or where the council and its partners can exert influence. Typically, these would have been used for public services or would have been let commercially to generate revenue for the county or district council. Where these were vacant for a period of time, there may have been some meanwhile use on a property-by-property basis.

A more challenged commercial landscape and a general devaluation (nationally) in town centre property values has created an opportunity for the council and its partners to rethink the way property portfolios are managed and the outcomes which they can deliver. In the short term, a more outcomes driven approach to property can provoke and enable new uses which are more relevant to the needs of local people and those looking to relocate. In the longer term, residents and businesses can come to recognise greater 'ownership' of public assets, taking a greater role in their future. The evolution of the existing Creative Quarter through progressive leasing and ownership means that Folkestone already has a history in this sort of activity.

Practically, the council and partners could develop a socially orientated approach to the town centre property. This could enable the public sector (on behalf of the community) to take a portfolio approach to managing local assets against a suite of clearly defined social and commercial aims, objectives and deliverables that address affordability and target local sectors and groups. A Council Business Engagement Manager is one means to help activate and curate ground floor uses within vacant properties owned by third parties. An alternative could be to establish a charity or trust, which could take over the leasehold of the ground floor uses with the agreement of participating landlords. Working with local partners, the charity could curate uses and deliver a mix of events to improve the experience, service offer, and environment of the high street.

Particular case studies have been included that demonstrate successes elsewhere.



International House, Brixton

In 2018, the charity 3Space took on the lease from the council and opened a meanwhile office space focused on local entrepreneurs and businesses. 3Space take care of all maintenance in the building and have committed to paying the council a fixed rent of £1.1m over five years.

The space operates under the BUY GIVE WORK model where for every space that is commercially rented by a business, a space is given away free to a local non-profit or youth start-up etc.

The building is spread over 12 storeys with five 'Buy' floors for businesses, five 'Give' floors dedicated to community and charitable causes and two socialising/networking floors. Facilitating interaction is at the heart of the model: all commercial tenants are given the opportunity to work, learn and interact with the give floors e.g., employees dedicate an hour of their time a month to supporting others in the building through skill sharing, attending an event or mentoring.

This meanwhile use is helping the council to achieve its objectives around providing workspace in the town centre as well as supporting local businesses, creating new jobs and offering work experience/training opportunities to young people.

Renew Newcastle, Australia

Since 2008, Renew Newcastle (Australia) has been connecting people with vacant spaces, supporting a community of creative entrepreneurs who bring life, interest and activity into underutilised neighbourhoods. Renew Newcastle are a charity who fill empty spaces and work directly with third party property owners to bring them on board and help them understand the benefits.

Through the Renew project, people are given access to vacant space for a short, flexible period of time to develop their business ideas. By partnering with those who share the vision of giving back to their community, it enables the wider community shares in their success and encourages local people to engage with local businesses and spaces.

Filling empty spaces in the city has created a series of positive benefits, including reducing crime, graffiti, vandalism. The project has also given a significant economic and social value back to the community which has attracted new business and residential interest in the city. The project also works with property owners to help them understand the benefits of letting an otherwise empty space e.g. help with maintenance and improving the appeal of their property.

The Old Library, Bodmin

Bodmin is a small town in Cornwall which faces a number of challenges including income deprivation, a struggling high street and a negative image. The Old Library is a historic building in the centre of the town which was sat empty and faced an uncertain future. In 2017, Into Bodmin (a local Community Interest Company) proposed a new use for the building and received funding to redevelop the Old Library into a community hub including a café, performance space, office space and cultural centre. The Old Library is Council owned, and they gave Into Bodmin a ten-year lease with scaling rent to deliver the project (lower initial payments allowed Into Bodmin to establish itself, but the scaling ensured that the local authority benefited in the long term).

The project has been very successful. Citizens Advice and local businesses rent the office space, whilst a range of community-focused activities are hosted in the other parts of the building (e.g. reading classes, a community film club, a repair room with tools and materials for learning new skills). These activities are bringing more people to the town centre, which is benefiting the surrounding local high street businesses.

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Enabling long-term participation through capacity building

Folkestone town centre faces significant challenges of a divided and unequal community. Severe deprivation, vacant high streets, low skills levels and poor-quality housing are endemic in the town centre, but this exists right alongside a prosperous creative quarter, growing visitor economy and coastal assets and wealth. Many of these challenges and inequalities have been exacerbated by Covid-19, and feedback from community engagement reveals that levels social capital are low and the relationships between different communities and between residents and the council has been strained.

The town also has a lot of productive potential (e.g. high proportions of working age people, young people and families moving into the town, strong local creative sector) which could be better captured with the right support, employment and training opportunities to help address these challenges.

If the Place Plan is going to address Folkestone's challenges and meet the missions of creating a more resilient town centre, improving social integration and ensuring economic growth benefits everyone, strong community participation throughout the lifetime of the plan will be paramount.

This approach can be incorporated through design, delivery and operation (e.g. public space improvements, the redevelopment of Folca or new approaches to town centre assets as set out above). However, there also needs to be a programme of capacity building which, ultimately, enables everyone in Folkestone to productively participate in the future of their town centre.

Particular case studies have been included that demonstrate successes elsewhere.



Every One Every Day, Barking and Dagenham

Long-term approach to community participation in Barking and Dagenham focused on capacity building and skills development amongst local residents. The project supports local people to start and scale their own 'hands on' community projects which share skills and bring people together.

It was launched in 2017 by the charity Participatory City Foundation in partnership with Barking and Dagenham council and funded by Mayor of London, National Lottery and others. The idea was in response to the challenges facing the residents of Barking and Dagenham including poor education outcomes, widespread poverty, low levels of employment and limited social cohesion across a very diverse population.

A network of practical projects (e.g. food growing, gardening, repairing, cooking, business incubation, childcare) now exists across the whole borough which are open to everyone. Projects are designed to encourage people from all walks of life to work together, learn new skills and build social connections. This not only increases skills and creates pathways to employment for residents, but can also improve the physical fabric of neighbourhoods (e.g. through gardening).



Co-lab Dudley

Co Lab is a social lab based on Dudley high street with the aim to create a kinder, more creative and more socially connected high street. The idea of a 'lab' was to try different social experiments on the high street that encourage community activism and participation to build a greater sense of belonging to Dudley. The Co Lab is based in a previously vacant shop on the high street, and acts as a physical location for local people to come together and engage in different projects. Activities have included Trade Schools, Crafternoons, Make Fest, Do Fest and Edible Dudley.

The goals of the Co Lab include:

- Cultivating a culture of curiosity across the town
- Shifting how local people view and treat public spaces, such that they feel co-ownership and responsibility
- Creating more spaces and reasons for interaction and connection amongst strangers in Dudley town centre
- Supporting self-organising activity
- Building co-operative relationships with the wider social infrastructure actors and agents in the town, borough and beyond
- Further understanding the importance of social infrastructure on the high street.



Re-imagining the Civic Commons

A programme in a number of cities in the USA which encourages local communities to be more involved in designing, managing and operating public spaces. Examples include community-designed wayfinding or public markets. The project aims to build a sense of community, encourage people from different backgrounds to come together, increase access to nature and public spaces and, as a result, make neighbourhoods more attractive for investment.

The programme supports projects which invest in public space and deliver on four key outcomes:

- Civic engagement: building a sense of community and enabling people from different backgrounds to engage with and shape the future of their public spaces
- Socio-economic mixing: generating opportunities for shared experience among people from different backgrounds
- Environmental sustainability: increasing access to nature, creating environmentally friendly places and encourage active travel
- Value creation: encouraging additional investment in neighbourhoods so they are better places to thrive

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Future engagement

A key aspect of the Place Plan is to build consensus towards a vision and plan for the future of the town centre area. Through a detailed engagement process the project team brought together stakeholder and public opinion to design a plan. Delivering projects and actions in Folkestone's town centre successfully will rely on continuing this success and building on processes already established.

Working towards a collective vision requires a broad range of people to get involved together to take ownerships for the ongoing delivery, programming and legacy of the actions identified.

Commitment to onwards public dialogue

The Place Plan aims to empower local people to take ownership of delivering change by producing a plan that the public, private stakeholders and the Council can work towards together. Public support on defining a direction of travel is important in building future ownership and pride over change in the town centre.

The role of the Council

It is not solely up to the Council to formally manage and deliver the actions identified, but to oversee the strategy and be a part of the process. It is expected the Council will facilitate others to take more responsibility in the process, making projects happen.

The Council has already been promoting the Place Plan and its development through the Council project website and social media channels. The project website records the engagement process so far and will continue to be updated to reflect project development and communicates to the wide audience who have already been kept informed about the developing Place Plan.

Steering groups such as the Town Centre Working Group and Design Panel will continue to provide an advisory role in the development of onwards actions.

Next steps

Working with Folkestone's young people

Engaging young voices in the development of the town centre is vital, and an opinion that has been supported throughout the process so far. Continued support for young people to engage in the Place Plan development will also help to deliver on 'Mission 3; A town for all voices' and continue reaching out to hear voices in more deprived areas in the east.

Initial suggestions have been made to begin a young person's shadow council to guide the discussion.

Supporting community management and stewardship in the longer term

There are a broad range of stakeholders and groups to contact and collaborate with on projects. There is an ambition to create a platform for community ambassadors and project delivery ideas to come forward. Scoping opportunities to establish new delivery structures, both organisational and the potential for social enterprises will help to oversee longer term delivery.

As a start, the groups already engaged are listed at the back of this document in the Engagement Report Appendix.

This is just the start and it's important that opportunities to engage as diverse a network of communities as possible is achieved. Future engagement processes must also be used to test and evaluate the Place Plan, which should continue to adapt.

Have you seen a project that interests you? Are you, or an organisation you are part of, interested in delivering a project or being more involved in the process?

You can find out more information here:
www.folkestone-hythe.gov.uk/folkestoneplaceplan

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