



Dover Parking Strategy

OUTCOMES AND ACTION PLAN

Report

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1 Introduction

STUDY SCOPE

- 1.1 JMP Consultants Ltd (JMP) was appointed by Dover District Council (the Council) to conduct a review of parking strategy in Dover.
- 1.2 The study required a detailed assessment of existing parking provision across the town and the potential impact of proposed development upon future supply and demand. An initial output from the study was the identification of a key set of objectives that will provide for, and manage, future car parking provision. On the basis of these objectives, individual strategy options have been developed, prioritised, and packaged together to form the basis of the final parking Strategy Action Plan.

BASELINE ANALYSIS

- 1.3 A detailed baseline assessment of the current supply of parking, the associated demand, and the potential future impact of development proposals has been evaluated in detail within the 'Dover Parking Strategy Baseline Report'¹. This work encompassed:
 - An overview of relevant national, regional and local policies and strategies that need to be considered when developing parking policy
 - A review of the current supply of on and off-street parking within the town, including assessments of both quality and quantity.
 - An assessment of committed and aspirational development proposals for the town that will affect the supply of parking, the demand for parking, or both.
 - An evaluation of existing demand for parking across the town, as well as potential changes in demand over time
 - A combined assessment of supply and demand considering both existing and future car parking capacity utilisation under a range of different development scenarios.
 - A review of a small-scale public consultation exercise incorporating views of parking in the town.
 - A summary of feedback from a stakeholder engagement process, incorporating a workshop
- 1.4 The outcomes from the baseline analysis provided the basis upon which to identify the key issues and opportunities facing parking within the town and to translate these into a set of outcome objectives for the emerging parking strategy. These objectives are replicated within Section 2 of this report.

¹ Dover Parking Strategy – Baseline Report – September 2015

OUTCOMES AND ACTION PLAN REPORT

1.5 This report represents the final output from the study and presents the range of potential scheme options and an Action Plan for delivery. The report includes the following elements:

Section 2 presents an overview of the key issues and opportunities identified through the baseline analysis and how these formed the set of objectives governing the strategy development process

Section 3 sets out the range of potential policy tools and scheme measures available to the Council to influence future car parking demand and provision

Section 4 considers the best performing policy tools and scheme measures for delivering a coherent strategy for the town

Section 5 presents an Action Plan for implementation

2 Issues and Opportunities

OVERVIEW

- 2.1 This section presents an overview of some of the more pertinent outcomes of the baseline assessment work and summarises the key issues and opportunities that were identified, which subsequently formed the basis of the agreed strategy objectives.
- 2.2 A more detailed analysis can be found within the Dover Parking Strategy Baseline Report, referenced in Section 1.

Parking Data

- 2.3 A full site audit of parking provision was undertaken to evaluate the quantity and quality of parking and evaluate their primary use functions.
- 2.4 A total of around 2,046 off-street and 2,000 off-street parking spaces were identified within the core Dover town centre area, including the waterfront.
- 2.5 Alongside this a series of data were collected and collated in order to evaluate underlying levels of demand. This indicated that during a typical day in Dover, between 50% and 60% of parking spaces are utilised within the town centre (depending upon the time of year). Demand on a typical weekday was recorded as marginally higher than on a typical Saturday.
- 2.6 The conclusion from the parking data analysis was that, overall, there is currently sufficient supply of car parking to meet existing demand. There are; however, a number of car parks where demand is very high, including the Morrison's car park, Pencester Road, Priory Road and the Rail Station.

Planned Development

- 2.7 A detailed review of proposed local development plans was undertaken to ascertain the level of town centre retail and employment growth, as well as the overall increase in residential dwellings around the town that may impact upon the future volume of trips into the town centre and, hence, parking demand.
- 2.8 The impact that the proposed development could have upon parking demand varies considerably upon the assessment approach adopted. Based on Central Government forecasts for growth in Dover, the demand for parking in the centre would only marginally increase over the next 10 years, with plenty of spare capacity remaining.
- 2.9 Applying the far more ambitious local growth aspirations, then the demand for trips into the centre could grow as much as three-fold. This could easily result in all current and planned parking capacity being utilised, although in practice such a large step-change in demand would require a more holistic approach to travel management, providing a range of alternative means to travel than simply the private car so as to avoid significant congestion on the highway network.

Stakeholder Engagement

- 2.10 A widespread stakeholder engagement process was undertaken to collect a range of qualitative views on the issues and opportunities surrounding parking in Dover to supplement the quantitative data.
- 2.11 This process identified a range of issues, with the key strategic points summarised as:
- Providing appropriate parking provision for all town centre users that supports workers, shoppers and visitors
 - Providing suitable parking at Dover Priory Station and managing on-street parking within the vicinity
 - Managing the impact of the proposed redevelopment of the Port of Dover in terms of increased parking pressures in areas around the port.

KEY ISSUES AND OPPORTUNITIES

- 2.12 The key issues and opportunities identified within the baseline analysis and stakeholder engagement process are as follows:
- Whilst all car parks within the town meeting the ParkMark Standard, there remains variation in the standards of provision with the opportunity to further enhance the quality, safety and security of some car parks
 - The introduction of 'pay on exit' payment systems is perceived by local stakeholders as a mechanism to encourage longer dwell times in the town centre
 - Provision of well-located, convenient parking close to main shopping areas is important
 - There is currently sufficient overall supply of car parking provision to meet demand across the year, albeit some car parks are busy, including Morrison's and the Dover Priory Station.
 - There is a perception that workers are unable to park in the town centre due to the expense of all day parking and that the current spare parking capacity could be utilised to provide workers with affordable option.
 - There are high levels of proposed development within and around the town centre that, if delivered, will have a significant impact upon the demand for car parking. A range of options to both serve and mitigate this demand should be considered, including sustainable transport options
 - The on-going changes at the Port of Dover need to be managed so they do not impact upon parking in residential streets
 - The delivery of an expanded Dover Priory Station car park is considered important by local stakeholders
 - Parking in narrow streets needs to be reviewed
 - Parking measures for Motorhomes needs to be considered
 - Parking measures around Buckland Hospital need to be considered
 - Increased parking provision for blue badge holders should be provided in car parks and convenient on-street locations

FORMULATION OF STRATEGY OBJECTIVES

- 2.13 Based upon the key issues and opportunities highlighted above, the following set of objectives have been identified for the Dover Parking Strategy:
- i. Ensure adequate quality, safety and security of all public car parks
 - ii. Ensure parking provision facilitates longer durations of stay within the town
 - iii. Ensure maximum utilisation of current car parking provision
 - iv. Maximise parking opportunities at the station and manage parking on the streets around the rail station
 - v. Manage parking on residential streets to minimise conflicts in demand and prevent inappropriate parking that affects pedestrian, cycling and vehicular movements
 - vi. Manage parking by large vehicles, such as coaches and motorhomes, in a manner that encourages trips into the town centre without impacting upon traffic management
 - vii. Provide sufficient and appropriately located disabled parking provision to manage blue badge parking
 - viii. Provide sufficient car parking provision to facilitate development proposals within the town centre and Port of Dover, without creating undue pressure upon the local highway network
- 2.14 These are taken forward as the principle for developing and evaluating potential policy interventions and scheme measures for inclusion within the final parking strategy and Action Plan.

3 Scheme Option Development

OVERVIEW

- 3.1 This section sets out a broad range of policy tools and scheme options that could be developed and implemented as part of the parking strategy for Deal. The aim is to present a 'long-list' of options for consideration prior to the development of the strategy itself in Section 4. The strategy development process will identify a 'short-list' of measures that are considered most likely to deliver the objectives of the strategy.

OVERVIEW

- 3.2 The range of policy tools and scheme options available have been broadly classified into one of the following seven areas:

- | | |
|-------------|---------------------------|
| i. Pricing | iv. User Prioritisation |
| ii. Signage | v. Enforcement |
| iii. Supply | vi. Marketing & Promotion |

- 3.3 The sections below describe each of these areas in greater detail and then establish the range of policy and scheme measures that would, potentially, be appropriate to apply within the context of Dover Town Centre, taking into account underlying physical, spatial and existing policy positions. The outcomes of this section represent a 'long-list' of potential scheme measures that the strategy could utilise to manage parking provision. These are taken forward and refined and prioritised in Section 4.

PRICING

- 3.4 Measures relating to pricing strategies and payment mechanisms can be a key tool in influencing the type, location and duration of parking demand.

Payment Systems and Structures

- 3.5 Different payment systems can be established to enhance users' parking experience and to ensure efficient revenue return from both 'premium' locations and other 'standard' parking provision.

- 3.6 Various payment options are available. These may vary based upon the location, size, and baseline occupancy levels of individual car parks, as well as overarching parking provision across the town. The options include both physical technologies for payment, as well as the differentiating payment structures:

- Pay on exit (this would require car parks to be controlled by barrier operation, and/or ANPR). This is a tool designed to encourage users to spend a longer dwell time within a locality, as opposed to pre-paying on entry for a set duration of stay.
- Cashless payment (through the use of debit/credit cards at machine)
- Telephone/Mobile payment options (either through telephone/text message)
- Defined time period charging: set tariffs for specific unit of time (30, 60, 90 minutes etc), to encourage set parking durations (as opposed to the current linear charging model with a flat profile of charging per minute/hour). This approach could be adopted to encourage shorter durations of stay within short-stay car parks, or longer durations of stay in long-stay car parks.
- Reduced tariff ceiling: the current tariff structure extends up to 8 hours (between 9am and 5pm), a more compact structure could be applied with, for example, a maximum 4+ hours ticket in long-stay car parks. This could encourage more full-day trips to the town.

Tariffs by Location and time of day

- 3.7 Pricing structures can be developed that are based around the location and accessibility of each car park in relation to local attractions and facilities within each town. This includes consideration for:
- Tiered pricing structures for different category of car parks (e.g. short-stay / long-stay, or premium locations / edge of town centre locations etc.)
 - Zonal pricing with different tariff structures applicable in different areas of the town centre encompassing on and off-street parking. This can be used to encourage parking in edge-of-town centre car parks.
 - Variations in operational hours (e.g. extension of operational hours to reflect future changes to land-uses, e.g. the introduction of cinemas or restaurants)

Potential pricing options

- 3.8 A summary of all potential pricing options are set out in Table 3.1 below, based on short, medium and longer term aspirations.

Table 3.1 Summary of Potential Pricing Options ('long-list')

Pricing – Short term Options	Pricing – Medium / Longer Term options
<p>Tiered Pricing Structures Application of variable pricing structures across car parks, in particular between designated short and long terms parking and the alignment of on and off street parking charges to ensure greater understanding of pricing mechanisms.</p> <p>Tariff charges would typically be reviewed on an annual basis to ensure they remain relevant to wider parking conditions.</p> <p>Costs: Analysis of utilisation data Information & advertisement</p>	<p>Extended Operational Hours The introduction of changes to the operational hours of parking tariffs, both on and off-street, to reflect changes to nearby land-uses as the town develops.</p> <p>Costs: Analysis of Data Statutory consultation via TRO Information & advertisement</p>
<p>Zonal Pricing The introduction of geographical zonal pricing across the town encompassing on and off-street parking to optimise the current utilisation of car park provision across the town.</p> <p>Costs: Analysis of Data Statutory consultation via TRO</p>	<p>Alternative Payment Methods Currently users can pay by cash or via pay-by-phone RingGo. With emerging new trends in payment systems, (e.g. ApplePay) a wider range of payment options could be considered over time.</p> <p>Costs: IT infrastructure and processing costs</p>
<p>Introduction of Pay on Exit Pay on exit is designed to encourage users to spend a longer dwell time in town, as opposed to pre paying for parking on entry. Having pay on exit requires a strategic change in operational direction from pay on entry, with ticket machines to be recalibrated and barrier operations to be installed.</p> <p>Costs: Introduction of machines/barriers and ongoing maintenance.</p>	

SIGNAGE

- 3.9 Signs can play an important role for both locals and visitor to a town. They can inform visitors of the parking provision available and so ease their journeys and subsequent enjoyment of the town. Variable Message Signs can inform locals of variations in parking utilisation. Through influencing driver choice, signage can ensure that all car parks are appropriately promoted and better utilised, as well as reduce cross town traffic movements.
- 3.10 Through improvements in signage, better awareness and information for of all car parks can be supplied to the public, ensuring an improved journey experience for visitors, and can potentially improve traffic circulation around the town.
- 3.11 A summary of potential signage options are set out in Table 3.2, based on short, medium and longer term aspirations.

Table 3.2 Summary of Potential Signage Options ('long-list')

Signage – Short term	Signage – Medium / Longer Term
<p>Static Signage Provide enhancements to overall signage, ensuring all signs include reference to short/long stay; number of spaces; and dedicated provision e.g. blue badge or coaches and that vehicles are taken on the most appropriate route to a car park.</p> <p>This could include the removal of obsolete signs, as advised by the DfT within their 'Signing the Way' document, to ensure clarity of signage.</p> <p>Costs: Sign Design & Installation</p>	<p>Variable Message Signs Inform drivers, in real time, the volume of spaces available and when the car parks are full when driving into the town. This could be linked to VMS on the entry to individual car parks advising when car park is full.</p> <p>Such signs would need to be sympathetic with the town centre environment.</p> <p>Costs: Survey Design Sign Design & Installation</p>
<p>Management Systems The introduction of movement restrictions and banned turns around the vicinity of car parks could be investigated to influence driver choice on which car parks they use. This would require statutory consultation through amendments of Traffic Regulation Orders.</p> <p>Costs: Traffic Survey Statutory Consultation Highway amendments Sign design & installation</p>	<p>Parking 'App' A Dover Parking 'App' that utilises 'live' car park counts could feed information to users allowing them to make informed choices regarding parking before they start their journeys..</p> <p>Costs: Web Development</p>
<p>Way-finding for Car Park Users (e.g. signs to key locations for pedestrians egressing car parks) Whilst local users may be familiar with pedestrian routes from car parks to key locations. Visitors to the area may be less well versed in navigating through the town. By signing key locations, (possibly as part of a Town Centre wide pedestrian route) ease of use will be improved</p> <p>Costs: Sign Design & Installation</p>	<p>'Gateways' Create 'gateway' locations at key intercept locations where arterial routes into the town meet the main A256/A20 "inner ring road". These can provide a mechanism for establishing a perceived perimeter to the core town centre and encourage drivers to park their cars and walk the rest of the way into the town centre.</p> <p>Costs: Sign design & installation</p>

SUPPLY

- 3.12 There are a range of scheme measures that can either change the quality of parking provision or the overall quantity of supply. These relate to providing parking supply that is both safe and secure and is “future-proofed” against changes in travel patterns and land-use across each town.

Quality

- 3.13 Measures relating to the quality of supply are important not just to ensure the safety and security of users and their vehicles, but also to ensure that all existing parking provision is utilised to its maximum and not avoided due to concerns about safety or standards. Overarching options include:

- Evaluating criteria on safety and quality of car parks set against standards, such as the Park Mark standard, including issues such as:
 - Surface quality
 - Access/egress routes for pedestrians
 - Lighting
 - CCTV
 - Natural surveillance
 - Clear signage and road markings within Car Parks
- Where ownership of public car parks is outside of the council’s control, dialogue between the council and the operator should take place to facilitate improvements in quality and safety of all public car parks and to maximise utilisation of available spaces

Quantity

- 3.14 Whilst the overall supply of parking provision is not currently constrained within Dover, anticipated levels of housing and retail growth are predicted to lead to additional pressures in the future. Adding to the overall quantity of supply in considered a viable option, although would need to be evaluated carefully in terms of practical deliverability.

- 3.15 Overarching measures related to the quantity of supply include:

- Additional off-street car parking supply: this option will be constrained by available land and the value of that land. Whilst at-grade car parks offer the lowest cost option for development, decked car parks provide better utilisation of land and potential to mix land-uses. Consideration also has to be given to the impact that any new off-street provision may have upon traffic circulation with the town as vehicle access and egress the car park
- Off street parking standards for new developments: these are currently set by Kent County Council and adopted by Dover District Council but it is important that an on-going process of monitoring is established to ensure no extra pressure from development is placed on the existing car parking stock or on any current/future permit schemes.
- On-street parking supply: the overall supply of kerbside parking may be increased, or decreased, through the application or removal of waiting and loading restrictions. Options may include restricting on-street parking around underutilised off-street parking provision to remove on-street parking obstructions and improve traffic circulation. It could also include the formalisation of parking provision on currently un-restricted streets, by restricting parking to appropriate locations. It is unlikely that additional on-street parking provision will be provided unless associated with wider changes to traffic management and classification of the local road network, for example restricting vehicular access to a specific part of the town may permit additional on-street parking to be provided on previous access routes.

Potential supply options

3.16 A summary of all supply options is set out in Table 3.3 below.

Table 3.3 Summary of Potential Supply Options ('long-list')

Supply – Short Term	Supply – Medium / Longer Term
<p>Maintain and enhance quality</p> <p>Off Street parking provision supplied the Council already meets the national standard of ParkMark and this should, as a minimum, be maintained.</p> <p>In practice, the ParkMark award is based around the safety of the car park and so the car park audit highlighted opportunities to raise standards further in terms of permeability of access of car parks, surface conditions, markings, signage, and way-finding that could encourage more widespread use of some currently underutilised car parks.</p> <p>Car parks should be viewed as internal 'gateways' into the core town centre retail / leisure area with high quality, safe and secure links, with appropriate way-finding into the heart of the town.</p> <p>Where car parks are in private ownership, the Council may consider it beneficial to the overall image of the town to work with the private owners to achieve the ParkMark standard, as a minimum.</p> <p>Where on-street parking occurs, the maintenance of signs/lines and machines ensures that restrictions are clear for purposes of enforcement.</p> <p>Costs: Upgrade to parking provision</p> <p>Pavement Parking</p> <p>Any areas where pavement parking occurs should be reviewed with consideration for introducing traffic regulation orders to prohibit on-pavement parking in inappropriate areas</p> <p>Costs: Review of parking TRO implementation</p>	<p>Parking Standards</p> <p>Off street parking standards for new developments are currently set by Kent County Council and adopted by Dover District Council. Regular dialogue between councils can ensure that pressure is not placed on existing parking stock and/or permit schemes and new dwellings are focused on sustainable forms of transport to the town.</p> <p>Cost: Minimal</p> <p>Additional off street parking</p> <p>As the regeneration of Dover Town Centre continues, there are likely to be opportunities to introduce additional parking provision; however, this is still likely to be constrained by available land and the value of that land. Consideration should also be given to the impact that any new off-street provision may have upon traffic circulation with the town, particularly along the A20 corridor.</p> <p>Costs: Design Land Construction</p>

USER PRIORITISATION

- 3.18 In a situation with restricted overall supply of parking, the prioritisation of parking provision amongst different user classes can be an important policy tool. Whilst parking constraints in Dover Town Centre are currently limited this situation is predicted to change in the future as the town develops.
- 3.19 Overall user prioritisation, along with localised prioritisation of space allocation, can be applied to act as both an overarching principle governing access and priority provision across the town or within specific localised parking areas within a section of the town. The former can assist in the management of vehicle flows, whilst the latter ensures that parking provision can be allocated in accordance with localised land-uses.
- 3.20 Any priority list of users may be based around the following user classes:
- Residents;
 - Businesses;
 - Employees;
 - Commuters;
 - Shoppers;
 - Visitors;
 - Blue Badge Holders;
 - Sustainable transport users (e.g. electric cars, car clubs)
- 3.21 In some cases these may form into larger clusters of groups with a common parking theme, such as short or long stay parking, or vehicle type.

Parking Bay Designation and Road Space Allocation

- 3.22 Measures relating to changing the user designation of supply can include:
- Allocation of off-street parking spaces per user type (e.g. disabled, parent & child, motorcycle, coaches, motorhomes, electric vehicles, car share vehicles) to provide a supply that balances with current and/or future demand by user class.
 - Reallocation of kerbside road space between users: in addition to the total supply of on-street parking (discussed above under 'Quantity') the allocation between user classes can be undertaken. At a basic level this can include the introduction, or alteration, of pay & display parking in town centres to encourage variations in duration of stay and, by association, the type of user class that will then park. More generally, the application of permit parking provides a mechanism to prioritise specific users (discussed further below)

Permit Parking

- 3.23 Where demand for kerb side space is high, controls to prioritise parking by specific user types can be implemented via permit schemes. A number of these permit scheme already exist within Dover.
- 3.24 By definition, a resident's permit scheme prioritises areas of kerb side for residents. The level of kerb side space available should typically be equal to the number of permits issued to ensure residents can always get space and the issuing of permits strictly controlled.
- 3.25 Wider controlled parking zones can allow the introduction of various different permit types, alongside residents, such as business permits. The demand for spaces within these schemes will be higher and it is particularly important to understand the times of day when different users are wishing to park.
- 3.26 The following issues are important to ensure a consistent approach to permit parking:
- The number of permits issued against the available parking spaces

- The locations of both kerb side and off street spaces where permit holders can park
- The impact that permit holder parking within car parks may be having on other visitors (e.g. perceived or actually lack of spaces within car parks due to permit holders using majority of spaces)
- The various permit types issued and times of day these are being used.
- The pricing structure of the permit system (this could be based on location, demand and accessibility to local amenities)

Potential user prioritisation options

3.27 A summary of potential user prioritisation options is set out in Table 3.4 below.

Table 3.4 Summary of Potential User Prioritisation Options ('long-list')

Users – Short Term	Users – Medium / Longer Term
<p>Blue Badge Provision Make use of existing spare capacity in town centre car parks to provide additional formal blue badge parking to encourage parking in these locations rather than in ad hoc on-street locations.</p> <p>Costs: Signs & lines</p> <p>Electric Cars / Car Clubs With the emergence of electric cars and car clubs, consideration could be given to utilising existing under-occupied car parks in the short-term within Dover to accommodate bays / charging points for electric vehicles or car clubs vehicles.</p> <p>Costs: Infrastructure Signs & lines</p> <p>Overnight On-street Parking Consideration could be given for the introduction of overnight on-street parking controls in sensitive areas of Dover (e.g. the waterfront), with alternative provision for overnight parking provided in off-street car park locations.</p> <p>Costs: Signs and lines Enforcements</p>	<p>Permit Parking Existing permit parking schemes could typically be reviewed every 3 to 5 years within Dover, taking into account future growth in the town and potentially introducing amendments to the schemes to reflect changing demands.</p> <p>The cost of permit charges would typically be monitored alongside the demand for permits and the availability of permit bays. Any changes to permit provision would involve consultation with existing permit holders.</p> <p>Additional permit schemes could be considered as the town grows and pressures on on-street parking increase, particularly in resident areas.</p> <p>Costs: Survey Review Informal Consultation / Statutory Consultation</p> <p>Reallocation of road-space Adjustments could be made to the allocation of road-space within both the core town centre and around the periphery to reflect the changing dynamic of demand for parking across the town.</p> <p>Costs: Statutory consultation via TRO</p> <p>Virtual Permits “Virtual Permits” could be issued to residents, eliminating back office costs. Online applications potentially offer residents a more efficient approach to obtaining a permit.</p> <p>Costs: Administration (which can be taken by parking contractor)</p>

ENFORCEMENT

3.28 Enforcement is not only important to the operation of car parking provision per se (ensuring spaces are used by the appropriate user groups, turnover of space etc) but can also benefit the wider network through improving safety and traffic flow for all road users. A key issue when considering an appropriate enforcement regime relates to the balance of the associated costs of enforcement offset against the revenues generated from increased ticket sales and/or PCN issued.

3.29 Options for variations in enforcement mechanisms include:

- Contract types based on in- or out-of-house enforcement and the level of influence Council has within contract can vary
- ANPR enforcement on car parks at entry/exit points
- Alterations to CEO enforcement routes and monitoring for of on/off street parking provision.

3.30 A summary of potential enforcement options is set out in Table 3.5 below.

Table 3.5 Summary of Potential Enforcement Options ('long-list')

Enforcement – Short Term	Enforcement – Medium / Longer Term
<p>Efficient enforcement regimes Ensure enforcement operations continue to be carried out in an efficient and timely manner, focusing on specific areas with significant parking pressures as necessary. Costs: Cost neutral</p>	<p>Revisions to enforcement Updates to enforcement regimes to reflect the changing in dynamic of the town centre, in particular the increasing demand for parking. Costs: Enforcement cost increases Revenue stream increases</p> <p>Enforcement Contracts Review provision of enforcement services to maximise value for money Costs: Potential savings</p> <p>ANPR Enforcement Introduction of ANPR cameras at car park entry/exit locations as an automated means of enforcement Costs: Capital infrastructure costs On-going cost savings</p>

MARKETING AND PROMOTION

3.29 Marketing and promotional activities can often be utilised to influence demand for parking, in terms of the:

- Absolute level of demand
- Timing of demand
- Duration of stay
- Choice of location of demand

3.30 In addition, there are potential opportunities to influence parking associated with specific, one-off events, to mitigate the higher levels of parking demand often associated with these types of events.

Influence demand

3.31 To influence the level of demand for parking spaces, marketing and promotional incentives for car parks could be used that include:

- Advertisement of car parks through council publications and local media releases with routes and walk times to nearby retail and leisure attractions
- Promotion of improvements to car parks (e.g. resurfacing or security enhancements)
- Advertisement of changes in tariffs, including potential reductions for seasonal events.
- Promotion of variations in tariffs between locations and duration of stay to encourage different parking behaviour (e.g. duration of stay, time of parking, type of parking) in different car parks
- Promotional incentives on parking tickets in under-utilised car parks

3.32 A summary of potential marketing and enforcement options is set out in Table 3.6 below.

Table 3.6 Summary of Potential Marketing and Promotional Options ('long-list')

Marketing – Short Term	Marketing – Medium / Long Term
<p>Promotional Incentives Promotional incentives could be introduced to stimulate higher demand in specific car parks.</p> <p>Costs: Potentially low if sponsorship could be utilised</p>	<p>Information Campaigns Consider wider advertisement of car parks through council publications and local media releases with routes and walk times to nearby retail and leisure attractions</p> <p>Costs: Design & development Implementation</p> <p>Behavioural Change Campaigns Consider wider information and marketing campaigns, highlighting the range of options for travelling into Dover Town Centre.</p> <p>Costs: Design & development Implementation</p>

SUSTAINABLE TRAVEL

3.33 Alongside the direct strategies to manage parking supply and demand within each town, a series of complimentary measures can be considered that can seek to minimise the overall level of vehicular traffic entering each town and requiring parking provision. This is a potentially wider-ranging policy area and so the focus of options is on measures that have either been identified within the stakeholder engagement process or are considered to be viable alternatives, within the context of Dover, to additional parking provision. These options may include

- Promotion of local bus and rail services into the town and the accessibility and connectivity of the stops with the key locations within the town.
- Development and/or promotion of cycling and walking routes with the introduction of additional infrastructure such as bike stands and way-finding signs.
- Prioritisation of car share spaces near entries to car parks
- Traffic management measures, including potential changes to vehicle access to core town centre areas (either permanently or as part-time measures) to enhance provision for pedestrians and cyclists.

'LONG LIST' OF POTENTIAL MEASURES

3.34 The six 'long-lists' of policy interventions and scheme measures outlined within Section 3 above are now taken forward to provide the basis for identifying a 'short-list' of measures to address the identified parking strategy objectives within Dover.

4 Strategy Development

DEVELOPING A PARKING STRATEGY FOR DOVER

- 4.1 It is clear from the collated evidence base that Dover requires a dynamic parking strategy that will evolve and adjust in relation to the delivery of the large-scale redevelopment programme that is proposed.
- 4.2 At present, the key issues facing Dover, in terms of parking, relate to making the most of the existing parking stock through improvement in the quality of the supply in specific locations, in tandem with appropriate pricing mechanisms and signage.
- 4.3 Going forward, the dynamic of demand and supply of parking could change dramatically and so it is important that parking provision is managed accordingly so as to facilitate redevelopment without creating undue pressure on the local and strategic highway network. A simple response of predicting the future demand for parking and providing will ultimately be counterproductive, creating more issues for the town than economic benefits, and so parking must play its role within a wider context of managing demand for travel into the town centre.
- 4.4 Given the inevitable uncertainty over both the absolute level, type, and phasing of development, the parking strategy must be flexible enough to permit the Council to respond to changing travel demands and behaviours as they emerge. This is not to say that policy should be developed reactively - it will be important to have overall governing principles – but rather that the approach should be reviewed at incremental stages of the regeneration programme to ensure that the best possible parking outcomes are being pursued.
- 4.5 To go from the current scenario with relatively limited parking constraints (in South East England terms) to one where demand is potentially of a magnitude higher will require a strategy that evolves considerably over time. In some sense adopting more radical travel demand management measures in the short term to change travel behaviours could be seen as an ideal way in which to facilitate the transition in demand for travel; however, it is appreciated that this would not maximise the currently available parking assets of the town and so may not be perceived as deriving maximum benefits.
- 4.6 A good example of the need to balance short and longer term needs is the concept of introducing measures to allow workers to park in currently underutilised car parks at a lower tariff. In the short term this could be seen to maximise the benefits for workers and generate higher revenues for the Council; however, it could be argued that it would be establishing new travel behaviours that will become unsustainable in the future when the level of trips into the town and the associated demand for parking becomes much higher. If the Council and local community are committed to the outlined regeneration plans, both in the town as well as the residential developments around it, then it would be prudent to seek more sustainable travel behaviours at this point in time, creating habits that will reduce travel pressures in the future.
- 4.7 Alongside the development of the overarching principles for the parking strategy due consideration must be given to the funding and revenue aspects. Whilst future developments provide an established opportunity for funding mitigation measures, any proposed actions either in advance of development or unrelated to the development, must be considered carefully in terms of any potential capital and revenue stream impacts for the Council.

OVERARCHING PRINCIPLES

- 4.8 Based upon the identified current and future needs of Dover Town Centre, and as a mechanism for delivery against the agreed objectives (as set out in Section 2), the overarching principles for the parking strategy are presented as follows:
- Maximise the benefits derived from the Councils parking assets avoiding under-utilised car parking provision
 - Work with other car park operators to create an integrated approach to car park management across the town
 - Provide sufficient car parking capacity to support the towns current economic and future growth aspirations, without inducing unmanageable traffic flows across and around the town
 - Inform and inspire the local community and visitors about parking provision and the range of options available to them to access a growing town centre economy
- 4.9 These overarching principles have subsequently been disaggregated into key areas for focus in the short term (the next 2 years) and the medium to longer term (2 to 10 years), primarily to acknowledge the changing dynamic within the town that is forecast to occur between these periods.

SHORT TERM

- 4.10 Within the short term, the primary focus of the parking strategy is summarised within the following four key areas:
- Ensure a consistent, high standard of parking provision across the town
 - Make maximum use of available parking assets to support town centre vitality and provide for the needs of all users
 - Work with other car parking providers, in particular Network Rail, to ensure adequate and appropriate car parking provision
 - Keep under review on-street parking provision and restrictions, giving due consideration for the varying needs of different parking user groups
- 4.11 The sections below examine each of these issues in turn, presenting a discussion of the associated factors and considering the merits of the 'long-list' of options established within Section 3.

Consistent High Parking Standard

- 4.12 The Council already employs the national 'ParkMark' standards across its car parks with the majority of car parks in Dover Town Centre meeting the standard. Despite this, the baseline site audit work still indicated some variation in the perceived standard of provision within individual car parks.
- 4.13 The ParkMark award is primarily focused upon the safety of a car park and so standards can still vary relating to the vehicular and pedestrian accessibility, surface conditions, markings, signage and way-finding within individual car parks. As 'gateway' points into the retail core of the town centre there are significant benefits that can be derived through continuing to improve the overall quality of car parks, including access and egress points for vehicles and pedestrians, and creating an enhanced pedestrian environment.
- 4.14 There is also a range in quality of non-council operated car parks, which, whilst not a direct concern or responsibility of the Council, does impact upon the overall perception of the town amongst visitors. The Council should consider working in partnership with other car park operators in the town to ensure consistently high standards of parking across all provision.
- 4.15 Having a consistent, high quality of car parks is considered particularly important as parking demands increases over time in order to encourage balanced use of all car parking provision around the town.

Maximisation of provision

- 4.16 Within the short term, there will remain considerable pockets of spare parking capacity around the town. How best to utilise this capacity in a sustainable manner that does not impact upon future parking needs, is a key issue.
- 4.17 The stakeholder engagement process identified the concept of utilising existing spare capacity to provide all-day parking at affordable rates in order to permit low paid workers to park within the town centre closer to their place of employment. Whilst this concept may have equality merits, and could discourage employees from parking on-street in residential areas, it needs to be evaluated within the wider context of projected growth within the town. With parking provision likely to come under increased pressure in future years, allocating parking in the short term to all day parking, with very low levels of turnover, is likely to foreshorten the time horizon in which these parking pressures will materialise. Establishing a precedent for long-stay employee parking may also encourage travel behaviours that become unsustainable in the future.
- 4.18 The strategy does not, therefore, promote this particular type of measure but rather it seeks to improve the utilisation of car parks through a more balanced overall management of spaces that will facilitate the projected growth in demand in a more controlled manner across the town.
- 4.19 A specific way that the existing available off-street capacity can be utilised in relation to issues identified within the stakeholder engagement processes for managing on-street parking of motorhomes and coaches. This is discussed further in paragraph 4.34 below; however the designation of clear off-street parking provision for motorhomes, as well as additional coach parking capacity, would be a productive use of capacity that, if delivered alongside wider visitor information measures, could attract more visitor trips into the core town centre. It could also alleviate some of the perceived issues associated with on-street parking of these larger vehicles. In the short term the Camden Crescent car park would appear to offer sufficient under-utilised capacity for consideration, subject to suitable design requirements. Maximising the use of off-street capacity for blue badge holders, is also an important consideration, discussed further in Para 4.33.
- 4.20 Revisions to certain aspects of parking pricing structure can also be used to encourage a more balanced profile of parking across the town, changing underlying behaviour and preparing for increasing levels of demand over time.
- 4.21 Parking tariffs have recently been increased by an average of around 10%. This reflected the absence of any increases over the previous four years and is considered to be a fair reflection of increases to operational costs over that period. The Council have also indicated that these tariffs will remain for the next four years. At present the pricing structure would appear to be a fair reflection of the market conditions, in terms of demand for parking. There is, however, currently limited variation in pricing across the Council-operated car parks and so consideration should be given to the way in which different tiers of parking tariff could be usefully applied when demand for parking increases. This is discussed further in medium to long term measures below.
- 4.22 The introduction of pay on exit technologies could facilitate a change in behaviour amongst car park users, with parking durations no longer being constrained by the length of ticket purchased. This is likely to increase town centre dwell times and potentially have a positive impact upon retail and leisure spend in the town.

Partnership working

- 4.23 As one of a number of car park operators in the town, it would be beneficial for the Council to continue to work in partnership with other operators in order to ensure a coherent strategy relating to parking provision. Critical to this partnership working is an understanding of the relative commercial motives of different operators. Whilst some operator's interests are limited solely to commercial management of the

car parks themselves, others have wider business concerns that are the primary influence on how they operate their car parks (e.g. supermarkets).

- 4.24 Establishing coherent pricing structures across all town centre car park will always be a challenge as by the nature of a competitive market it will be in the interests of the commercial operator to establish its tariffs in response to the Councils payment structures so as to maximise their benefits. Whilst this is clearly a perfectly acceptable commercial practice, it can create challenges if the Council is seeking to utilise tariffs as part of a wider town centre management strategy.
- 4.25 There is, however, a clear opportunity presented by the potentially substantial growth in the demand for parking to work with other car park operators to the mutual benefit of all. This will be important in terms of shaping the role of individual car parks around the town, e.g. to serve specific land-uses, high/low turnover, discourage town centre vehicle circulation. Whilst much of this will develop over time as developments come forward, it is recommended that the principles are established in advance in order to facilitate effective change over time.
- 4.26 Working in partnership with private operators is also important in ensuring high quality provision of car parks across the town, as discussed in the previous section on car park standards in Para 4.13.
- 4.27 Within the short term there is also the specific requirement to consider the role of parking at the station. This has been an on-going focus for some time with proposals for a new multi-story parking facility. The proposals would represent a step-change in the level of parking provision at the station and so it is important to understand the implications of this in terms of travel patterns and vehicular trips rates to the station during peak periods. It is important that the Council continues to work with Network Rail in examining these options and determining an optimum solution. Part of this analysis should include the current levels of on-street parking around the station and the utilisation of Priory Road car park.

On-street parking restrictions

- 4.28 The study has identified a range of issues relating to on-street parking provision within and surrounding the town. These tend to be mostly localised in nature, although can have wider impacts upon traffic circulation around the town and are described further below.
- 4.29 Some residential areas on the periphery of the town have parking pressures relating to different groups of users wishing to park in these streets, namely residents and workers. An example provided within the consultation process was Victoria Park. In some cases this can create an over-crowded road space, restricting vehicle movements. In response to this some vehicles park with their 'wheels-up' on the pavement, but this only serves to create barriers to movement for pedestrians, often more so for those with mobility impairment. Parking on the footway/verges can be enforced through a traffic regulation order. To ensure a consistent approach across England, the Department of Transport issued guidance in 2011. The powers of enforcement lie with Kent County Council, as the highway authority, so Dover District Council would need to work with Kent on targeting specific areas of concern.
- 4.30 There are currently seven residents parking zones across Dover that provide priority for permit holders over non-residential parking. Four of them are very small in nature, encompassing only one or two streets, although these are located either within the heart of the town centre (Zone A) or close to Waterfront and/or the ports (Zones B, C and E) and so obviously provide priority to residents in areas with potentially very high non-residential parking demand. Zone D focuses on a group of streets to the west of the town centre, again protecting them from non-residential demand. Zone F provides a similar role; however, unlike Zone E, the streets within it are disparate in nature, incorporating streets around the periphery of the main town centre circulatory system (A256). The design of Zone F may encourage some unwarranted parking of residents who reside on one side of the town (e.g. Albert Road) in streets at the opposite end (e.g. Adrian Street). The final Zone K is located on streets around Buckland Hospital.

- 4.31 All of the current residents' permit schemes could typically be reviewed every 3 to 5 years, taking into account future growth in the town and potentially introducing amendments to the schemes to reflect changing demands. The cost of permit charges would also typically be monitored alongside the demand for permits and the availability of permit bays. Additional permit schemes could be considered as the town grows and pressures on on-street parking increase, particularly in resident areas.
- 4.32 Residential streets surrounding the station have particular pressures with such limited parking at the station itself. Subject to the potential expansion of the station provision, this will provide an opportunity to review the parking controls in surrounding streets so as to discourage commuter parking and ensure the station parking provision is adequately utilised.
- 4.33 Within the town centre itself, the effective operation of the one-way highway network around the core retail area can be sensitive to ad hoc loading/unloading and disabled parking. Wherever feasible, alternative dedicated provision should be sought that offers the same level of convenience for these user groups in order to encourage loading/parking behaviour that has less impact upon traffic circulation. In particularly sensitive areas the introduction of 'red route' blanket loading/unloading restrictions may be required as an effective traffic management measure.
- 4.34 The analysis has also identified pockets of overnight on-street parking by motorhomes, as well as on-street coach parking. Whilst the introduction of overnight restrictions could be introduced, this is unlikely to be cost effective for the council in terms of an enforcement regime. A limited enforcement regime could still act as a deterrent and is likely to still considerably reduce the level of overnight parking. Similar approaches have been adopted by other seaside towns looking to keep their waterfront areas clear. A more proactive solution would be the identification of specific provision for motorhomes, as well as additional coach parking within the town, as discussed in paragraph 4.19 above.

MEDIUM TO LONG TERM

- 4.35 Within the medium to long term, the focus of the parking strategy needs to reflect the changing dynamic of the town and provide a positive influence supporting economic growth and managing travel behaviour. The key areas of the strategy are as follows:
- Develop the available parking stock to support the focus of development across the town
 - Prioritise available parking for different user groups on the basis of identified need
 - Provide clear vehicle and pedestrian routings to/from car parking locations that minimise vehicle circulation and provide ease of access around the town
 - Ensure adequate information provision to direct visitors and to permit locals to make informed travel decisions
- 4.36 The sections below examine each of these issues in turn, presenting a discussion of the associated factors, and considering the merits of the 'long-list' of options established within Section 3.

Development of parking stock

- 4.37 The scale of proposed development, both in terms of retail and leisure within the town centre, as well as residential across the wider town and in settlements around Dover, will require additional provision of parking within the town centre. The quantum of this parking will need to be considered carefully taking into account both the commercial stipulations of potential town centre retail tenants, as well as the wider impact of the associated private car trip generation on the local and strategic highway network.
- 4.38 The St. James' development to the southern end of the core town centre already incorporates proposals for 445 parking spaces, alongside the already completed 50 space car park located off Bench Street. This provision is off-set by the loss of the existing Russell Street car park upon which the development is being built, resulting in a net increase of 258 parking spaces. The estimated trip generation levels from

the land-uses on the site suggest that the 495 available spaces are unlikely to meet the total demand for parking at peak times. Whilst capacity exists in alternative parking locations options across the town, the location of the development off the A20, Townwall Street, means that associated vehicle trip generation will interact directly with strategic traffic movements leading to and from the port. Given this potential conflict, as well as acknowledging St. James' location within the heart of the town, the opportunity to encourage wider adoption of alternative forms of transport to access the site should be pursued. It will be easier to instigate these changes in travel behaviour at this early stage of the wider town centre regeneration process rather than to allow patterns of private car travel to become imbedded in the short term.

- 4.39 The other major town centre regeneration proposal is Phase 3 of the Western Docks redevelopment. Whilst proposals remain outline in nature, it is likely to incorporate a major retail and leisure function, with significant associated trip generation. This is, again, located off the A2 corridor, presenting the dichotomy of good (theoretical) highway access, whilst also potentially contributing further to capacity constraints along this corridor. It is acknowledged that trying to manage transport infrastructure provision for both strategic movements (to and from the Port) as well as local movements (town centre related) can be challenging to implement. Priorities at junctions leading to car parking provision can be particularly difficult to balance.
- 4.40 The Port of Dover is keen to ensure high levels of integration of the docks redevelopment into, and through, the adjacent St. James' site and the rest of the core town centre. This is considered critical in terms of a longer term parking strategy that encourages vehicles to park at locations close to the corridors upon which they approach the town centre and then continue their trip on foot through a well-designed urban realm with excellent way-finding provision. This is as opposed to vehicles circulating around the town, adding to both congestion levels as well as resulting in potential negative air quality impacts. This is discussed further in the section on traffic circulation below.
- 4.41 Whilst it is acknowledged that some additional parking provision is likely to be required as part of the Western Docks Phase 3 redevelopment, its size, location and access off the A20 will need to be carefully considered. Alternative means of accessing the site, either directly or via St James' / the core town centre, should be vigorously pursued to avoid creating undue pressure on the local and strategic highway network. This fundamentally relates to public transport provision into the town centre and, specifically, from new residential settlements around the town.
- 4.42 As a general principle underlying the strategy, whilst the current regeneration opportunities offer plenty of scope for consideration of additional off-street surface and/or multi-story car parking provision, the key consideration needs to be the impact that any additional provision will have upon vehicle circulation around the town. There may be merit in consolidating parking provision on sites that are more accessible, both in terms of vehicle access and proximity to retail and leisure facilities, particularly if it then permits other current car parks to be redeveloped; however, it is not considered that additional supply, excluding St James' and Western Docks, would necessarily be advantageous for the overall prosperity of the town.
- 4.43 The current provision of 2,046 car parking spaces across the core town centre and waterfront area represents a relatively high level of town centre provision, albeit extending over a relatively wide geographical area. Even excluding the waterfront parking, the provision of 1,241 is still considered a good ratio in relation to the level of retail floorspace (38,600 m²) and the wider population (31,000). As the town retail offer potentially doubles and encompasses more of the waterfront area, along with a 50% increase in population, the existing parking supply, supplemented by the net additional provision from the St. James' and Western Docks (Phase 3) developments (+ ~350 net spaces), is still considered sufficient to provide an acceptable ratio of parking provision.

Prioritisation of users

- 4.44 As the demand for parking increases with the expansion of the town, increasing pressure will be placed upon the finite parking stock. As discussed above, it is ultimately considered unproductive to continue to increase the supply of parking due to the pressure that will then be applied to the highway network. As such, it will become increasingly important how the use of available parking provision is prioritised.
- 4.45 At a primary level this relates to redefining the purpose and role of individual car parks (or sections of car parks) that reflects the change in land-uses across the town. But there may be a requirement to go further than this in terms of prioritising specific user groups for on and off-street parking provision.
- 4.46 An obvious example could be the requirement to extend either the geographical extent or operational hours of resident parking schemes to protect parking for residents, assuming this would be welcomed by the residents themselves.
- 4.47 Within off-street car parks there may be a requirement to provide additional priority spaces for specific user groups. Within the short term measures (set out above in Paras 4.19, 4.33, and 4.34) the requirements for blue badge holders, motorhomes and coaches has already been discussed, and it is likely that with the UK's continuing aging population that the requirement for blue badge parking will continue to grow over the next ten years. Consideration should also be given to the promotion of alternative forms of sustainable travel, specifically low or zero emissions vehicles through priority provision in a car parks and the potential installation of infrastructure to support them, such as charging points. Given the ever developing nature of this market this strategy needs to be flexible in terms of the promotion of these types of technologies.
- 4.48 Other forms of prioritisation will relate to duration of stay, either as an enforced measure or encouraged through pricing strategies. There are two conflicting objectives that can influence choices over durations of stay, namely the opportunity to maximise the overall use of car parking provision through encouraging high turnover of spaces, as opposed to encouraging longer dwell times within the town centre and reducing the volume of private vehicle trips utilising the local and strategic road network.
- 4.49 At present there is clearly greater benefit to the town through encouraging longer dwell times and maximising the utilisation of car parking provision; however, this is likely to change over time as more of the proposed development is delivered and transport pressures in the town increase. As such, any short term measures that are introduced to encourage longer parking durations should be implemented in a manner that gives due consideration to the potentially changing requirements over time.
- 4.50 The current designation of short and long-stay council car parks reflects the underlying role of they provide. The Townwall and Woolcomber car parks are both designated short stay, albeit with a maximum stay of 4 hours. The short-stay status reflects their primary role as serving the adjacent leisure centre. The demand surveys indicate that both are currently under-utilised, suggesting there is an opportunity to encourage longer durations of stay to maximise these assets. However, with the forthcoming delivery of the St. James's development the pressures for parking within the area are likely to change significantly and so there is perhaps merit in maintaining these as short stay to ensure users of the leisure centre are still able to park alongside other users.
- 4.51 Pencester Road and Stembrook are also currently short-stay, but with 3 and 2-hour maximum stay, respectively. They have reported high utilisation on Saturdays, although some spare capacity during the weekdays. These will become increasingly important car park locations, permitting access to mid-town, as well as the new retail development to the south. Increasing the duration of stay in Stembrook (which has marginally lower utilisation) from 2-hour to 3-hour may have some merit to encourage longer durations of stay.
- 4.52 The Council-operated car parks further north in the town, Maison Dieu, Ladywell and Priory Road are all designated as long-stay. All of them tend to have higher occupancy rates during the week, reflecting different patterns of use. In particular, Priory Road is considered to be an alternative option for parking

when using the station. There would appear to be little benefit in changing the designation of these car parks at this time; however, in the event of additional parking capacity being provided at the station, along with increasing demand for parking in the town centre, there may be merits in introducing a 4-hour maximum stay to increase the level of turnover of spaces and prevent all day parking.

- 4.53 The Council-operated car parks to the southwest of the town, Camden Crescent and Albany Place, are both currently long-stay and have relatively low utilisation. Both are likely to be impacted upon by development proposals, with Albany Place allocated for some residential development, whilst Camden Crescent will be, indirectly, impacted upon by the adjacent Western Docks redevelopment. The recent completion of Bench Street car park provides additional parking capacity, currently with a maximum stay of 4 hours. As previously described in Para 4.19, in the short term the Camden Crescent car park could provide an opportunity to provide designated parking provision for larger vehicles, such as motorhomes, subject to design requirements. As more development is brought forward, whether this will subsequently represent an optimum use of this capacity will depend upon the demands generated from new surrounding land-uses.
- 4.54 Pricing policy will be an important tool for the Council to utilise within its own car parks, as well as to work alongside other operators in the town. As well as generating a necessary revenue stream to manage and invest in the quality of car parking provision, pricing can be a key tool within a wider context of encouraging efficient and sustainable behaviour amongst travellers accessing the town.
- 4.55 As described previously, current pricing policy appears to reflect the market well, with appropriate levels of pricing for the overarching level of demand across the town. There is relatively limited variation in pricing across the council-operated car parks with a general flat rate of £1.10 per hour applied within car parks, although on-street parking is generally slightly higher at a rate of £1.30 per hour. As demand increases over time there may well become merit in introducing some level of variation, albeit without producing a complex and confusing pricing structure. A two-tier pricing policy could reflect perceptions of premium parking locations but, more importantly, should be used as part of the wider strategy to manage traffic circulation around the town (described further in the section below).
- 4.56 Consideration should also be given to extending the operating hours of some parking controls to reflect the regeneration of the town centre and the changing profile of the evening economy. Current parking tariffs apply between 9am and 5pm but there is the potential for the retail economy to extend beyond this into the early evening, as well as an increased restaurant and leisure offer that would attract higher parking demand in the evenings.

Town centre circulation

- 4.57 Ensuring effective circulation of vehicles and pedestrians around the town will become critical to creating a vibrant, sustainable, core town centre that is considered both accessible from the wider urban area, as well as a pleasant environment to stay and dwell.
- 4.58 Parking provision, alongside effective signage and way-finding, can play a key role in the management of traffic circulating around the town. The core town centre area is encompassed within the primary, rectangular road network of the A20, A256 (northbound and southbound), as well as Bridge Street. Whilst there are other cross-cutting streets (Park Street and Pencester Road) it is this primary network that provides the majority of traffic circulation around the town. Around two-thirds of this network is one-way. Future parking policy should seek to minimise the requirement to utilise this part of the network, either in entirety or only for short sections in order to access car park locations inside this effective cordon.
- 4.59 There are seven main 'gateway' locations onto the primary town centre circulation network:
- Snargate Street, A20 (west)
 - Folkestone Road

- Tower Hamlets Road
- Frith Road, A256 (east)
- Park Avenue / Godwyne Road
- Castle Hill Road
- Townwall Street, A20 (east)

- 4.60 Ideally, parking provision would be available at each of these interception points, encouraging people with a destination in the core town centre to leave their vehicles at this point, thus reducing town centre traffic circulation. A good example of this would be on the Folkestone Road corridor, where Priory Road car park provides parking provision at the intercept with the A256. Whilst there are some other examples of this, in practice the existing locations of car park and wider physical constraints mean that this is not always the case, nor would it be feasible to provide in the future. For these corridors it will, therefore, be important to encourage use of car parks that require minimal circulation of the town.
- 4.61 The extent of the one-way system can create additional circulation issues in itself. For example whilst it may be feasible to access a car park directly from a corridor (e.g. Maison Dieu from Park Avenue) it is then infeasible to return the same route, rather vehicles must first travel southbound to subsequently head back north. Opportunities to minimise the total lengths of trips to and from car parks should, therefore, be considered.
- 4.62 Creating vehicular 'gateways' into the town can be an important visual signal that a motorist is entering the core town centre. Alongside this the provision of detailed information about the closest available parking provision and its proximity to core town centre locations can encourage drivers to alter behaviour. This needs to be reinforced through appropriate public realm and way-finding provision from each car park into the town centre.

Information & signage

- 4.63 Building upon the elements presented to minimise town centre circulation (presented above), the physical and financial constraints of delivering infrastructure-related measures to support the future growth of the town mean that the role of information provision and signage will be a critical tool in managing the effective operation of the town centre transport network.
- 4.64 This can incorporate traditional directional forms of signage and variable message signs, but also wider information provision and social media 'apps' to encourage different patterns of behaviour amongst travellers accessing the town centre.
- 4.65 At a holistic level, minimising the future demand for parking provision across the town will be a key issue. Whilst much of this will involve the physical provision of alternative means of travel (public transport, walking and cycling) the role of information provision and community engagement will also be a critical issue in changing behaviour.
- 4.66 Even with a comprehensive sustainable travel approach, there will remain large volumes of private car trips and demand for parking. It will therefore be important to influence where, when and for how long these individuals park.

5 Strategy Action Plan

INTRODUCTION

- 5.1 This section sets out a series of actions to be implemented as part of the parking strategy process. As with the previous sections, the actions are disaggregated into short and medium/long term to reflect the changing dynamic of the town centre over that period

SHORT TERM

- 5.2 A total of ten short term actions have been identified for implementation over the next two years. These are set out below along with associated outcome monitoring tools that can be applied to gauge success.

Quality

- i. Continue to apply Park Mark standards across all car parks but seek to further raise the standard of some car parks in terms of access and way-finding so they all act as positive 'gateways' leading into the core town centre
Outcome Monitoring: Programme of formal audits alongside feedback from civil enforcement officers
Cost implications: Urban realm, pedestrian and signage infrastructure
- ii. Review incidents of pavement parking on narrow streets and work with Kent County Council to implement measures to ensure parking obstructions do not occur on key pedestrian routes
Outcome Monitoring: recorded complaints
Cost implications: Analysis work, potential sigs and lines design & implementation

Maximising available capacity

- iii. Consider opportunities to maximise the utilisation of off-street parking provision including re-designation of premium parking for blue badge holders and electric vehicles, as well as dedicated provision for motorhomes
Outcome Monitoring: car park utilisation data
Cost implications: signs and lines design and implementation
- iv. Consider the introduction of 'pay on exit' technologies in suitable car parks to provide greater flexibility in parking durations
Outcome Monitoring: car park dwell times
Cost implications: Introduction of machines/barriers and ongoing maintenance.

Partnership working

- v. Seek to establish protocols with non-council car park operators in relation to the quality of parking provision in order to establish a consistent image for parking in Dover
Outcome Monitoring: Established protocols
Cost implications: Minimal
- vi. Seek to establish protocols with non-council car park operators in relation to pricing structures in relation to managing town centre traffic circulation
Outcome Monitoring: Established protocols
Cost implications: Minimal

- vii. Continue to work with Network Rail to establish the most appropriate levels of parking provision at the Dover Priory Station

Outcome Monitoring: Scheme development and delivery

Cost implications: Survey and analysis work

Road space allocation

- viii. Provide sufficient formal blue badge parking and loading/unloading provision to ensure ad hoc activity does not detrimentally impact upon town centre traffic circulation

Outcome Monitoring: reported incidents by civil enforcement officers

Cost implications: Signs and lines design & implementation

- ix. Consider introduction of overnight parking restrictions (on a potentially seasonal basis) to manage on-street parking in areas identified as a concern.

Outcome Monitoring: recorded complaints

Cost implications: signs and lines design & implementation, variations in enforcement regime

- x. Establish a rolling programme to review existing residents parking permit schemes every 3 to 5 years to ensure they are operating effectively and cover the optimum spatial area, including any requirement to expand, or introduce new, permit zones to reflect the changing dynamics of the town centre.

Outcome Monitoring: number of permits issued, resident feedback

Cost implications: surveys, consultation

Pricing

- xi. Broadly maintain current pricing policy but consider requirements to introduce a tiered pricing structure to reflect increasing demand over time

Outcome Monitoring: Tracking of pricing against parking utilisation

Cost implications: Minimal

- 5.3 The majority of the short term actions represent low cost measures to improve the overall condition, management and utilisation of on and off-street parking provision in Dover. There are limited infrastructure measures proposed, although it does include measures to ensure the on-going improvement to car park quality and the introduction of 'pay on exit' technologies.

MEDIUM TO LONG TERM

- 5.4 A total of nine longer term actions have been identified for implementation from two years hence. The majority of these are flexible in nature, reflecting the uncertainty surrounding the scale and phasing of delivery of development proposals and the impact this has upon the overall dynamic of parking requirements in the town.

- 5.5 The eight actions are set out below along with associated outcome monitoring tools that can be applied to gauge success, the cost implications, as well as a prioritisation rating for implementation.

Development of parking stock

- xii. Ensure managed growth in parking stock with a provisional ceiling limit of 2,500 spaces, subject to final development proposal

Outcome Monitoring: Supply and utilisation of parking; local traffic congestion levels

Cost implications: Provision of new parking provision (developer-led)

Prioritisation: High

Prioritisation of use

- xiii. Consider the introduction of additional prioritisation of parking to reflect the intensification and changes in land-use in the town centre, including reducing long-stay parking provision (4+ hours) in premium locations

Outcome Monitoring: Evaluation of parking durations of stay and impact upon town centre dwell times

Cost implications: Analysis work; potential signs & lines design & implementation

Prioritisation: Medium

Pricing

- xiv. Consider the introduction of tiered pricing policy to manage the utilisation of premium parking locations and encourage parking in more sustainable locations

Outcome Monitoring: profile of parking utilisations across car parks

Cost implications: Analysis and design, Information & advertisement.

Prioritisation: Medium

- xv. Consider extending the hours of operation of parking tariffs to reflect the changing retail, restaurant and leisure offer of a future regenerated town centre

Outcome Monitoring: profiles of evening parking levels

Cost implications: extended enforcement regime

Prioritisation: Medium/High

- xvi. Consider the introduce of further, alternative means of payment for car parking

Outcome Monitoring: number of transactions successfully undertaken by alternative means

Cost implications: IT infrastructure and processing costs

Prioritisation: Low

Town centre circulation

- xvii. Create 'gateway' locations at the key intercepts of approach corridors and the A256/A20 town centre circulation network, creating entry points into the retail core and encouraging parking in nearby locations.

Outcome Monitoring: volumes of town centre traffic circulation

Cost implications: Sign design & installation

Prioritisation: High

Information & signage

- xviii. Provide variable message signage that can be utilised to manage both car parking capacities and traffic circulation

Outcome Monitoring: profile of parking utilisations across car parks; volumes of town centre traffic circulation

Cost implications: VMS signage and supporting technological infrastructure

Prioritisation: High

- xix. Create parking websites and 'Apps', alongside traditional information formats, to inform locals and visitors of parking provision

Outcome Monitoring: usage levels of 'App'; profile of parking utilisations

Cost implications: App development costs and on-going support

Prioritisation: Low

- xx. Develop promotional & marketing campaigns in support of the developing town centre to encourage alternative means of travel to the core town centre or the re-timing of trips

Outcome Monitoring: number of promotional campaigns delivered; balance of sustainable travel

Cost implications: Design, development and implementation costs

Prioritisation: Medium

- 5.6 The medium to longer term actions reflect the requirement to respond to the changing dynamic of the town centre with potentially significant increased demand for travel into the centre. The strategy needs to balance the provision of sufficient high quality parking provision against the wider impact of private car trips utilising the local highway network.