



Re-Think!

Parking on the High Street

Guidance on Parking Provision in Town and City Centres


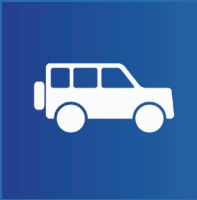


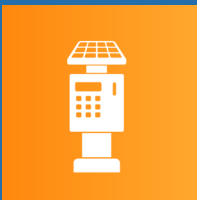

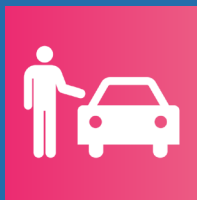
Re-Think! Parking on the High Street:
Guidance on Parking Provision in Town and City Centres
By Ojay McDonald, 2013

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Contents

	Executive Summary	4
	Key Findings	5
	Foreword	6
	Introduction	7
	Why is this Important for Local Authorities and Local Communities?	7
	The Motorist vs. the Town Centre	9
	Implementation of Parking Management and Enforcement	9
	Growth of New Shopping Destinations and Other Forms of Retail	10
	Case Study: A Case of Arbitrary Pricing Policy?	12
	Changing Route – Why We Need to Take a New Course	13
	The Unhealthy High Street	13
	Case Study: The Dangers of Not Caring for Car Parks	17
	Is there a Link between Town Centre Prosperity and Car Parking Provision?	19
	Methodology	19
	Obtaining Robust Data on Car Parking	19
	Selecting Primary Indicators	20
	Selecting a Sample of Town Centres	21
	Exploring the Relationship between Footfall, Spend and Centre Quality	22
	Key Findings	23
	A Checklist for Better Parking Management	28
	Partnership	28
	Planning	28
	Good Practice Guide	31
	Case Study: Encouraging the Moderation of Demand throughout the Day	32
	Case Study: Encouraging Shifts to Other Modes of Transport	33
	Case Study: Safer Parking Scheme	34
	Case Study: Glimpse into the Future – How MoLo Rewards can put Power Back into the Hands of Retailers	35
	Appendix	36
	Further Information	37
	Contributors	38

Executive Summary

There is a significant amount of anecdotal evidence, opinion and speculation over the relationship between car parking provision and town centre prosperity. This confusion has been problematic for policy-makers at numerous levels. The problem is most acute for local authorities who have to balance the sometimes conflicting needs of multiple stakeholders and develop accessibility and transport strategies, choosing between sometimes conflicting objectives. The costs borne of maintaining and servicing a car park and the opportunity cost of what other uses that space could have been dedicated to, pitched against the needs of the car user, provide a difficult dilemma for local government, especially in light of a continuing devolution of fiscal responsibility. With this in mind, and in light of the Portas Review which has produced a renewed vigour to protecting our high streets, the Association of Town & City Management (ATCM) the British Parking Association (BPA), Springboard Research Ltd and Parking Data & Research International (PDRI) have joined forces to explore what evidence can be collated and what can be learned regarding the relationship between car parking provision and town centre prosperity.



A number of factors have come together to create an almost perfect storm which prohibits access to traditional urban centres for car users. The majority of these urban centres pre-date the existence of cars and common car ownership. They are not purpose-built to accommodate the car and their density and high concentration of land use along with multiple land ownership make them difficult and expensive to adapt. This is why tariffs became a necessity in many locations, to ease congestion as well as to cover costs. However, there are concerns that fees are being introduced in areas where congestion is not an issue, or being raised to levels which stifle local trade. Concerns also surround the diversion of funds away from car parks, not allowing for the necessary reinvestment to take place.

This has worked in parallel with other societal and economic changes that have seen the town centre fall out of favour with many consumers who now have the choice to spend their time and money elsewhere.

Key Findings

This publication reviewed primarily off-street parking tariffs in around 90 locations across the UK, cross referencing data provided by PDRI and Springboard's National High Street Index. Springboard has interrogated its data that comprise its National High Street Index and Milestone services to provide an analytical framework for the study. Springboard has incorporated car parking data from PDRI with its own on footfall, spend and offer - which are indicative of town centre health and prosperity - to examine whether it is possible to establish the extent of the relationship between car parking and town centre performance. This report used data on footfall, spend and centre quality to group these locations and assess their relationship to the quantity of spaces and the cost of parking for the first two hours.

This analysis produced the following findings:

- Parking operators are providing parking provision which equates to the footfall levels achieved by their location.
- There is no clear relationship between car parking charges (set by parking owners/operators) and the amenities on offer in a location with some mid-range and smaller centres charging more than what is consistent with the national average.
- The mid-range and smaller groupings of centres that charge more than the national average in accordance with their offer, suffered a higher than average decline in footfall for 2011.

These findings come with caveats. They do not conclusively demonstrate that parking tariffs are influencing decline in locations across the UK, or suggest that all centres in the specified range have tariffs higher than the national average. They do however suggest that further research is needed over time to learn more about the relationship between town centre prosperity and parking tariffs and that mid-range and smaller centres in particular, must play a role here.

Ultimately, there is no simple formula that can be given on determining the right kind of tariff to be introduced nationally because every location is exposed to an individual set of dynamics and factors. The only universal answer is that local authorities and other operators must develop a plan for parking provision that faces up to the question, "What and who is our parking for?" and compliments a wider strategy for accessibility that again, fits with a strategy for the town centre or local authority area.



Foreword



This report asks as many questions as it answers. The key questions include, “what is parking for?” and “who is it for”?

The answer is clear for private operators. Their assets need to make a profit. For local authorities it is less clear. Is parking about raising revenue for local services? Is it a service to the public, residents and visitors alike? Or, is it to support businesses as part of an economic regeneration strategy?

Shaping parking provision can contribute to achieving many objectives including economic and environmental objectives. For instance, some may be of a mind to increase parking in urban areas to allow more car user access to central business districts, whereas others may want to decrease traffic through parking policies to resolve problems of congestion or pollution.

The dilemma of the ambiguous role and purpose of town centre parking is exacerbated for local authorities that are exposed to high profile public opposition and regulatory restrictions on parking provision. Consequently, many have moved to divest their assets to private operators leaving them with little control over parking provision. However, there is still huge stock in public ownership. Parking policy can be a stimulant or brake on local economic activity as places seek a competitive advantage. We hope that greater fiscal autonomy for local government being introduced around the UK will act as an incentive for economic growth.

Parking is not a universal panacea and free parking certainly is not. There is evidence that suggests towns and cities can thrive in cases where parking has been significantly reduced. Parking carries an opportunity cost for other uses such as leisure, business and residential. Yet, the car cannot transport the same quantity of people as public alternatives.

The key message from this report is, “don’t leave things to chance”. Having a plan for parking as part of a wider transport strategy that clearly states what the parking is for, is vital.

Another important question is that people seem to be asking “What is this space worth?” not just, “How much does it cost?” Consumers expect to pay more for say, the centre of Birmingham compared to Solihull. And more in Solihull compared to Sparkbrook.

If parking is about value, rather than cost, then it is clear from this research that smaller locations, with relatively fewer attractions (retail and otherwise) need to carefully consider their parking provision and fees. Considerations about provision, fees and transport strategies must extend to the evening and night-time economy. Very different uses drive footfall after dark. This is an industry that is now worth £60 billion and employs 1.2 million people¹ and therefore needs to be considered as part of the overall transport and accessibility strategy for the town.

A strategy for all places and times of the day is vital.

**Martin Blackwell, Chief Executive
Association of Town & City Management**

¹ MAKE/TBR Night Mix

Introduction



There is a significant amount of anecdotal evidence, opinion and speculation over the relationship between car parking provision and town centre prosperity. Somewhat paradoxically this ranges from arguments suggesting that ‘greater accessibility for cars on the high street will increase the viability of town centres by improving trading for businesses’ to ‘restricting accessibility for cars will increase the viability of town centres by cutting congestion and pollution whilst making the high street more pedestrian friendly and increasing dwell time’.

The disparity of views arose most recently during a Welsh inquiry into town centre regeneration. The Enterprise and Business Committee for the Welsh Assembly explicitly made reference to receiving contradictory evidence on the impact of car accessibility to the health of the high street. Consequently, the Committee was unable to provide a clear recommendation in relation to car parking, instead opting to urge the Welsh Government to work hard to understand the role that can be played by sustainable modes of transportation².

It is not necessarily the aim of this report to identify a definitive link, which bridges car parking provision and the health, or otherwise, of a town centre. The issues that impact on the health of a town centre are various, multi-faceted, overlapping and ultimately complex. The size of the centre, the public transport alternatives, consumer demographics, the composition and quality of the retail and leisure offer, the proximity of competing destinations, and many more issues, all play their part in the decision-making process for the consumer. Finding that definitive link may remain elusive. What is easier to demonstrate is that some owners and operators, to the frustration of drivers, parking managers and businesses, do not take these factors into account when determining their car parking provision. Other factors may dictate provision such as a desire to alter the behaviour of motorists, to cover the costs and reinvest in the existing car parking provision. This report is concerned with helping local authorities and private car park operators to think progressively and strategically about the role car parking provision plays in the vibrancy of town centres and consequently produce sensible parking management policies. It is about ensuring revenue generation is not the exclusive objective of parking provision in the town centre. It is also about helping the business community to understand the reasons why restricting provision through a range of measures, including tariffs, can sometimes play a positive role in supporting the town centre. We seek to promote the need for both vision and compromise in the creation of plans for car parking provision.

Why is this Important for Local Authorities and Local Communities?

Across the UK there is a continuing trend towards devolution; from the Central Government to the national administrations, from national administrations to local government, and from local government to local communities. Less and less are rules and regulations being dictated centrally, giving communities and local authorities greater discretion over issues such as planning and economic development. The Localism Act 2011 (England), Local Government Finance Act 2012 (England) and the Community Empowerment and Renewal Bill (Scotland) are providing impetus to this process. Increased fiscal accountability is, in many cases, being paired with this greater decision-making. For example, the Local Government Finance Act 2012 in England will allow local authorities to retain a proportion of what they collect in non-domestic rates (or business rates). This prompted a review

² National Assembly for Wales - Enterprise and Business Committee, Regeneration of Town Centres, (January 2012) www.senedd.assemblywales.org/mgissueHistoryHome.aspx?IId=1522

of non-domestic rates in Wales and follows in the path of Scotland where the budgets of local authorities are already partially made up of business rates. This debate will also extend to Northern Ireland in the context of the planned Review of Public Administration. However, a drop in revenue from business rates will mean a deflated budget for the local authority. This provides a financial incentive for sustainable economic policies at a local level putting the emphasis on local government to support its business community.

Consequently, car parking charges cannot be viewed one dimensionally as a simple revenue source for local authorities. If such charges damage the viability of a town centre it will have a knock on effect on the resources available to the authority. Car parking charges must be viewed more holistically as part of an accessibility strategy for town centres which takes into account the need to promote its businesses. Such a strategy should lead to the intelligent utilisation of parking provision to support the town centre. It may mean free parking, but not necessarily. It could equally mean the alteration of charges to moderate demand or to reinvest revenue in high quality public transport alternatives. It is important to remember that in reality there is no such thing as a free parking space; someone, somewhere is paying for it to be provided, serviced and maintained. The important question is who? Local authority tax payers, local businesses, residents, or the users? Ultimately, local government must begin to view health of the local business community as the health of their own organisation and implement policies that support local businesses.

Even if there were not a direct financial imperative for local authorities there is an indirect connection. A local authority's Rate Support Grant from central government is directly related to its ability to raise taxes. The retail sector pays £17.5 billion per year (9% of the total) of the four largest taxes (VAT, Business Rates, National Insurance and Income Tax)³. This includes around £5 billion per annum (28% of the total) for Business Rates. As sales go online, this often means "offshore" with a consequent decline in tax income.

With this in mind, and in light of the Portas Review which has produced a renewed vigour to protecting our high streets, the Association of Town & City Management (ATCM), the British Parking Association (BPA), Springboard Research Ltd and Parking Data & Research International (PDRI) have joined forces to explore what evidence can be collated and what can be learned regarding the relationship between car parking provision and town centre prosperity. While the collaborative approach between ATCM and BPA has provided a focus for the completion of this work, the inclusion of Springboard's 'Milestone', a powerful database detailing the performance of town and city centres across the UK, and PDRI, which holds detailed quantitative information on car parking provision has allowed for the inclusion of primary research that demonstrates the need for well thought through parking management policies, which form part of a comprehensive transport and accessibility strategy.

For the purposes of this report, we refer to a diverse range of locations when we use the term 'town centres'. Anything from the UK's largest city centres to much smaller district centres and anything in between. This includes centres in both urban and rural locations.

When we refer to car parking provision, again we are referring to a broad set of factors. While the most talked about factor is tariffs, others such as the structure of the tariff, location of the car park, quantity of spaces, designation of spaces for disabled users, safety and security measures and payment methods are also included.

³ Statistics provided by the British Retail Consortium

The Motorist vs. the Town Centre



A number of factors have come together to create an almost perfect storm which prohibits access to traditional urban centres for car users. To begin with, the vast majority of our traditional urban centres pre-date the existence of cars and common car ownership. They are not purpose-built to accommodate the car and their density and high concentration of land use along with multiple land ownership make them difficult and expensive to adapt. What adaptation has taken place allows for a finite number of car users at any one time to drive into the centre. Once upon a time, this finite number may have been adequate to accommodate everyone who wanted to drive into the centre, but two important developments now prevent this.

1. **High Levels of Car Ownership** – In his Foreword in *Spaced Out*, Stephen Glaister, the Director of the RAC Foundation stated that the cost of the family car today is the equivalent of just 20 months average annual salary compared to four years average annual salary in 1952. Consequently, the number of vehicles on Britain's roads has gone from 2.5 million to 34.5 million. Even though some commentators are suggesting that car ownership as a proportion of the population has peaked, the population is still growing which means the number of cars on Britain's roads are likely to continue increasing.
2. **Cars are Nearly Always Parked** – Parking is performed at the beginning and end of nearly every journey. In fact, cars are estimated to spend an average of only 3 to 4% of its time in transit, spending about 80% of the duration parked at home and the remaining 16% parked at a destination⁴.

Accommodating all car users is simply impossible in the modern day for our town centres. Parking management and enforcement has become a necessity in many busy locations. However, the nature of management and enforcement has caused conflict between the car user and the town centre. There is popular concern that there is little correlation between the dynamics of the location and the cost of car parking. This has been compounded by competition from new shopping centres which have offered a safe haven for the car.

Implementation of Parking Management and Enforcement

There are at least two reasons why parking management and enforcement were initially introduced.

1. **Recovery of Costs** – Car parks are not free to provide regardless of whether the operator is public or private. Town centres have high density of use and a short supply of available land. This makes space in the town centre relatively expensive. Land owners who decide to provide car parking have to calculate the opportunity costs of not having an alternative use. Furthermore, car parks have a limited lifespan meaning the costs of depreciation must be recovered to enable reinvestment. Finally, the general costs of management, maintenance and enforcement must be taken into account. For private owners, the recovery of costs will

⁴ John Bates and David Leibling (commissioned by the RAC Foundation), *Spaced Out* (July 2012)

only be achieved directly through parking charges. Public operators in a region in which revenue from business rates can be spent locally are afforded more flexibility on how costs can be recovered.

2. **Changing Driver Behaviour** – As stated above, today’s levels of car ownership are extremely problematic for town centres. Unrestricted parking will lead to congestion, obstructions, pollution and spaces being occupied by the wrong users at inappropriate times. Well thought out parking management can be used to moderate demand, targeting specific types of users at different times of the day. For example, parking management has been used to ensure disabled car users benefit from convenient and cost effective access to the town centre⁵. Parking management has been used to suppress demand during peak-time and encourage demand during off-peak. Interventions have also been used to entice shoppers into the town centre but encourage commuters to park edge-of-town to ensure town centres are able to capture spend. Finally, a very important motive behind parking management has been to influence a modal shift in the transport choices of people from private transport to public transport, or from high emission vehicles to low emissions vehicles.

Over time, car parking has proved to be a good tool for generating revenue for local authorities. DCLG estimates that, for England alone, parking income from fees and penalties for 2009/10 comes to £1.35 billion. This is during an era in which public finances find themselves under increasing pressure. However, local authorities do not have complete freedom to spend this revenue on what they want. Legislation prescribes how income from on-street car parking can be used by local authorities with many asked to reinvest any incidental operating surplus from on-street parking into transported related expenditure. These restrictions do not apply to off-street parking. Consequently, the revenue generated from car parking, where the law permits, is sometimes used to supplement revenue lost from important statutory activities. Many local authorities have come to depend on car parking revenue for this purpose. In some locations, many people fear, the original rationale for parking management has been forgotten, and with it, the place of the car within a transport and accessibility strategy for town centres. Rigid enforcement policies, a lack of reinvestment in existing car parking provision, unwelcoming enforcement staff, the slow take up of new technology with more convenient payment methods and arbitrary pricing policies have all been cited as concerns across the UK.



⁵ Study into the Provision of Existing Designated Disabled Persons Parking Bays in Off-Street Car Parks in the UK (2010) (WSP Development and Transportation), commissioned by BPA, Department for Transport, Mobilise and the British Council of Shopping Centres .

This left the door open for competition from locations that are far more attractive to car users, changing our shopping habits.

Growth of New Shopping Destinations and Other Forms of Retail

Out-of-town shopping centres became the hallmark of growth in British retail in sector in the mid 70s. Until then almost all shopping floorspace was in city, town, district and local centres. However, supermarkets and retail warehouses desired larger sites outside centres. By the late 1970s approximately 40% of new retail floorspace was outside of town centres and was followed by the liberalisation of planning policy in the 1980s. This led to the rapid acceleration of retail development outside of the town centre with an all time high of 86% of all new retail floorspace appearing out-of-town in 1994. Figure 1 demonstrates the decline of new retail floorspace and highlights how acute the problem was for those areas exposed to edge or out-of-town development.

Percentage of newly-built retail floorspace in Areas of Town Centre Activity, with and without 300m buffer, England: 1 April 2008

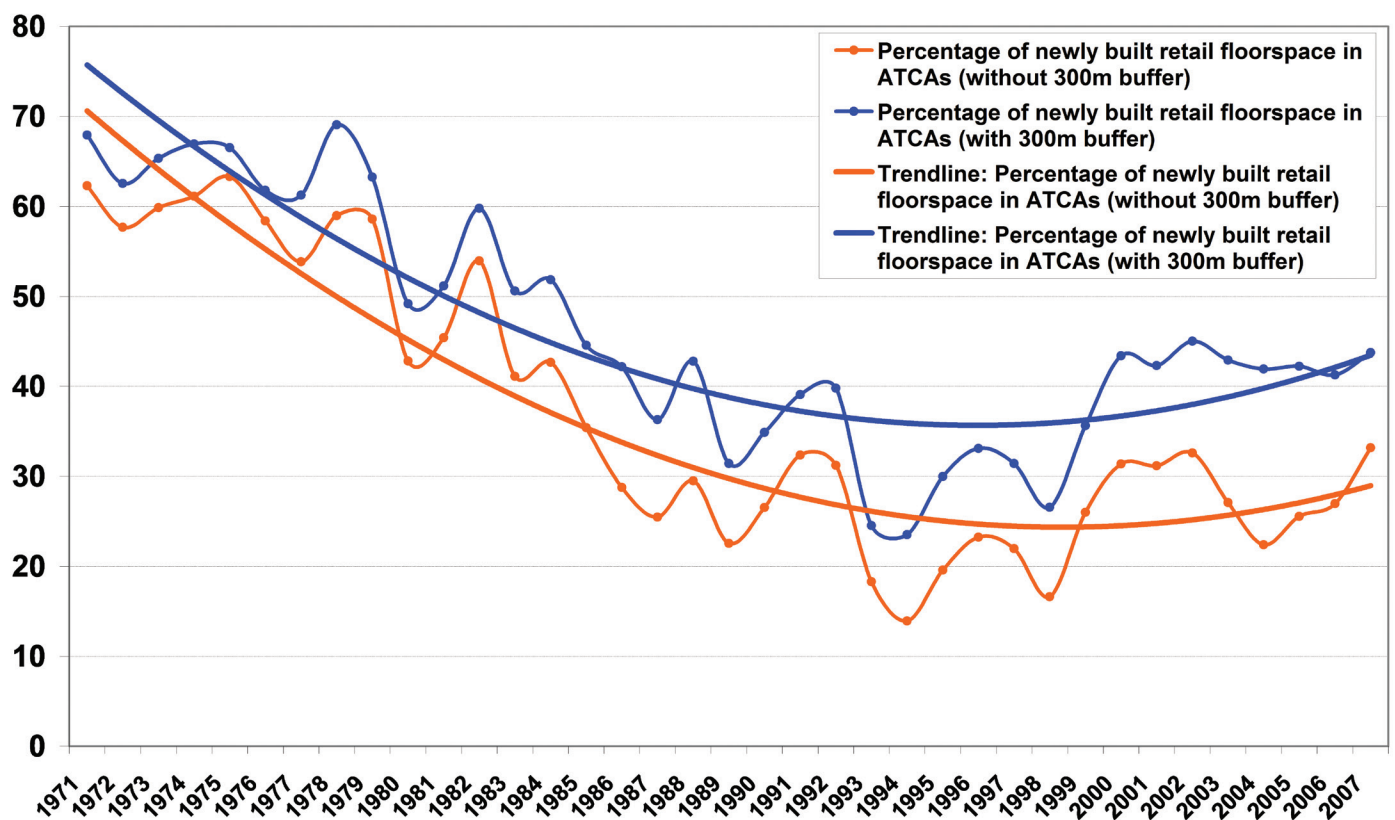


Figure 1

Source: DCLG

In low-density locations with ample space, purpose-built modern shopping centres are able to accommodate the car borne consumer. In fact, they have used the car as a point of competitive advantage over town centres, providing cheaper bulk buying for the convenience of consumers. And if that is still too inconvenient for the 21st Century consumer, they have the option of staying at home and shopping online. The Internet has become a force to be reckoned with, decimating bricks and mortar businesses which sell electronically transferable goods.

Case Study: A Case of Arbitrary Pricing Policy?

One Borough Council in Suffolk has been accused of altering its pricing policy without taking into consideration the ramifications of the vibrancy of the locality.

As part of its budget review in the autumn of 2011, the Council announced that due to a funding shortage it needed to make savings or generate income and decided that it wanted to raise an additional £150,000 from car parking revenues. It issued paper surveys to 2000 random people and placed the survey on-line. The 100,000 plus residents were made aware of the online survey (which included other savings/income generation options) via the local media. The survey resulted in around 880 responses with just under 50% (approximately 400) stating a preference for an increase in car parking charges. The council announced publicly that it would be increasing charges by at least 10% for all of its car parks.

The plans were met by opposition from the business community including the local Chamber of Commerce and the Business Improvement District who argued that plans to increase car parking, which could have an impact on the viability of the town centre, should not go ahead purely based on the opinions of less than 1.5% of the population and instead the feasibility of the change should be thoroughly researched and be part of an accessibility strategy for the centre. In the absence of this strategy, the business community offered to work with the Council to find more creative methods of meeting the financial short fall. This offer was never taken up.

Despite a petition against an arbitrary rise in parking charges producing over 3,000 signatures, the Council introduced a minimum 10% rise in all of its car parks in the town centre and for the first time introduced charges for disabled holders.



Changing Route – Why We Need to Take a New Course



With all of these factors combining, it is no surprise that the car borne consumer is no longer a frequent user of the town centre when more welcoming alternatives are available. The high street has fallen out of favour with many profitable car users adding to the pressure on town centres.

Car parking is not the only reason why people are turning away from high streets in favour of out-of-town shopping. It is also not the only reason why high streets are suffering in general, but they are suffering.

The Unhealthy High Street

Footfall⁶ is down. From 2008 to September 2012, town centres suffered a cumulative loss of 18.7% in footfall (Figure 2).

A cumulative loss of 18.7% in town centre footfall in six years (Jan to Sept)

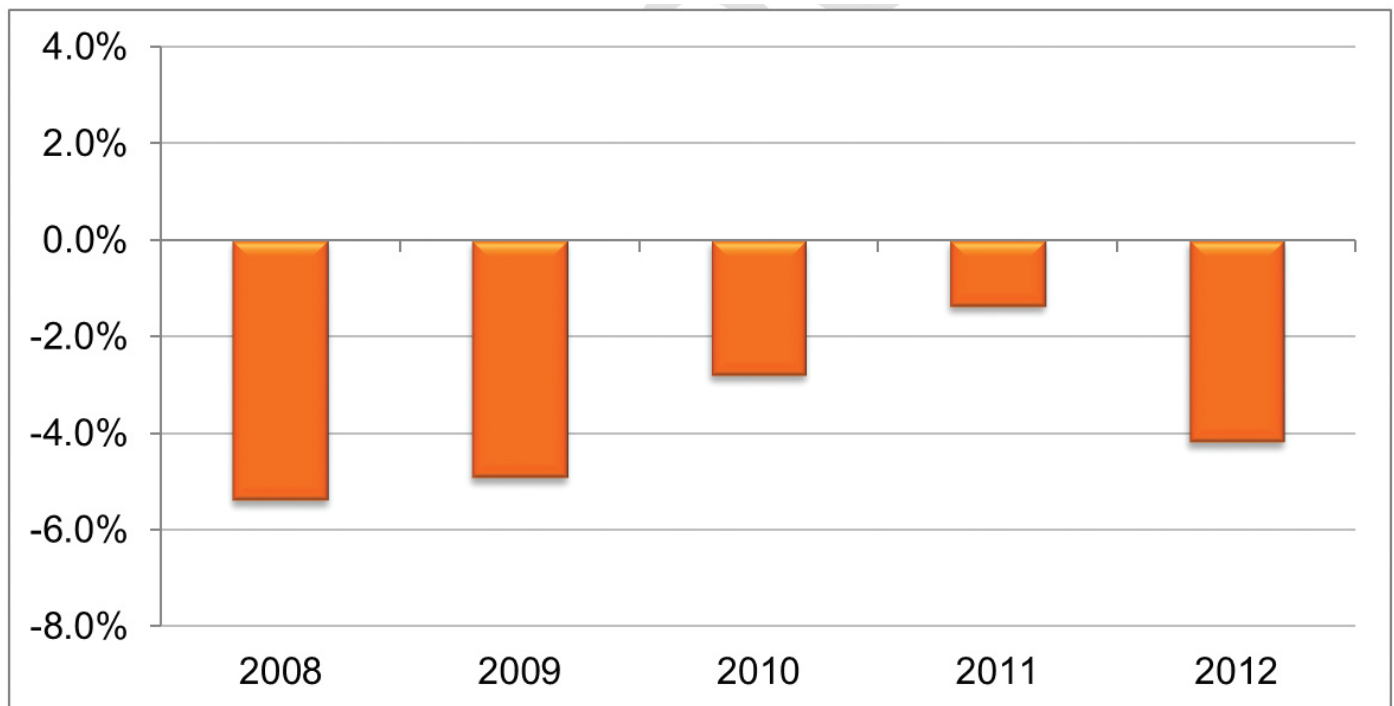


Figure 2

Source: Springboard National High Street Index

Critically, the months suffering the largest decline during that period are November and December, the most important trading months for retail (Figure 3).

⁶ Footfall is a count of the number of pedestrians walking through a commercial destination allowing for an assessment of the popularity of the destination.

Annual % change in Footfall by Month (2008-2011)

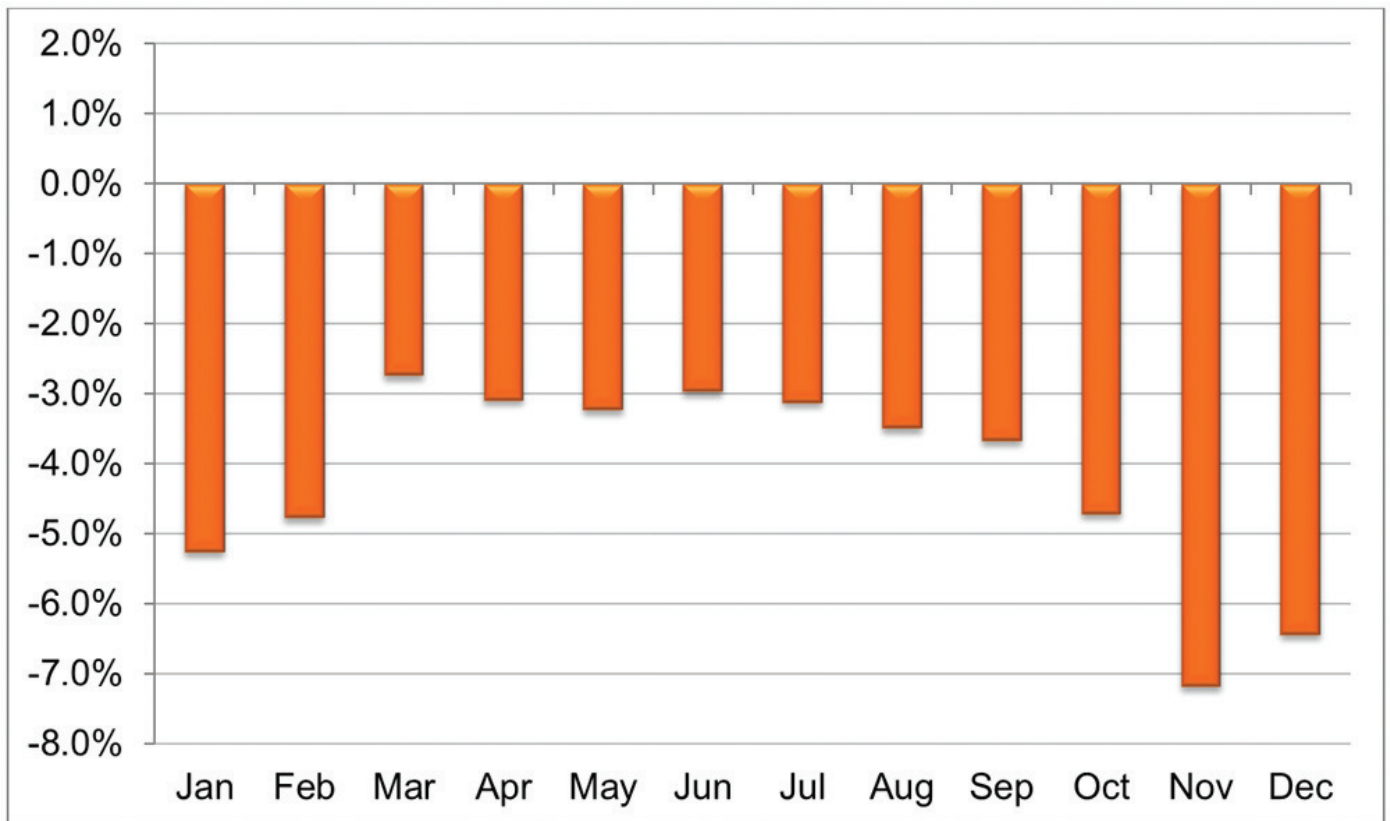


Figure 3

Source: Springboard National High Street Index

Although this lapse is often attributed to recessionary pressures, the truth is town centres have been struggling for much longer. The GENECON report ‘Understanding High Street Performance’⁷, states that town centre retail sales grew from £109 billion in 2000 to £124 billion in 2009, an increase of 13%. While this appears healthy, the British population grew by 3.3 million from 1998 to 2009. A deeper analysis reveals that spend captured by retail in town centres actually shows a proportional decline in relation to the entire retail market and a significant loss in market share to competitors.

Mirroring the loss of market share 15,000 town centre stores closed between 2000 and 2009. This attrition has continued into 2012. Statistics from Springboard’s National High Street Index shows a decline of 4.2% in footfall nationally up to September 2012.

⁷ GENECON, Understanding High Street Performance (December 2011)
<http://genecon.co.uk/news-comments/genecon-high-streets-review.aspx>

Annual % change in Footfall – Jan to Sept 2012

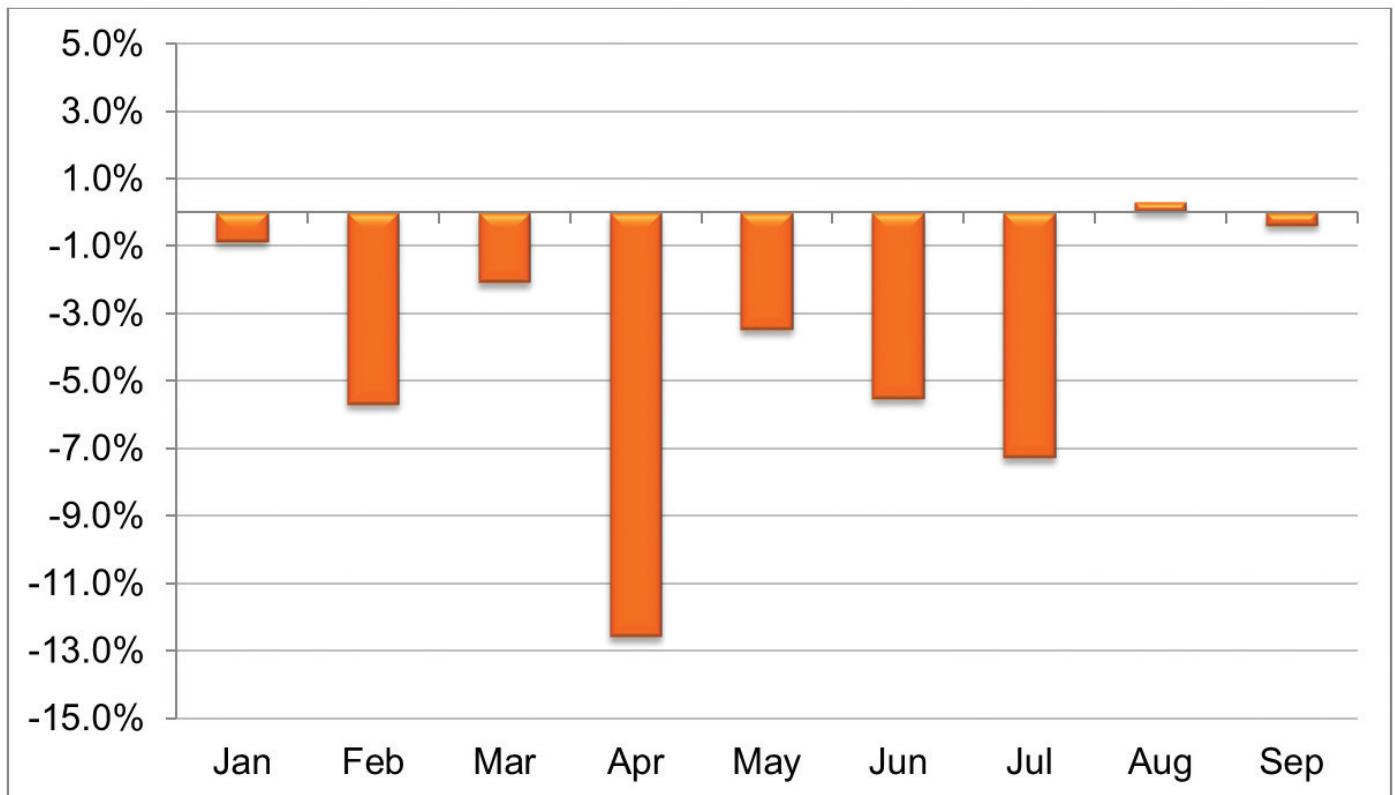


Figure 4

Source: Springboard National High Street Index

Some might question why it is so important to protect the our town centres if out-of-town shopping caters for the car borne consumer, the Internet for those that want to stay at home and the traditional centre for everyone else. The truth is, not thinking strategically about car parking can be an extra step towards the erosion of the town centre's viability and lead to the under-utilisation of a centre's assets.

Not thinking strategically about the car's role within a variety of transport modes with access to the town centre could entrench reliance on the car. For example, car users feeling unwelcome in the town centre and using alternative destinations with free parking will contribute to a displacement of spend. This ultimately weakens the offer of the town centre. With a weaker offer other consumers may be persuaded to travel by car to out-of-town locations. The town centre, with a variety of modes of accessibility and its location within a catchment area is pivotal in attempts to prevent unnecessary urban sprawl and to encourage greater use of public transport modes of transportation.

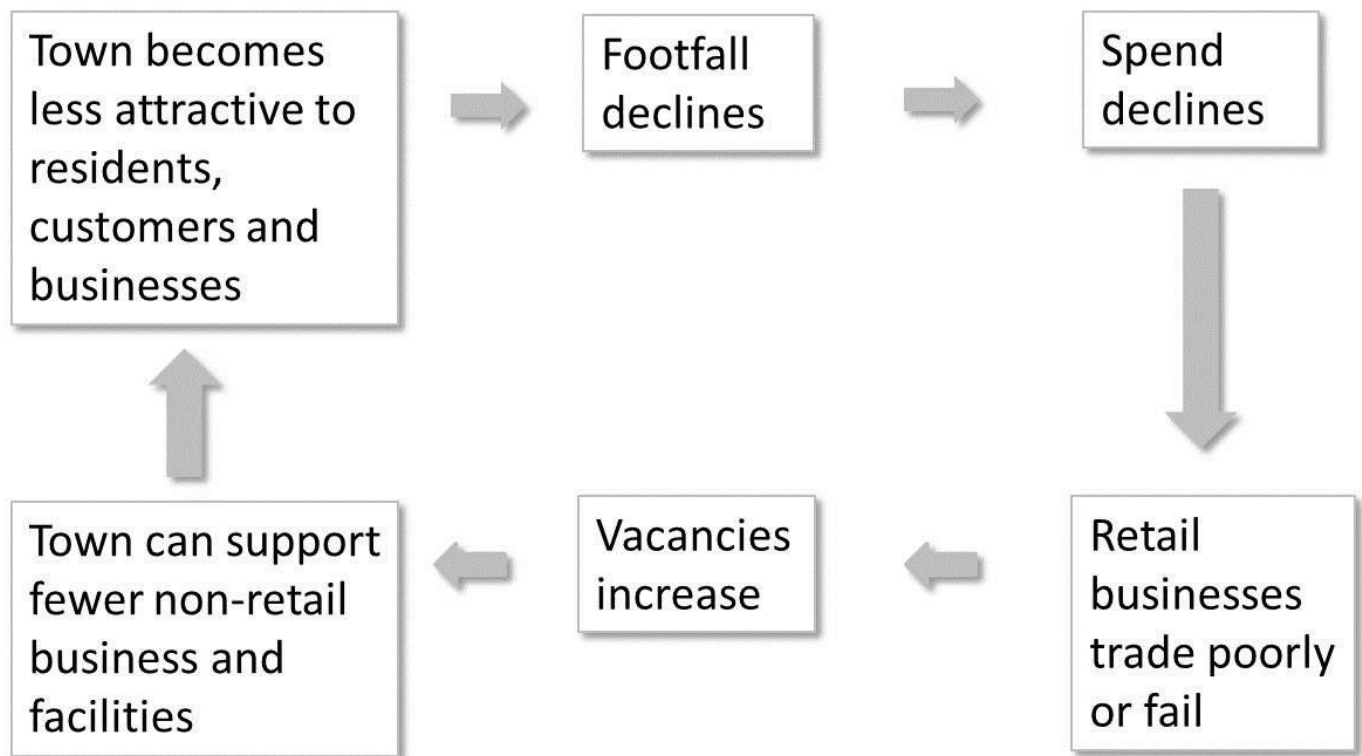


Figure 5

The use of funds generated from car parking also need greater consideration. Car parks have a limited lifespan and therefore require periodic reinvestment in order to remain in-service and safe to use. Despite their ability to bring in revenue, reinvestment has not always been forthcoming leaving some structures in a state of disrepair and parking managers frustrated. Furthermore, funds generated from parking management could be reinvested in developing viable public transport alternatives to encourage modal shifts.

Case Study: The Dangers of Not Caring for Car Parks

Sometimes it is forgotten by car park owners the level of attention and care required to ensure their assets remain safe to use for the long-term. In fact, evidence has shown that some local authorities and private owners generally neglect their car parks from both a structural and decorative point of view. The structural integrity of a multi-story car park can be compromised over many years due to many factors including general wear and tear, the corrosion of steel members or damage caused by excessive water, especially in cases where waterproofing is inadequately applied.

There are likely to be hundreds of examples nationwide of car parks which, if inspected by a qualified engineer, would need extensive repair. Between 2010 and the Summer of 2012, five car parks have been reported as closed due to structural fears, some of which have been demolished following intervention by the Health and Safety Executive.

Research by the BPA Structures and Asset Management Special Interest Group has revealed that, while nearly two thirds (65%) of parking managers understand there is a legal duty to ensure car parks are structurally sound, only 22% surveyed said that inspections were definitely carried out using a fully qualified structural engineering contractor. This is not to say that all car parks are in immediate risk of collapse, and there are some excellent examples of well maintained and properly managed car parks. However, a greater emphasis is needed to ensure that parking structures are properly inspected and maintained. Owners and operators should be encouraged to have a financial mechanism in place to fund routine structural assessments, life-care planning and essential maintenance. Preparation and implementation of a life-care plan will identify defects and prompt repairs to minimise the risk of structural failure.



This publication does not suggest that local authorities should not make money from car parking to channel towards essential functions. On the contrary, if car parking provision is well planned, sits within a comprehensive transport and accessibility strategy and there is adequate reinvestment when needed, local authorities may find they are able to increase their revenue and maintain consumer and business satisfaction at the same time.

It also does not seek to establish local government as the sole guardian's of the town centre car park. Public ownership of car parks appears to be on the decline leaving councils with little control over parking provision. In such cases, like all other forms of town centre management, it is important that local government works in partnership with private operators to deliver a high level of co-ordination that benefits all stakeholders.

Changes to business rates systems across the UK must also play a role in this re-think. Anything that damages the viability of local businesses will impact on the local authority. Good decision-making is critical. Parking managers, local government and town centre partnerships need as much knowledge on the links between car parking provision and best practice as possible in order to achieve good decision-making.

Is there a Link between Town Centre Prosperity and Car Parking Provision?



Trying to find a conclusive link between town centre prosperity and car parking provision is extremely difficult. The variables that influence the success of a town centre are many. However, through the use of primary indicators (those variables which are viewed to have the largest impact) a representative sample of town centres and robust data, we can at least offer the beginnings of an evidence base which suggest important trends and offer an angle for more exhaustive research. This section provides primary research aimed at achieving this.

Methodology

Prior to the interrogation of the link between car parking and town centre prosperity, four steps need to be taken:

- Obtaining robust data on car parking
- Selecting primary indicators
- Selecting a sample of town centres
- Exploring the relationship between footfall and spend

Obtaining Robust Data on Car Parking

Data on car parking was obtained from the PDRI database. This does not include all factors relating to car parking that are likely to impact on a town centre's performance such as quality and location of parking, but it does include the two key factors:

- Quantity of spaces
- Cost of parking

For the purposes of this study, the cost of parking is based on the first two hours only as this provides us with the best opportunity to isolate the behaviour of consumers from other users (such as commuters) who may use parking spaces for a longer duration. Two hours is generally regarded as the average duration of a shopping trip. The weighted average cost of two hours parking used in the study excludes car parks where the price of two hours is the same as the price for eight hours. Furthermore, this data relates primarily to off-street parking but does not exclude all on-street parking.

Both the quantity of spaces and the cost of parking refer to publicly and privately owned assets.

Selecting Primary Indicators

A huge array of individual factors have an impact on the town centre (Figure 6). However, the relative influence and the degree of causality of the relationship between each of these individual variables has yet to be determined.

Factors Influencing the Success of a Town Centre



Figure 6

Source: Springboard

The need for consistent, comprehensive and robust data on town centre performance has led to the development of Milestone by Springboard, in collaboration with ATCM. Springboard identified available data for as many of the indicators of town centre performance as possible, which were then compiled into a database which comprises data spanning a decade for 130 indicators for 4,500 towns nationally. The performance indicators included with Milestone are shown in Table 1.

Economic Trends	Property Trends	Consumer Demand	Centre Provision	Centre Quality
Working age population in employment	Prime Zone A rents	Catchment area population	Floorspace sq m by use	Venuescore - National Centre Ranking
Unemployment rate	Rental Values - Shops	Catchment area spend by category	% of total retail floorspace by type	Market Position
Employees by sector	Rental Values - Offices	Market share within the catchment area	Rateable Value	Fashion Position
Number of VAT registered businesses	Yields	Age profile of the catchment area	Provision by units	Age Position
		Demographic profile of catchment area	Vacancy Rate	Fashion score
		Footfall		Foodscore
				Tourist score
				Mall score

Table 1

Town centre performance has been measured in terms of the two key indicators of footfall and spend. Footfall data is obtained from Springboard’s National High Street Index⁸ which analyses around 90 towns and cities nationally. Spend data has been obtained from GMAP Consulting’s Retail Vision Spend Model⁹. A further indicator – centre quality – has also been included as this provides intelligence on the town centre retail offer. Centre quality data emanates from Javelin’s Venuescore ranking¹⁰.

Selecting a Sample of Town Centres

The process for selecting a reasonable sample of town centres for this study is partially driven by the availability of robust data. For each location data on footfall, spend, centre quality, quantity of car parks, and cost of parking must be available to provide the consistency required for a national study. Pooling together the capabilities of Springboard’s National High Street Index, GMAP Consulting’s Retail Vision Spend Model, Javelin’s National Ranking and PDRI, a wide range of towns and cities met the criteria for inclusion.

Towns have been carefully selected so as to provide a representative sample of the town centre landscape in the UK. Towns in each region are included as are towns and cities that span the entire retail hierarchy from major city to district centre level. For a full list of the towns included in this study, see the appendix at the end of this publication.

A hierarchy of town centres based on levels of footfall was established (Table 2). Towns range from those with an average footfall of more than 300,000 per week (in the location with the highest level of footfall) to those with an average footfall level of less than 70,000.

8 Springboard’s NHSI is the only available monitor of town centre performance. A national index that is published monthly, the NHSI tracks customer activity in around 90 towns and cities across the UK identify the monthly and annual % change in footfall. Springboard is able to identify the volume of flows in each town within NHSI.

9 GMAP Consulting’s Retail Vision model estimates the amount of spend attracted to 16,000 different retail destinations across the UK. Spend is split into fashion and comparison, grocery, household/DIY and electrical goods.

10 Javelin’s National Ranking is based on a centre’s Venuescore, which is calculated on the basis of the breadth and quality of a centre’s multiple retailing offer.

Weekly footfall 2011	Examples
>300,000	Liverpool, Birmingham
250,000-299,999	Sheffield, Plymouth
200,000-249,999	Northampton, York
150,000-199,999	Ipswich, Stafford
100,000-149,999	Blackpool, Swindon
70,000-99,999	Stratford-Upon-Avon, Bridgend
<70,000	Guisborough, Barnet

Table 2

Exploring the Relationship between Footfall, Spend and Centre Quality

Before the relationship between car parking and prosperity is examined, it is important to understand the extent to which the selected performance measures are meaningful. To this end, the relationship between footfall and spend, and between footfall and centre quality, has to be examined using the selected sample of town centres.

The charts below show the relationship between footfall and spend (Figure 7) and footfall and quality of offer (Figure 8).

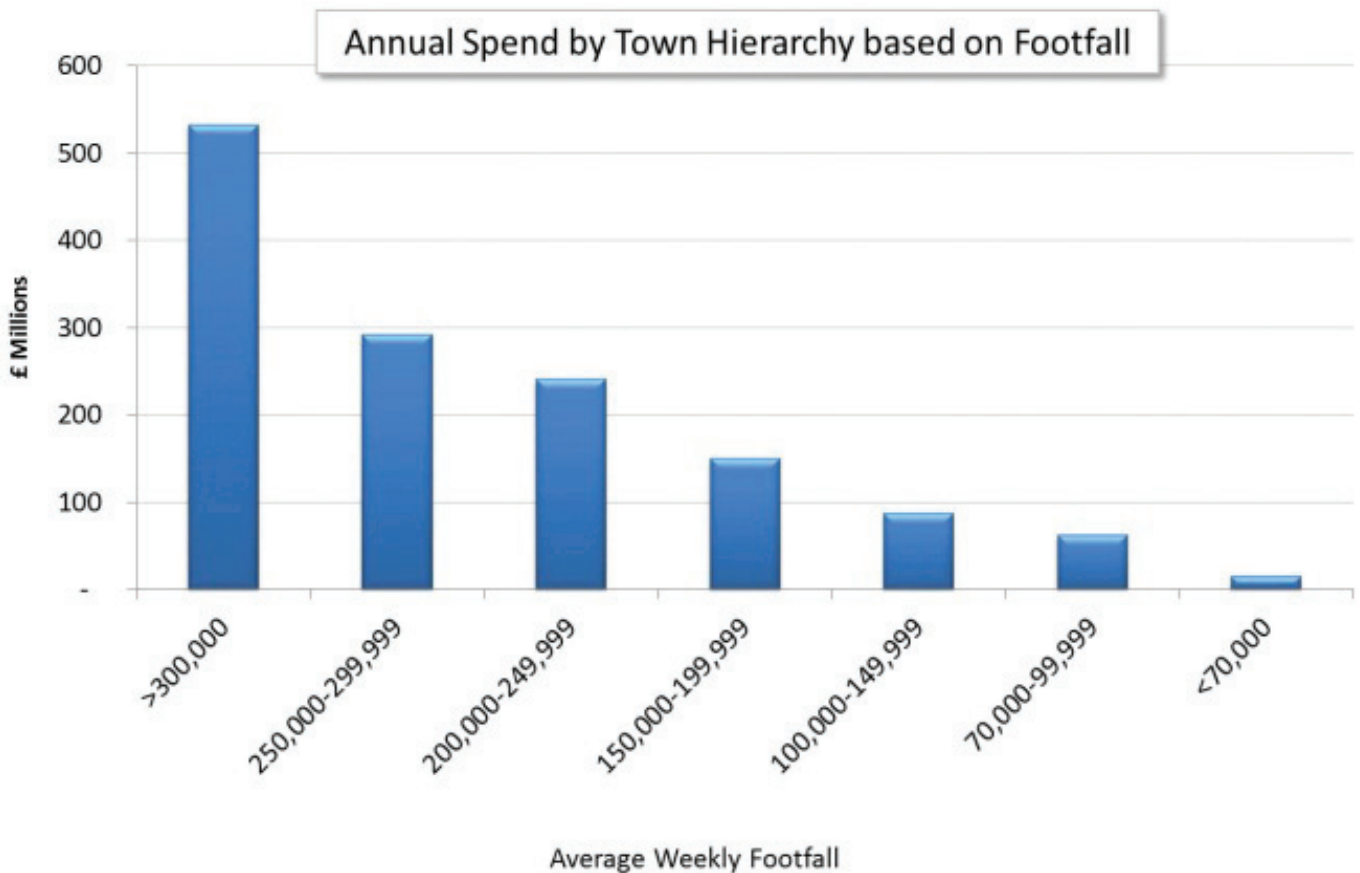


Figure 7

Source: Springboard (Javelin)

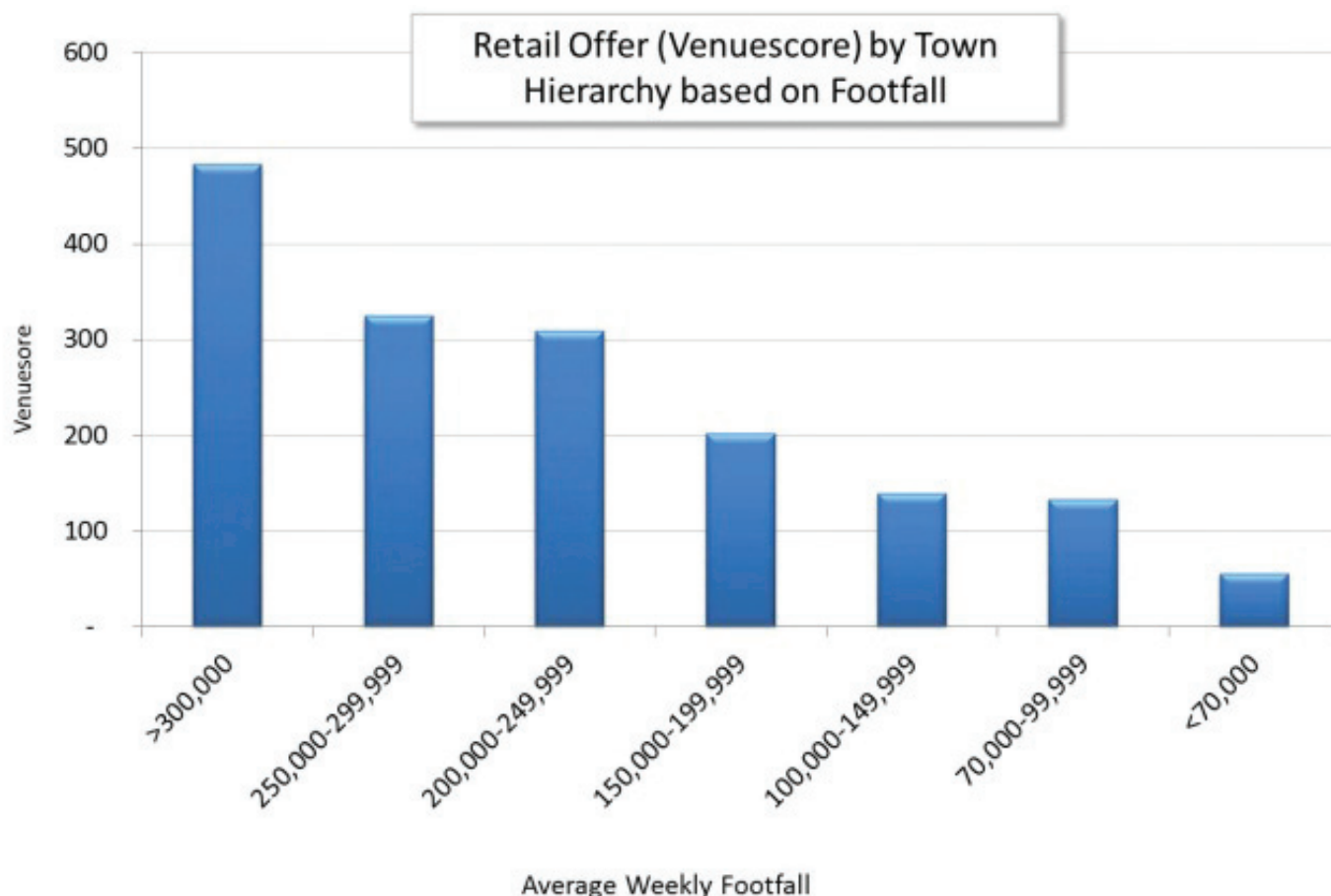


Figure 8

Source: Springboard (Javelin)

They demonstrate that footfall does appear to reflect town centre performance in that towns with higher footfall levels generate a higher spend and have a better quality of retail offer. For example, in towns with an average footfall of over 300,000 per week, annual spend is over £500 million and the average Venuescore is 483. This compares to towns with footfall of between 150,000 and 200,000 per week in which annual spend is around £150 million and the average Venuescore is 201.

Key Findings

There is a clear relationship between the quantity of car parking and footfall. Towns with higher footfall (and therefore a higher spend and better quality of offer) have more parking spaces.

Weekly footfall 2011	No of Parking Spaces
>300,000	14,159
250,000-299,999	8,155
200,000-249,999	7,048
150,000-199,999	4,824
100,000-149,999	3,615
70,000-99,999	2,873
<70,000	1,149

Table 3

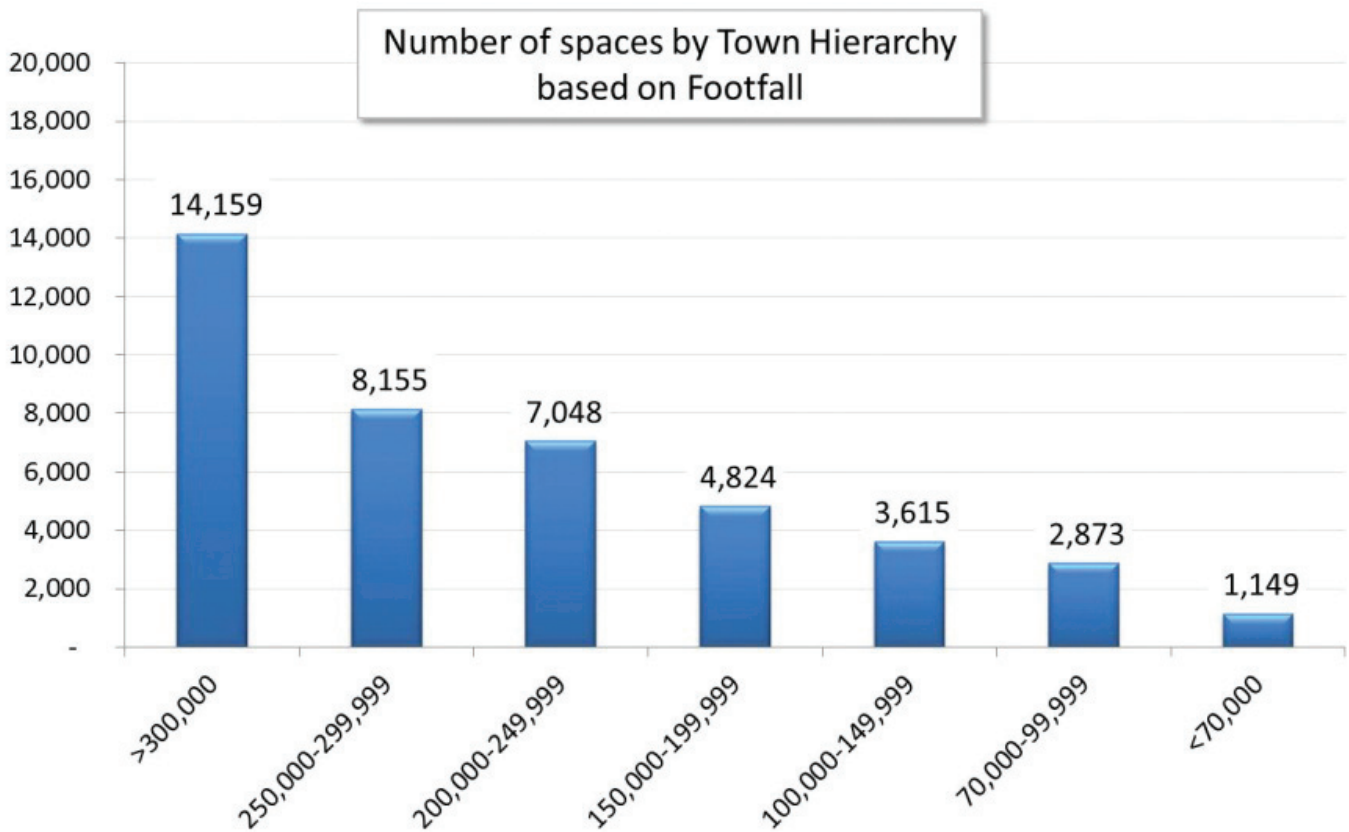


Figure 9

Source: Springboard/PDRI

Finding 1

Figure 9 clearly demonstrates that parking operators are providing parking provision that equates to the footfall levels achieved by their location.

As we have already established a relationship between footfall and spend as well as footfall and centre quality, this suggests that those locations with a greater number car parking spaces are more prosperous. However, this by no means implies there is a causal relationship between the quantity of car parking spaces and footfall and it is important that the wrong conclusions are not drawn. Many smaller centres would be expected to have less available space for car parking and attract less visitors. Simply increasing the quantity of car park spaces would not necessarily have a positive impact on footfall. It does suggest that the quantity of car parks is well considered and planned in accordance with the performance of the location.

However, the relationship between footfall and the cost of parking¹¹ is not so clear-cut. The cost of parking is higher in some towns with lower footfall levels. For example, in towns with footfall of between 200,000 and 250,000 per week, the first two hours of parking is an average of £2.57 compared an average of £2.20 in towns with a greater volume of footfall, of between 250,000 and 300,000 per week.

¹¹ The cost of parking relates specifically to the first two hours which is the most important duration when trying to isolate impact on shoppers rather than commuters.

And the relationship is even less regular in the smallest towns with the lowest levels of footfall. In towns with a footfall of less than 100,000 per week the cost of parking is more than that in towns with weekly footfall of up to 150,000. Towns with an average footfall of under 70,000 a week have an even higher cost than those between 70,000 and 200,000.



Figure 10

Source: Springboard/PDRI

The cost of parking in towns with footfall of between 200,000 and 250,000 per week and in towns with footfall of less than 100,000 per week does not reflect either the level of local spend or the quality of the retail offer in comparison with the national average.

Finding 2

There is no clear relationship between car parking charges (set by parking owners/operators) and the quality offer of a location with some mid-range and smaller centres potentially overcharging.

Relationship of Footfall to Spend and Quality of Offer

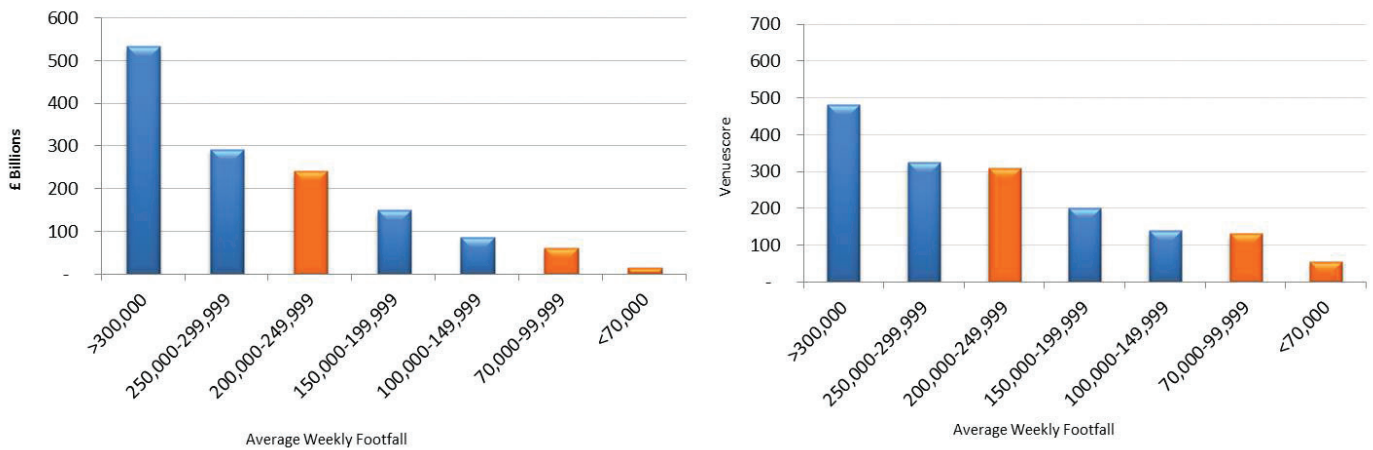


Figure 11

Source: Springboard/PDRI

The lack of a link between the cost of car parking and the footfall achieved by a centre does not necessarily allude to a lack of strategic pricing. These data sets provide groupings of town and city centres that can lead to generalisations. Many other important factors not studied here may play a role in pricing decisions such as a will to moderate demand, encourage churn or protect pedestrianisation. This demonstrates the complexity and multi-dimensionality of the town centre and the need for parking provision and pricing structures that reflect this complexity.

In the light of the higher than average parking tariffs in some types of centre, it suggests that further examination is required to understand which types of centres these might be, why they might have a higher than expected parking tariff and, indeed, whether this more onerous parking cost impacts on their performance.

Table 4 shows examples of the centres that belong to those groups that have higher than average parking tariffs. These centres may not necessarily have tariffs higher than the national average but it does provide an idea of the size and type of location being referred to.

200,000-249,999 pw	70,000-99,999 pw	<70,000 pw
Sutton - Greater London	Great Yarmouth	Edgware
Chester	Perth	Warwick
Derby	Bridgend	Porthcawl
Leeds	Stratford-Upon-Avon	Guisborough
Norwich	Ealing	Armagh
Northampton	Poole	Pontypridd

Table 4

Figure 12 sets out the average performance of each of these groups in terms of footfall during 2011.

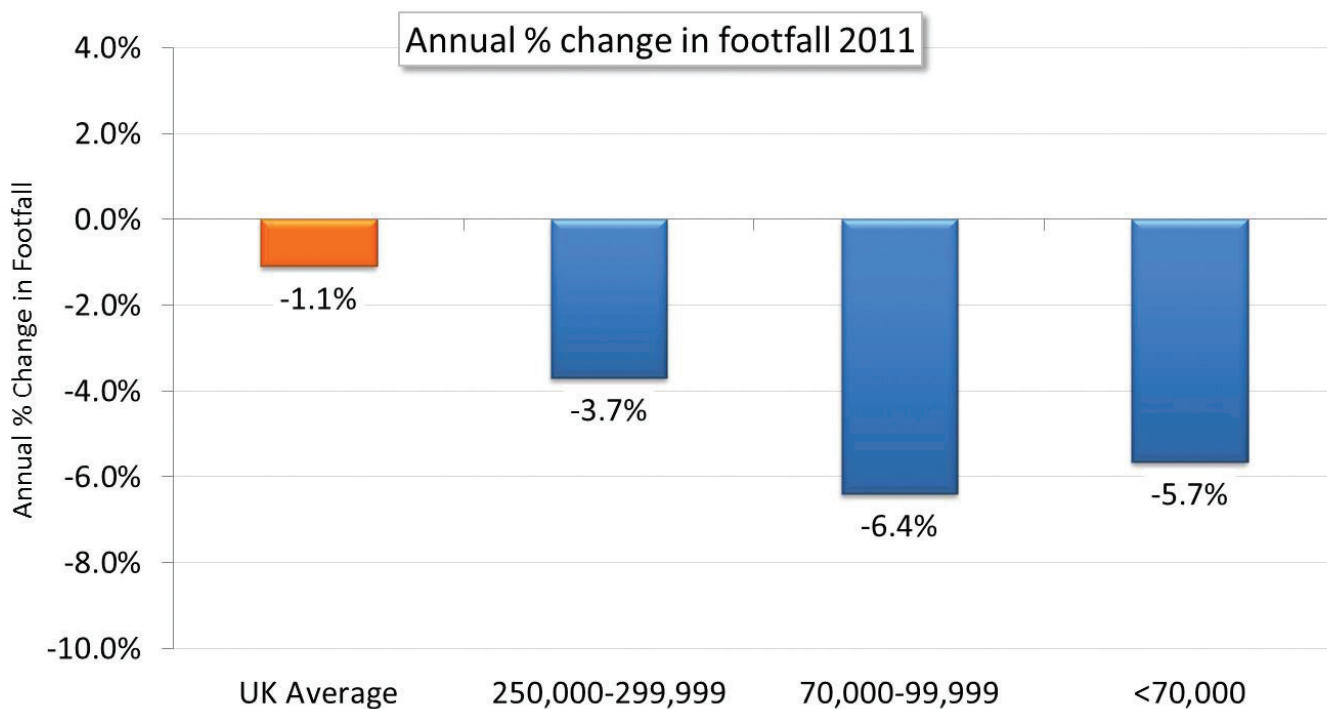


Figure 12

Source: Springboard National High Street Index

Finding 3

The mid-range and smaller groupings of centres that charge more than the national average with regards to their offer have suffered a higher than average decline in footfall for 2011.

Again, while this is not conclusive evidence that the cost of parking has a tangible influence on town centre prosperity, it does open up an avenue for further research and the potential for revealing a link has not diminished. Town centres with higher than average parking costs showed an above average decline in 2011 in the UK.

So, what impact are the higher than average parking costs having on consumers, especially those who are more value conscious during a time of austerity? Caution must be exercised here in terms of the implications of these findings. Each town centre is exposed to very different dynamics and at this stage it is impossible to be certain if parking tariffs are a contributor to decline and the extent to which they are a contributor to decline. It is essential that concerned stakeholders and the research community develop a long-term effort to monitor data to provide a comprehensive evidence base that can provide more clarity.

In the meantime, it is vital that practitioners come together to put in place good practice with regards to parking provision.

A Checklist for Better Parking Management



Better parking management, which balances the needs of all stakeholders and meets the objectives set by parking owners, is achievable with good partnership and planning – two elements that are essential to good town centre management in general. This section provides guidance on both to assist parking owners, local authorities and town centre partnerships.

Partnership

The best way to ensure your plan for car parking provision meets the needs of all town centre users is to work in partnership and consult all the necessary stakeholders before decisions are made. Car parking has become a very emotive issue, which has the ability to occupy many column inches in the local press, where changes to provision are not well handled. As with town centre management, good partnership is essential to navigate around the potential problems that a high profile and public decision can bring. Many locations already have good partnerships in place, while others may require groundwork.

Of particular interest for car parking is a good dialogue with transport operators and the highways agency. A good car parking plan is dependent on synergy with other modes of transport. For more information on how to develop a partnership please visit ‘Working Together’ on 100 Ways to Help the High Street.

Planning

Good planning requires careful consideration. This first thing to remember is that car parking provision cannot be planned in isolation. In fact, it should fall within a strategy for transport and accessibility, which itself is a subset of a wider strategy for the town or city centre and local plan for the entire local authority area (see Figure 13).





Figure 13

To develop a plan for car parking provision, it is important to understand existing strategies for the town centre and for transport. These may exist within your area's local plan, neighbourhood plan or even City Deal, if your location has them. These plans might go under different names in different parts of the UK. However, the first port of call in every case is likely to be your local authority.

If there is no town centre strategy and your location has neither a local plan or neighbourhood plan then alternatively you can use the data from other sources to help fill in the blanks. The type of data you might find useful includes:

- Population size (and potential changes in population)
- Social demographics
- Employment profile
- Geography of the catchment
- Car ownership
- Public transport infrastructure and usage
- Town centre provision and business mix
- Physical characteristics of the town centre
- Spend and footfall
- Vacancy rates
- Market share
- Competing destinations within catchment and town centre leakage
- Parking occupancy
- Cost of providing car parking (including depreciation and maintenance/management)

These are just some of the factors that may need to be taken into account when deciding on the nature of the car parking provision. Every town centre is unique, so it is important that an informed decision is taken to assess only the relevant factors. Some of this information will be available from car parking owners, and others from transport operators within your partnership. Some of this information may also be available from the local authority and other publicly available sources like the UK National Statistics Agency. Data may even be provided by private data providers depending on the budget you have available.

A combination of useful data can tell you different things about your town centre. If you have a large town centre or city centre with few parking spaces close to the main amenities of the centre then it may be wise to think about linking modes of transport such as a bus service from edge-of-town car parks to the centre. A town centre offer based on convenience shopping might mean pricing policies are geared around short stay parking, while an offer consisting of leisure and hospitality may require longer-term parking. Larger centres with a broad mix of offers might need a broad mix of parking options. Some centres may have a high quality public realm and pedestrianisation which drives footfall meaning car parking provision may need to be limited.

Gathering the useful data may lead to altering some of the following dimensions to car parking provision:

- Cost
- Structure of pricing policy (differentiation between short and long term, weekdays and weekends, peak and off-peak)
- Quantity of spaces
- Location within town centre (for example, proximity to amenities, major access routes, or other modes of transport)
- Types of car parking (for example, on-street, off street, pay and display, pay on exit, barrier operated)
- Targeting of specific types of users (for example, shoppers, commuters, leisure users)
- Payment methods
- Enforcement and fines
- Security measures
- Provision for disabled users

This is not a comprehensive list. Other elements of the offer may need to be considered.

It must be remembered that a plan for car parking provision must compliment the aims and objectives of any existing plan for the town centre and must be based on local circumstances. Objectives may include:

- Decreasing parking tariffs to exploit latent demand from car users
- Encourage more shoppers into the town centre by maintaining a high tariff at peak commuting times and a lower tariff during off-peak when retail, leisure and social activities will drive demand
- Ensure appropriate payments systems are in place where charges are made
- Limit car parking provision where the town centre's pedestrianisation is a key attraction to visitors
- Design interventions to encourage the take up of public transport or cycling

The outcome needs to support the town centre, or else modifications need to be made. Review the

performance of your car parks and their impact on the town centre at least annually, but preferably more often. Also remember that town centres will continually evolve for different reasons such as new development, change in uses and evolving demographics. Ensure the parking provision evolves accordingly.

Good Practice Guide

Owners and operators are encouraged to be creative when thinking of methods to enhance the experience for car users. Here are some simple ideas for improving the quality of parking provision:

- Introducing new payment methods could make a huge difference in terms of the convenience and experience of the car user.
- Collect data on fluctuations in car park occupancy wherever possible and use this information to refine your car parking provision to moderate demand. This could be combined with new payment methods.
- Provide real time parking information to assist car users in finding available space efficiently and understand the tariffs which are applicable at the relevant point of the day or night.
- The removal of disproportionate enforcement for minor parking infringements such as occupying a parking space a couple of minutes over the allotted time. Loyalty to a place is often built on experiences and rigid enforcement is an easy way of turning consumers away from the high street.
- Integrate new parking facilities into the existing public realm in terms of style and design to ensure there is a unified look.
- Reinvest periodically in car parks to ensure they remain at a high standard to avoid potential health and safety issues that are common with older structures.
- Bring together private and public providers of car parking provision to ensure there is co-ordination between all on-street and off-street car parks in a town centre in order to fulfil a strategy for transport and accessibility.
- Calculate the potential impact a rise in car parking revenue will have on the local business community and the subsequent collection of business rates before implementation.
- Use smart technology to reward consumers for visiting the town centre and link rewards to the payment process for parking. Smart ticketing, smart cards or even smart phones can provide consumers with intelligent services that could influence their behaviour in a number of ways from switching to public transport or receiving discounts for driving into the town centre during off-peak periods.

Case Study: Encouraging the Moderation of Demand throughout the Day

Like many other places, Colchester followed a parking policy based around short stay and long stay. This simple model did not meet the needs of motorists who perceived this as being too expensive, especially for those who made poor parking choices. However, like other areas, congestion during peak-times meant some form of differential pricing was necessary to keep traffic moving.

The Council endeavoured to resolve the problem by forming a partnership, led by the Parking Manager, in co-operation with local traders. An offer to encourage shoppers into the town centre during the off-peak period was trialled, charging a £2 tariff between 10am and 3pm. It was popular. An assessment in January 2008 before the trial, in comparison to an assessment in January 2009 during the trial, demonstrated that ticket sales had grown by 1.2%, a shot in the arm to traders during a traditionally slow month. Importantly, it also encouraged a change in habits with shoppers entering the town centre by car after the busy morning peak. The successful trial became a template for other offers to shape driver behaviour in a way that moderated demand during the day, sustained visitor numbers by cars but was ultimately seen as fair by the majority of traders and consumers.

An offer was extended to commuters who entered the town centre before 8am through an early bird rate to cut congestion. Another offer was devised to encourage afternoon shoppers to linger in the town centre and enjoy evening entertainment through a £2 tariff for those arriving after 2pm and departing from 7pm, taking the pressure off the road network after the working day.

Finally, for those drivers who were unable to change their habits and avoid busy periods in order to capitalise on any special offers, Colchester offered a preferential rate for those driving lower emissions vehicles to encourage a reduction in pollution. Such innovation can positively influence driver behaviour and gain acceptance from the majority of stakeholders as being fair when complimented with dialogue.



Case Study: Encouraging Shifts to Other Modes of Transport

Getting people out of the car and onto the bike, or into the bus or train, has been the challenge for policy-makers for years. It is a difficult ask when the car's convenience is unrivalled.

The experience of the Sustainable Travel Towns initiative demonstrates that travel habits are more likely to be challenged when people are in the process of changing other aspects of their lives such as moving home, job or school. Targeting interventions at people with a greater propensity to change travel behaviour will make interventions more efficient and cost effective. In total £15 million of local and government funding was invested in the three towns: Darlington, Peterborough and Worcester over a five-year period 2005 to 2009. The effectiveness of a "package" approach with Smarter Choices or "nudge" measures was explored, and by the end of the period travel behaviours were shifting towards sustainable modes. The interventions were demonstrated to be high value for money, resulting in reductions in congestion and CO2 emissions, and increases in physical activity. Across the three towns there was a reported reduction of 7-9% in the number of car trips, an increase of 10-22% of bus trips per person, an increase of 26-30 % in cycle trips per person and a 10-13% increase in walking trips per person.

For more information, visit www.greenerjourneys.com

Case Study: Safer Parking Scheme

High streets and town centres are the hub of a community so every effort should be made to ensure visitors, staff and residents are as safe as possible – and this applies to cars and car parking facilities too. The Safer Parking Scheme is a nationwide initiative designed to reduce the opportunity for crime to occur in car parks and thus reduce fear of crime for members of the public. Safer Parking status, Park Mark®, is awarded to parking facilities that have met the requirements of a risk assessment conducted by the Police, giving confidence to car park users. These requirements mean the parking operator has put in place measures that help to deter criminal activity and anti-social behaviour, thereby doing everything they can to prevent crime and reduce the fear of crime in their parking facility.

This carries many benefits for customers and operators alike:

- Customers are assured that there is a commitment to providing a high quality, safe parking facility by the operator
- Cutting crime helps car park operators save money by reducing the carbon footprint of the car park
- Advice and consultation from BPA Development Managers to ensure car parks are at the required standard to achieve the Park Mark®, Safer Parking Award
- Support from accredited Police staff who will assess the car park to ensure it meets the Park Mark® Safer Parking standards
- Free listing of car park(s) on www.parkmark.co.uk - fully searchable by the public

The scheme is open to anyone with an interest in the reduction of crime and the fear of crime in society, from parking facility operators/owners to individuals or organisations that simply want to be affiliated to the scheme.

The scheme is managed by the British Parking Association (BPA), on behalf of the Association of Chief Police Officers and supported by the Home Office, Scottish Government and the Police Service of Northern Ireland. For more information about the BPA visit www.britishparking.co.uk

When choosing where to park, look out for Police accredited parking...

- ✓ **Quality** management
- ✓ **Appropriate** lighting
- ✓ **Effective** surveillance
- ✓ **Clean** environment

**Park Mark® =
Safer Parking for All**

Visit www.parkmark.co.uk for further information and to send your comments email info@parkmark.co.uk or call 01444 447 314



Case Study: Glimpse into the Future – How MoLo Rewards can put Power Back into the Hands of Retailers

Car parking charges are a source of great frustration for many town centre retailers. Many believe that charges have a negative impact on their business when entirely borne by the consumer. However, few feel their concerns are resolved by local authorities leading to public opposition to any plans to increase prices.

Technology specialists MoLo¹² have designed and are in the process of piloting a system that puts control back into the hands of town centre traders. By working with key industry partners, MoLo Rewards can give retailers the capability to reward their customers by making a small (but appreciated) contribution to their parking charges. Value, or points, are collected from participating stores and can be redeemed by consumers at parking pay-points prior to exit (for example, £10 worth of purchases at participating stores might earn a discount of 50 pence from parking fees).

This is only the tip of the iceberg. New technology has significantly opened up the possibilities for greater convenience for those who wish to drive into the town centre. For businesses wanting to know more about MoLo and how to play their role in the technology revolution, visit <http://uk.molorewards.com/>



¹² ATCM are promoting a joint venture with MoLo Rewards UK to introduce NFC technology to the High Street.

Appendix

Town and city centres in this study are all part of the Springboard National High Street Index and include:

- Antrim
- Armagh
- Balham
- Barking
- Barnet
- Bedford
- Beeston
- Belfast
- Birmingham
- Blackpool
- Bournemouth
- Bridgend
- Bristol
- Brixton
- Bromley
- Bury St Edmunds
- Cambridge
- Camden
- Cardiff
- Castleford
- Cheltenham
- Chester
- Chichester
- Clapham
- Croydon
- Derby
- Downpatrick
- Dublin
- Ealing
- Edgware
- Edinburgh
- Glasgow
- Gravesend
- Great Yarmouth
- Gloucester
- Grimsby
- Guildford
- Guisborough
- Hammersmith
- Hastings
- Heart of London
- Holloway
- Kenilworth
- Ipswich
- Kingston upon Hull
- Leamington Spa
- Leeds
- Leyton
- Liverpool
- Luton
- Central London
- City of London
- Greater London
- Maidenhead
- Manchester
- Mansfield
- Newcastle
- Newport
- Newquay
- New West End
- Northampton
- Norwich
- Nottingham
- Oldham
- Oxford
- Perth
- Plymouth
- Pontypridd
- Poole
- Pontefract
- Porthcawl
- Portsmouth
- Redcar
- Rhyl
- Rotherham
- Rugby
- Scarborough
- Scunthorpe
- Sheffield
- Shepherd's Bush
- Southsea
- Spennymoor
- Stafford
- Stafford
- Stoke-on-Trent
- Stratford Upon Avon
- Sunderland
- Sutton
- Swansea
- Swindon
- Taunton
- Uxbridge
- Victoria
- Walthamstow
- Warwick
- Wimbledon
- Woolwich
- Worthing
- York

Further Information

There is some useful research on car parking available which may be of assistance for parking operators, local authorities and town centre managers.

[Parking Measures and Policies Research Review](#) (May 2010)

TRL Limited (commissioned by the Department for Transport)

[Spaced Out](#) (July 2012)

John Bates, David Leibling (commissioned by the RAC Foundation)

[U.S. Parking Policies: An Overview of Management Strategies](#) (February 2010)

Rachel Weinberger, John Kaehny, Matthew Rufo (Institute for Transportation and Development Policy)

[The High Cost of Free Parking](#) (2005 and 2011) Donald Shoup (Chicago: Planners Press)

You Pay for What You Get: How Parking Fees Relate to the Quality of a City Centre (2009)

Ian Betts and Sjoerd Stienstra (The Parker – 3rd Quarter)

[Scottish Planning Policy](#) (2008)

[National Planning Policy Framework](#) (2012)

[Planning Policy Wales](#) (Edition 4, February 2011)

[Northern Ireland Planning Policy Statement, PPS 13 “Transportation and Land Use”](#) (2005)

[Northern Ireland Planning Policy Statement, PPS 5 \(Draft\): Retailing, Town Centres and Commercial Leisure Developments](#) (2006)

[100 Ways to Help the High Street](#) (2012)

Contributors

About the Association of Town & City Management



ATCM, is a not-for-profit membership organisation dedicated to promoting the vitality and viability of town and city centres. It has more than 540 members including key stakeholders in town and city centres across the UK and Ireland, many of whom have contributed to the production of this document. More than 400 of its members are town and city centre management initiatives.

Nearly all of these work as partnerships, some with several hundred contributing members. They develop and implement shared visions, strategies and action plans for a total of more than 700 district, town and city centres throughout the UK.

ATCM do not represent a specific sector or interest, taking a holistic approach to town centre regeneration. Furthermore, while we support the management of our high streets, we do not support a specific form of management, taking an objective view to ensure each management scheme meets the needs of local stakeholders within the existing policy framework.

ATCM is responsible for:

- The National BIDs Advisory Service (www.ukbids.org)
- Purple Flag (www.purpleflag.org.uk)
- 100 Ways to Help the High Street (www.100ways.org.uk)

For more information on ATCM, visit www.atcm.org

About the British Parking Association



The British Parking Association (BPA) is a non for profit membership association representing over 700 organisations from across the entire parking and traffic management sector, including local authorities, manufacturers, car park operators, health authorities, universities, airports, railways, shopping centres, bailiffs, construction companies, learning providers and consultants.

The BPA also manages the Approved Operator Scheme, for those managing parking on private land and the Safer Parking Scheme.

About Parking Data & Research International



PDRI undertakes research into the off-street parking industry. Over a decade has been spent on collating a database of 'publicly accessible' off-street car parks in the UK which currently includes approximately 14,800 car parks although the estimated total of such car parks is between 16,000 and 18,000.

For more information on Parking Data & Research International, visit www.parking-info.com

About Springboard

Springboard is a leading provider of automated customer counting services, delivering solutions across the entire range of customer generating environments:



- High streets
- Shopping centres
- Retail parks
- Conference, leisure and entertainment venues
- Transport interchanges

Springboard works with both the public and private sectors through property owners, asset managers and agents, town centre managers and local authorities to measure performance through customer visits.

For more information on Springboard visit www.spring-board.info.

About Milestone

Milestone represents a breakthrough in the performance monitoring and benchmarking of town and city centres. Developed as a collaborative project between the ATCM and Springboard, Milestone is an online subscription service for towns and cities throughout the UK.

For the first time, a central source of town/city intelligence will be available to those who are responsible for towns/cities.

Milestone empowers practitioners with both a comprehensive understanding of a centre's performance, and its comparative performance via benchmarking.

For more information on Milestone, visit www.milestoneuk.org.

Re-Think! Parking on the High Street:
Guidance on Parking Provision in Town and City Centres
RRP: £50.00

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