

Extract from Car Parking Strategy – Draft for Consultation

1. Executive Summary

Car parking is provided in each of the five Market towns, profits from which contribute a significant income each year into the General Fund to finance a diverse range of services.

Strategy development has taken into account a wide-ranging agenda encompassing three major factors:

- The economic growth and vitality of market towns to encourage the future success of the District.
- Financial stability for the Council to fund service provision.
- Environmental sustainability and encouragement of alternative modes of transport.

Parking is no longer a stand-alone issue; it has become a key aspect of both transport and land use planning and as such must be integrated into and be consistent with all aspects of Government, NYCC, Council policy and the Local Development Framework.

Critically it must realise the potential of partnership working both internally with Forward Planning and other units, and externally, to facilitate a strategic holistic approach to both on and off-street parking.

Tariff design should move on from general charging to a more structured strategic approach. A triangulated approach to tariff setting is recommended in the future, to taking account of demand, return on capital employed and benchmarking tariff comparisons within the family group.

To both inform and develop strategic options the report has utilised a wide range of techniques. In particular detailed stakeholder consultation has been undertaken, facilitated by an external market research company to ensure impartiality.

The options proposed are ambitious and in a number of areas will require further analysis and consultation. They address the majority of the key issues detailed within the main body of the report.

Underpinning their development and sensitivity of design is the consideration re:

- Greater on-street control of current free market place car parking and resident parking.
- Investment into infrastructure to improve quality of offer and account for increasing demand. Development in each case has been considered in conjunction with the need to encourage sustainable travel and environmental initiatives to reduce private car use.
- Recognition that a move away from access by car can only succeed if attractive alternatives are in place.

All options work towards the development of individual strategies for each market town, encompassing bespoke solutions to accommodate specific issues unique to their development.

Within this context it is critical that individual solutions are developed and implemented in liaison with Forward Planning with regard the Local Development Plan.

Within the plan, the role of Malton and Norton is considered the appropriate focal point for housing and economic growth, a requirement for growth (3000 new houses over 15 years) being the release of sites for new development.

Though current car parking capacity at Malton is under utilised, and the 15-year development time span potentially beyond the timescale of the five-year strategy document, future developments on Wentworth St or development within the Market place, would potentially require consideration of additional car parking capacity to facilitate increased demand long term.

In brief the recommended options for consideration include:

- The potential development of Cleveland Way to both accommodate increased demand and encourage the development of Park and Ride options in consultation with NYMNP.
- The development of Wentworth St (Malton) to develop Park and Ride options in consultation with NYMNP and NYMR.
- The potential for use of flexible parking arrangements within Pickering short term to accommodate seasonal demand.
- The consideration of extra car parking capacity at Pickering as part of the Brownfield development scheme, though potentially outside the timescale of the strategy.
- The introduction of charging at St Nicholas St car park to facilitate turnover and utilisation of the asset.
- The development of secure car parking and reinvestment back into infrastructure to improve the quality of offer, signage etc.
- Investment into new software and technology to develop individual town strategies and facilitate greater control regarding tariff design.
- The development of both on street control in market centres and introduction of resident parking zones to facilitate short stay turnaround and reduce congestion issues, in consultation with partners.
- The initial redesign of the current tariff scheme to reduce 2 hr Long Stay parking to £1.50 and reintroduction of the middle tariff to encourage longer stay as suggested by tariff benchmarking.
- Long term, redesign of the tariff structure to encourage turnover in short stay and increased stay in Long Stay and embrace the development of individual town strategies, seasonal and differential charging.
- The potential creation of a differential tariff rate for residents and removal of the current permit system following the two-year price moratorium to underpin tariff design.
- The utilisation of a Triangulated approach to tariff setting, following the two-year moratorium on price increase utilising, ROCE, demand and benchmarking analysis.
- Improved information to stakeholders regarding the relationship between surplus generated from car parking and the support of the general community.

The executive summary has been structured into eight parts:

- **Revised Objectives:** A revision of the previous car parking mission and objectives as a result of the report.

- **Report Structure:** An outline of the methodology followed with regard to review of the car parking strategy.
- **Report Overview:** An overview of the main issues arising from analysis in the main body of the report.
- **Summary of Key Issues:** A summary of the key issues from each section of individual analysis contained within the report and the appendices.
- **Outline of Options:** A full outline of the options taken directly from the main body of the report.
- **Option Appraisal:** A full appraisal of the Options detailed including evaluation with regard acceptance or rejection, taken directly from the report.
- **Conclusions:** Conclusions drawn from the main body of the report.
- **Recommendations:** For consideration drawn from the main body of the report with projected timescale.

1.1 Revised Objectives

As part of the strategic review process the unit has revised its mission and stated service objectives:

Revised Mission statement: *To provide a high quality service and a safe and secure car parking environment, maintaining adequate provision and optimum use of long stay, short stay and on street car parking to meet Councils objectives and, maximise utilisation of the assets to benefit the vitality of the market towns and local communities.*

Revised Objectives: With reference to the report the following are considered to be the key objectives for car parking and should replace the current service objectives:

- To provide parking to support the local economy.
- To manage parking to encourage turnaround in Short Stay car parks at premium locations.
- Encourage longer stay in Long Stay car parks at less central locations.
- Encourage shared use of under utilised private car parking to manage demand at peak times.
- To integrate charges and provision of infrastructure with objectives for alternative modes of transport.
- To increase the proportion of parking that is currently under RDC control to facilitate turnaround of free parking provision and reduce conflict between resident, tourist, shopper or commuter parking.
- To encourage travel by other modes as a means of reducing environmental impact of traffic, though still retaining a reasonable level of access by car.
- To charge for parking in all car parks, to ensure a reasonable balance between the demand and supply of car parking with regard to availability of space at all times.
- To ensure that parking revenues cover parking costs and maximise utilisation of the asset, relative to Corporate Plan objectives.
- Design, develop and maintain parking areas and structures, signs and markings to a high standard, to blend in and not detract from the surrounding environment.
- Encourage the development of individual market town strategies encompassing differential and seasonal parking.
- Encourage the development of internal and external partnership working to embrace a more holistic integrated approach to car parking management.
- Ensure that all off-street car parks have adequate lighting and security controls.

- To gain secured car park status in all car parks.
- To ensure that car parking strategies minimise congestion at peak times and encourage improvement of air quality in key locations.

1.2 Report Structure

To facilitate development of the strategy the (183-page) report has been structured into three basic areas:

a) Car parking overview: A PESTLE and SWOT analysis have been undertaken to afford both external and internal analysis and ascertain critical issues, which the report should address.

b) Critical analysis: Following the initial overview, critical issues warranting further investigation have been structured under four headings and analysed utilising a variety of techniques including:

Micro Environment Analysis:

- **Five forces analysis:** To determine the key competitive aspects of the car park environment.
- **Benchmark Tariff comparisons:** To compare RDC tariff rates and structures with those of its family group.
- **Benchmark Best practice:** To compare best practice with NCP to establish critical success factors.
- **Stakeholder consultation:** Detailed stakeholder consultation undertaken by an external market research company including focus groups undertaken as follows:
 - Malton/Norton.
 - Helmsley.
 - Pickering.
 - Residents.

Consultation also included a series of face-to-face interviews undertaken in all car parks in Malton, Norton, Pickering and Helmsley over a period of 14 days in July 2005, to compare with SMSR consultation in 2000.

- **Lockwood report analysis:** Analysis of the report and direct contact with the author to determine key factors to encourage healthy and sustainable economic growth.

Strategic Integration:

- **Strategic integration analysis.** Analysis of National, Regional, NYCC, NYMNP, RDC Community Plan, Corporate Plan, Internal links to Local Development Framework, Safer Ryedale etc, external links to Renaissance Market towns, Sustrans, National Cycling strategy etc.

Financial Analysis:

- **Financial Ratio analysis:** To examine the financial health of the unit, including ROCE, profit margins, fixed asset turnover etc
- **Income analysis:** Income analysis (2000-2005) to determine income taken and analysis of demand through ticket sales per car park, seasonal variation, permit usage etc.
- **Fixed Asset utilisation analysis:** Analysis of non-income assets and fixed asset turnover from individual car parks.

Organisational Analysis:

- **Organisational analysis:** Analysis of the recent changes to the structure.

c) Determination and evaluation of options: A number of options have been detailed and evaluated for recommendation using three techniques:

- **SWOT Analysis:** To compare the merits of the individual options with reference to the threats and weaknesses highlighted initially.
- **Cost Benefit analysis:** To analyse the financial cost or benefit of the options (as relevant) for 2006/7 and 2007/8. (Costs are estimates only).
- **Scenario analysis:** To evaluate options against the potential impacts highlighted as part of the PESTLE analysis.

1.3 Report Overview

Initial analysis indicates a strong well managed service assessed by the Best value inspectors in 2002 as **GOOD** though **UNLIKELY TO IMPROVE**.

Profits have continued to rise over the five-year period helped by:

- Little competitive rivalry or parking alternatives.
- Consistently rising demand.
- Reducing overall costs, indicating a service providing excellent value for money.

However there are a number of conflicts, which the car parking strategy has had to address, particularly with regard to the balance of economic vitality, financial stability and environmental sustainability.

Economic Vitality:

Ever increasing demand is placing great pressure on an already stressed infra structure, particularly in the Pickering and Helmsley areas where car parking is nearing full capacity during peak periods. (**Section 6.1.1**), requiring expenditure on infrastructure development. *(NB Developments re 3000 new homes within Malton and Norton within the next 15 years would require monitoring re capacity on existing car parks).*

Conversely the environmental agenda has the potential to decrease demand long term due to Government initiatives, subsidy of public transport, rising fuel costs etc, leading to the potential loss of income from tourists and residents, etc (**Section 6.1.1**).

These contradictions must be resolved, particularly with regard the development of effective strategic tariff design, a controversial area in its own right regarding the perception of the effect of price on our market towns

A number of local groups feel that car-parking charges are having an adverse effect on the local towns and proving detrimental to the economic viability of the area:

- Malton & Norton representatives believe that charges at their current levels actively discourage and damage trade and would like to see free short stay parking. (55 spaces are currently already available near shops equating to 32% of total parking on and off street parking in the town centre)
- Though price is an issue, Pickering and Helmsley's representatives acknowledge that the correct charging policies have an important part to play in managing the varied demands on the towns (**Section 7.3.3.1**).
- The petition for a return to 2004/05 tariff levels sponsored by the Gazette & Herald, handed to Full Council on November 9 2005.

However analysis contained within the report (**Section 7.3.2-Table 4 and Section 9.4&9.5**) from Lockwood (**Section 7.3.3**) and from the Institute of Highways and Transport indicates that prices have little affect on demand per se, being just one element of the retail mix.

The Institute of Highways and Transportation (2005. p98 and 162) state, “there is no real evidence that reasonable parking charges are a major deterrent to visiting a centre,” stating that “matching demand to supply though price is good practice from an operational as well as a policy standpoint”.

Residents are attracted to the towns for specific shops or because of the towns relative proximity to the customer. Tourists visit for the attractions Pickering and Helmsley offer and the Moors National Park.

The stakeholder analysis undertaken within the report indicates that the three main factors influencing demand includes

- The relative strength of attraction offered.
- The amount of available space to park.
- The close proximity of parking

This clearly applies to specifically designed out of town shopping centres, which offer a very different shopping experience to that offered by the market towns.

Financial Stability:

RDC currently utilises the high levels of Car Park Income to facilitate General Fund spending for the benefits of the community (**Section 6**), encouraging value for money and maximisation of return on the asset portfolio, in order to gain the maximum benefit for the Ryedale community.(**Section 8.6**).

Despite tariff increases to fund budget shortfall, ticket sale demand has risen steadily at an average of 3.5% a year up to 2004/5 and by 2% (though likely to be higher due to Easter anomaly) during the first 5 months of 2005/6 (**Section 9.4**).

Importantly increased tariff income has helped to stabilise the downturn in ROCE following asset re-evaluation (**Section 9.5**).

However to encourage economic vitality, tariff design should move on from general charging to a more structured strategic approach designed to manipulate demand and integrate with a wide range of Corporate objectives for the benefit of the community as a whole.

Five forces analysis indicates that limited control of free on-street parking could reduce the sensitivity to future changes to off street tariffs designed to reflect elasticity of supply and demand, turnaround, availability of space and environmental initiatives etc, as such options have been developed regarding greater levels of on street control and resident parking zones.

Analysis indicates that by comparison with its family group, RDC's tariff prices (though top quartile) are reasonable in the one-hour and all day bands.

RDC appears unique within the group in offering such highly subsidised short stay and long stay permits (**Section 7.2.1 and 7.2.2**). *Option 4 re developing the permit system has not been recommended due to the financial risk regarding, high levels of*

subsidy, the blocking of short stay car parks and the lack of information regarding usage due to the disk system.

However RDC are the most expensive regarding the two-hour Long Stay tariff band, and by comparison with others, offer limited tariff options, which potentially reduce flexibility and discourage long stay (**Section 7.2.3 and 9.5**), a factor which has been considered regarding tariff options for 2006/7.

It should however be observed that following a two-year moratorium on tariff increases, by the end of 2007/8 RDC is likely to be middle or lower quartile with regard benchmarking within its family group.

Environmental Sustainability

In line with National and RDC policy, the strategy should encourage measures to manage or reduce the demand for car use long term by helping to promote sustainable transport choices, such as public transport, walking and cycling and reduce reliance on the car for work and other journeys. (**Section 8.6**).

Conversely, as previously detailed, the strategy must promote and encourage the economic vitality of the Market Towns, villages and community in general regarding demand for car parking.

Options regarding infrastructure development and the management of demand have been developed to encourage both environmental and economic sustainability.

However, it must be recognised that for large parts of the District the private car will remain the primary mode of transport until public transport becomes a practical or economically viable alternative (**Section 8.4**).

1.4 Summary of Key Issues within main body of report.

1.4.1 Car park Overview (Section 6.1.1 and 6.2.2):

Opportunities:

- Additional income due to a rising, wealthier population and increased demand following a raft of potential economic initiatives, particularly in the Pickering area.
- The consideration of environmental initiatives to enhance CPA excellence and positively address climate change issues e.g:
 - o Linkages re tourism, long stay parking and Moorsbus usage etc.
- Infra structure development regarding secure car parking linked to the Cleaner, Safer, and Greener agenda and PPG 13.
- Additional car parking provision long-term in Pickering linked in with Northern Ryedale Integrated Development Plan.
- Additional car parking provision in Helmsley through extension of Cleveland Way car park linking in with RMT proposals.
- Infra structure development re secure bike facilities.

Threats

- Cost implications regarding the provision of additional car parking capacity particularly in Pickering and Helmsley.
- Despite increasing demand, limited short-term (five years) availability of land for additional car parking provision particularly in Pickering.

- Potential changes to the Market Place or Wentworth St in Malton reducing parking capacity unless provision is made nearby eg Cattle Market.
- Decreased demand due to rising fuel costs and inflation (currently at a nine year high) (*Daily Telegraph Sept 2005*).
- Cost implications re infra structure development to account for secure car parking disabled parking and designing out anti social behaviour.
- The Government is not on track to meet its carbon dioxide target, the forecast for 2010 being only 14%. A review of the Climate Change Programme is currently underway. New policies to reduce emissions could impact on the car parking strategy.
- The Gershon Report, CPA and the Cleaner Safer Greener agenda demand heightened efficiencies, value for money and safer and quality infrastructure

Weaknesses

- Limited stakeholder consultation re strategic options and charging arrangements.
- No attention has been given to market targeting, positioning of the service or the development of a clear strategy
- The charging of disabled people to park appears to contradict RDC's efforts to promote social inclusion.
- There are few explicit links between car park management and other key strategic aims of the council.
- Though successful, income strategy has little "consistency in action" and can be partially categorised as "emergent"
- There appears to be a current mismatch regarding price charged and the quality of infrastructure provision due to limited re-investment back into the service.
- Tariffs do not encourage turnover. There is limited flexibility re tariff design with no difference in short and long stay pricing.
- Limited/outdated information software and CRM systems create information asymmetry inhibiting the richness and reach of data for structured tactical, financial and operational decisions.
- Due to their age the flexibility of current ticket machines is limited regarding the introduction of future options, such cashless pay, differential tariff structures, seasonal charging etc.

1.4.2 Critical Analysis:

Five forces Analysis (Section 7.1):

- The one-size fits all permit potentially only appeals to the older age bracket that currently buy it. The development of other options for different groups should be considered, though high risk regarding loss of income.
- Environmentally, strategy should encourage reductions re high levels of car usage by tourists (85%) and moderate higher than average car ownership by residents, particularly in Helmsley where 36.9% of residents have two cars.
- Critically the strategy must account for the viable threat that an abundance of free parking creates, potentially limiting the sensitivity, design and control of strategy options.

Benchmarking Analysis (Section 7.2):

- Analysis indicates that RDC is at the top of the upper quartile range regarding tariff rates by comparison with its family group, a potential discrepancy regarding high charges and average quality of infra structure provision. Costs are particularly high in the two-hour band, though very reasonable for all day parking and the intermediate-long term range.

- Ryedale seems relatively unique regarding its provision of highly subsidised short stay permits.
- RDC is also unique in its family group regarding charging for disabled customers, potentially encouraging higher levels of on-street parking, which contributes to congestion.
- Regarding tariff structure RDC is unique in only offering three bands, 1 hr, 2 hr and all day. All others in the group offer a greater variety of options to their customers.
- Comparisons are generally favourable regarding comparisons with NCP, re staffing ratios, cost effective service comparison and a greater balance re excess charges and enforcement.

Stakeholder Analysis (Section 7.3) :

- Stakeholder analysis has identified a number of common priorities regarding:
 - o Better co-ordination of both on and off-street enforcement.
 - o The encouragement of movement to Long Stay car parks through tariff design to manage demand
 - o The potential development of individual town strategies.
 - o Better marketing of permits.
 - o Cheaper parking.
 - o The free Norton Car Park anomaly.
 - o The development of a more flexible tariff structure.
 - o The development of differential parking charges.
- The development of a loyal customer base should be encouraged 65% of residents disagreed that parking was good value for money as compared to 95% of tourists who felt it was.
- Enhanced control of free parking will benefit both the local economy (*Lockwood. 2002*)(regarding efficient turnover of prime free 30 minute parking spaces) and residents (particularly in Pickering and Helmsley) who want to see greater co-ordination of on and off street parking to reduce congestion issues.
- The face-to-face interviews show that; being the nearest town, attraction of retail offer and availability of parking are the most important considerations regarding visiting a town.
- The attraction of large shopping centres rests not with the fact that they offer free parking but rather that they have a wide choice of high street shops, supermarkets and cheaper fuel on offer in one location.
- Our local towns retain a loyal customer base despite the views on value for money.
- Views on whether or not to charge the disabled to park are evenly split.

The Lockwood Survey (Section 7.3.3):

- The Lockwood Survey 2002 states that *“towns with good promotional programmes, which are well cared for and where stores are open when people want to shop, are much more likely to achieve growth in store takings than those which do not have these advantages”*. It is apparent that *“the character and appearance of towns can have an effect on business performance”*.
- Lockwood stresses the importance of Sunday opening and free short stay car parking (30 mins), however analysis equally indicates that 50% of the strongest performers did not have the above.
- What is clear from all the research is that, whilst price has an important part to play in the success of a town centre, it cannot be viewed in isolation.

- The Lockwood report indicates that a combination of effort is required to encourage healthy and sustainable economic growth, car parking management being just one element of the retail mix which should include
 - Quality promotion.
 - Quality access.
 - Quality retail offer.
 - Quality infrastructure.
 - Secure safe environment.
 - Quality customer facilities e.g. shopmobility, baby changing etc

Strategic Integration (Section 8.0):

- To achieve its aims, the policy needs to embrace a more holistic, co-ordinated approach to car park management with NYCC and NYMNP.
- The strategy needs to consider the implications and management of both on and off street parking around Town Centres, resident parking, travel plans, coach parking, alternative transport choices, the provision of resident permits and the balance and encouragement of demand on long and short stay off street car parks.
- Strategy should consider, as practical, both integration and consistency with all aspects of Government, NYCC, other external bodies and RDC Community and Corporate Plan.
- In line with NYMNP strategy consideration should be given to the potential interception of cars on the periphery of the National Park linked to public transport.
- Finally in addition to the above the strategy should be integrated with relevant RDC local policies which contribute to wider community objectives, including the:
 - Local Development Framework.
 - Safer Ryedale.
 - Cultural Strategy.
 - Asset Management Plan.
 - Climate Change Strategy.

Ratio Analysis (Section 9.3)

- Greater investment is required into car park infrastructure to improve quality and community safety.
- The potentially low ratio suggests that the assets could be reduced or used “more productively in the generation of income”.. Though non currently have been made, comparisons with industry benchmarking (if possible) would be useful to facilitate future analysis.
- The return on capital employed (ROCE) has the potential to develop a spiral of reduction every 4 years following asset re-evaluation (given the assessment of income and investment potential re evaluation). To ensure value for money, good practice would suggest a target ROCE to be set for each four-year period.

Income analysis (Section 9.5)

- Greater turnover should be encouraged in short stay car parks, which are becoming increasingly blocked through demand, much of which is accounted for by permit holder use (51% in Malton).
- Good practice guidelines suggest that tariffs should be set at levels such that 10-15% of space is available at peak times (*Institute of Highways and Transportation. 2005. p98*).
- The trend re migration to Long Stay car parks and shorter stay in Short Stay car parks should be encouraged.

- Encouragement for customers to stay longer in Long Stay by re-introducing the middle tariff band.
- Action is required to mitigate the demands that seasonal variation is placing on Pickering and Helmsley.
- Sales of short stay permits are limited despite the huge subsidy, however usage is very high, effectively blocking car parks; 51% Malton Marketplace, 31% Pickering and 16.5% Helmsley. A major flaw in the current permit system is that it does not facilitate adequate monitoring of permit usage.
- Increased marketing of short stay permits on their current basis or further permit development is a high-risk strategy; it could both reduce ticket income and block up already scarce short stay parking provision.

Fixed Asset Utilisation (Section 9.6)

- Analysis indicates that following asset re-evaluation in 2003/4 fixed asset turnover (£ of sales generated for each £ invested in assets) reduced in all but three car parks. Tariff increases in 2004/5 have helped to stabilise the downturn with the notable exception of Malton (Market Place and Water Lane) and Pickering Vivis lane.
- Fixed asset turnover could be further strengthened by charging for St Nicholas St Car park, and either introducing a residents permit scheme or selling Wood St, Norton and Train Lane Pickering to residents for parking.
- The variations in turnover would seem to highlight the potential for flexible, market led, tariff designs tailored to individual car parks, i.e. higher/lower tariffs linked to turnaround, demand, seasonal variation and fixed asset turnover.
- The higher level of asset turnover in both Pickering and Helmsley (particularly Cleveland Way) potentially illustrates the pressure for car park development/expansion in these areas.

Organisational Analysis (Section 10.3):

- The current software and the limited flexibility of car parking machines inhibit the introduction of future options such as cashless pay, differential tariff structures, seasonal charging etc.
- Software upgrades are essential for the capture and manipulation of financial and customer data.
- Newer machines can facilitate on-line data retrieval, tariff changes and interactive customer reception.
- Consideration could be given to a more strategic approach with regard to arrangements for special occasions i.e. Christmas.
- The review should consider of the provision of permits for Officers, the voluntary section and livestock traders.

Section 2 (NB: extracted from Chapter 11 Car Park Strategy – Draft for Consultation)

2. Outline of Options

The development of ambitious long-term aims requires a clear set of consistent functional strategies with clear vertical alignment, the 'golden thread'. Strategy must match the activities of the Council to its environment.

2.1 Development of Strategic Options

It is critical that service policy moves on from across the board charging to fund budget shortfall, to a more measured approach based on the achievement and balancing of a wide range of community objectives, both transport and non-transport related.

Four areas underpin the development of strategic options:

On-Street Control: Greater control (either by RDC or in partnership with others) of on and off-street parking would enhance the sensitivity, design and creativity of the revised strategy.

Infrastructure Investment: Short and long term investment is required into car park infrastructure and technology to improve quality of offer, take account of increasing demand and to develop of environmental initiatives.

Richness and reach of information: Investment is required re improved software to establish better quality of information, particularly with regard the monitoring of permit usage.

Environmental Infrastructure: Recognition that for large parts of the District the private car will remain the primary mode of transport until public transport becomes a practical or economically viable alternative. These must come first:

- "A move away from access by car can only be successful if attractive alternatives are in place" (*Institute of Highways and Transportation. 2005. p54*).

2.2 Strategic Options

To address the key issues detailed throughout the report and key objectives detailed in **Section 11.2**, a number of options have been designed both to position the service and link to Corporate Aims and Objectives.

It should be observed from the outset that additional consultation will be required to facilitate implementation of a number of potential strategies such as resident parking schemes, P&D parking at St Nicholas St, On-Street parking control, park and ride schemes, differential parking etc. Potential Stakeholders include:

- Forward Planning.
- North Yorkshire Police.
- North Yorkshire Moors National Park.
- North Yorkshire County Council.
- Members.
- Community Leisure.
- Helmsley Walled Garden.

- Parish and Town Councils.
- Residents.
- Businesses.
- Town Centre Management.
- North Yorkshire Moors Railway.
- Local Railway.
- Sustrans.
- Legal Section.
- Disabled Groups.
- Motor Cycle Action Group.
- Forestry Commission.
- Coastliner and other bus companies

Cost/Benefit Analysis (Appendix 14): Analysis has been undertaken to give indications of the potential effects of proposed options. Estimates have been prepared based on future demand etc. They are far from definitive and should be treated with a large health warning.

As such a number of options will require further analysis to more accurately determine potential costs should members decide to pursue them:

- Focus has been given to the effect of the proposals detailed on the proposed 2006/7 budget.
- Budget requests for future years will be made through the revised budget process utilising the Service Development Plan.

Option 1- Development of Infrastructure.

a) Extension of Cleveland Way Car Park:

- Cleveland Way should be extended to take account of increasing existing (7.7% 2004/5) and future demand at peak periods, including:
 - Potential changes to the Market Place re RMT proposal.
 - Increased demand following displacement from introduction of resident parking.
 - Displacement from locked Short Stay car parks.

This should:

- Integrate with NYMNP strategy re encouragement of the development of park and ride on the periphery of the National Park, linked with the Moorsbus to reduce car use within Ryedale and encourage use of alternative transport.
- Integrate with RMT proposals re development of Cleveland Way and potentially unlock grant funding to help with the cost of development.
- Encourage the development of partnership with the National Park regarding subsidisation of the Moorsbus e.g. reduced cost of bus travel on production of Long Stay ticket.

Estimated Costs

2006/7:

- *Preparation of tender for provision of 50-100 spaces depending on RMT.*
- *Consultation and planning consent required with NYMNP.*
- *Link to RMT proposals.*

2007/8-2008/9:

- *Plan the build for late in year.*
- *Estimated potential capital cost £150,000 to £300,000.*

Estimated Benefits

2008/9:

- *Potential of grant funding from RMT proposal.*
- *Additional income through increased demand from natural demand rises and better on-street control estimated at £5091 per year, year on year net VAT.*
- *Estimate would take around 12-14 years to recoup investment based on current prices.*

b) Additional parking capacity in Pickering:

- **Short-term:** Options should be explored regarding the availability of additional capacity at peak times to manage increasing demand (2.5% 2004/5) from future development and in addition accommodate:
 - Increased demand following displacement from introduction of resident parking.
 - Displacement from locked Short Stay car parks.
- Potential partnerships could be developed to rent under utilised office parking at weekends e.g. NYCC Vivis Lane, Taylor's Yard. Coopers yard etc.
- P&D could be introduced at Pickering Pool.
- Developments could be a mixture of Pay and Display or Resident Only permit zones, which will help to minimise the cost of new machines.
- Utilisation of school car parks at weekends etc could be considered for park and ride initiatives linked with NYMR.
- Costs will include new signage.

Estimated costs

2007/8:

- **P&D at Pickering Pool**
 - *New machine cost £2,700 per machine (one off, Could be leased)*
 - *New signs and fitting £1200 (one off)*

2008/9

- **Utilisation of private/office car parks:**
 - *Rent: To be negotiated (on-going annual cost)*
 - *Machine cost £2700 per machine or resident disk parking only. (one off)*
 - *New signs and fitting £700-£1500 per site. (one off)*

Estimated Benefits

2007/8:

- *Additional income through natural demand rises and better on-street control estimated at £5530 per annum net of VAT.*

2008/9

- *Additional income through natural demand rises and better on-street control estimated at £11,061 per annum net of VAT.*

- **Long-term:** Consideration should be given to building extra car parking capacity in Pickering as part of the Brownfield development scheme.
 - Developments should include partnership working with North Yorkshire Moors Railway re the development of park and ride options.

<p><u>Estimated Costs</u> 2006/7- 2012/13:</p> <ul style="list-style-type: none"> • N/A • <i>Consultation and planning consent required with NYMNP.</i> • <i>Link to RMT proposals</i> <p>2012/13 onwards:</p> <ul style="list-style-type: none"> • <i>Consider development based on demand.</i> • <i>Estimated potential cost £500,000.</i> <p><u>Estimated Benefits</u></p> <ul style="list-style-type: none"> • <i>Unknown</i>

c) Use of Wentworth Street:

- **Short-term:** Consideration could be given to encourage park and ride at Wentworth St Malton for Pickering or the Moors:
 - As Malton is closed on Sunday, free unused parking is available.
 - Potentially a bus route can be developed and marketed for Pickering, the North Yorkshire Moors and North Yorkshire Moors Railway.
- **Long term:** If the rail connection is made to Pickering from Malton, Wentworth St could be used as park and ride for the NYMR.
 - Consideration could be required re extra capacity in Malton to account for development of the river rail corridor, as part of the LDP.

<p><u>Estimated Costs</u> 2007/8:</p> <ul style="list-style-type: none"> • <i>Consultation and planning consent required with RDC, NYMNP and NYMR.</i> • <i>New signs and fitting £2000</i> <p><u>Estimated Benefits</u> 2007/8:</p> <ul style="list-style-type: none"> • <i>Unknown</i>

d) Quality infrastructure:

- Greater investment into the car park infrastructure should be considered. Quality infrastructure, quality access and safe and secure car parking all have implications regarding encouragement of sustainable economic growth:
 - Secure car parking should be developed in all areas in the next five years. (Eastgate Pickering and Wentworth Street Malton should be the initial focus).
 - A planned maintenance programme designed to improve infrastructure quality should be funded annually. Higher quality car parks could positively enhance resident perception that parking provides value for money.
 - Development of secure cycle parking should be considered not only in car parks but also in the market towns particularly Helmsley and Pickering.

- o Consideration could be given to the development of themed car parks, utilising local artists etc.
- o Potential future development of electrical pick-ups for Electric Cars.
- o Improvements to Public Conveniences are linked to car park development. A further report should be considered with regard improving the quality of the service though the development of attendant or self-cleaning toilets.
- o The development of better signage, particularly to promote movement to cheaper long stay parking.

Estimated Costs

2006/7

- *£25,000 from Capital programme should be brought forward to fund initial spend on improving car park infrastructure, taking account of crime and disorder initiatives at Eastgate and Wentworth St car parks. (£50,000 total).*

2007/8-2010/11:

- *Consultation liaison with police architect regarding individual solutions for each car park.*
- *Phased approach recommended over 5 years.*
- *Costs to be investigated and subject to separate report.*
- *However assuming CCTV etc is required this could be in the range of £10,000-£15,000 per car park. Therefore projected additional £20,000-25,000 capital each year required over the next five years in addition to the capital programme.*
- *NB: Capital programme already currently projects £25,000 for the next four years for car parking.*

e) Investment into new technology

- Longer-term investment re new machines is essential to facilitate greater control and creativity of design of future options such as cashless pay, tariff design, differential charging for residents, seasonal charging and the development of individual tariff solutions for each town etc.
 - o During the procurement stage of new machines consideration should be given to different payment systems such as Pay on Foot which could benefit economic trade (*Lockwood 2002*).

Estimated Costs

2009/10-2010/11

- *Cost of new machines equate to £2,700 per machine.*
- *One off fitting costs £7000-£8000.*
- *Potential lease costs could equate to around £12,000 to £14,000 per annum.*

f) Investment in Software

- The procurement of better software will facilitate data retrieval in order to determine real time demand and better resource allocation.

Estimated Costs

2006/7

- *Cost of new software £3000 though a detailed estimate has yet to be confirmed*

Option 1- Main Aims	Option 1- Strategic Links
<ul style="list-style-type: none"> • Ensure space available to meet expanding demand and encourage economic growth. • Encourage the development of sustainable travel options for tourists. • Reduce congestion re conflict between tourists and residents. • Encourage longer stay for the benefit of the economy. • Encourage the development of sustainable travel options. • Accommodate increased migration from Short Stay car parks to Long Stay parking. • Ensure good practice guidelines are met re 10-15% space free at any one time. • Accommodate migration following the introduction of residents parking schemes and stricter control of free on-street parking. • Helmsley, Pickering and Malton (being on the A170/A169 main arterial routes into the National Park) are ideally placed to capture tourists coming into both Ryedale and the Park. • Development of a premium product to encourage economic growth. • Positively change customer perception re value for money. • Develop secure car parking to reduce actual and perception re fear of crime. • Reduce anti-social behaviour problems in individual car parks i.e. Wentworth St and Eastgate. • New machines to facilitate design of future options. 	<ul style="list-style-type: none"> • Corporate Plan. • Community Plan. • Local Development Framework. • National Strategies. • Local Transport Plan. • North Yorkshire Moors Strategies. • Climate Change Strategy. • Helmsley Renaissance Market Town Proposal. • Safer Ryedale Strategy. • Cultural Strategy. • Asset Management Plan. • National Cycling Strategy. • The Amion report. • Lockwood Report.

Option 2-Tariff Structure Design:

g) Triangulated approach to future tariff design and differential tariff rate for Residents

- Following the two-year moratorium on price, tariff increases should be undertaken utilising a triangulated approach based on Corporate priorities and analysis of ROCE or individual asset turnover, increasing/decreasing demand and benchmarking within the family group to encourage strategic pricing.
 - Consideration could be given at this stage to the creation of a differential tariff rate for residents, using a card to unlock cheaper resident parking rates. This option would need to be explored re compatibility with current technology.
 - SMART technology could encourage the development of cheaper parking for one or two visits a week to encourage reduced car use.

h) Allocation of car parking surplus.

- Perception of value for money is low by residents generally. Consideration should be given to greater transparency re the current allocation of profits from car parking to the community in general. This could take the form of:
 - Explicit links re profit from car parking for community projects could be made and transparently communicated to residents, press and the business community to reinforce the positive benefits.

i) Utilisation of Fixed Assets

- Following consultation, charges should be introduced at St Nicholas St Car Park to realise revenue and value from the asset.
- Following consultation, Train Lane, Pickering and Wood Street, Norton should be designated and charged as resident parking zones or sold.

Estimated Costs

2006/7:

- *Consultation and revised car park orders required.*
- *New signs and fitting £2000.*
- *Use spare machine already kept in stock*

Estimated Benefits

2006/7:

- *Potential Income of £12,500 for 6 months - £25,000 for full year exc VAT.*
- *Income from resident permits unknown.*
- *Potential profit from sale or income from permits re Train Lane and Wood Street.*
- *Has the potential to raise ROCE to 38.04%, a rise of +2.87% if a return of £25,000 could be made on St Nicholas St, potentially encouraging re-investment into the business.*

j) Redesign of Tariff Structure

- Redesign of the current tariff structure is considered essential to facilitate increased turnover of short stay car parks and encourage longer stay in car parks with greater capacity, ensuring that 10-15% of space is free even at peak times:
 - **Short Term. 2006/8:** Cheaper tariff prices should be considered in the Long Stay car parks in the 2hr band to encourage longer stay especially as in this band RDC is expensive relative to its family group.
 - Reductions to £1.50 or £1.60 (benchmarked figure) should be considered in the 2 hr band for all Long Stay car parks short term. The 30p differential should encourage movement from Short Stay and also potentially encourage movement from the 1hr band to 2hr band in Long Stays.
 - The middle tariff 6 hr band should be reintroduced to encourage longer stay. A tariff price of £2.90 to £3.00 for 6 hrs (£4.50 all day) should be considered short term.
 - Tariffs should be maintained as existing in the Short Stay premium car parks to encourage migration from the Short Stay 2hr band into either the 1hr Short Stay or to the 2 hr band in the Long Stay car parks to encourage turnover.
 - Consideration should be given to the introduction of free disabled parking, however as little information is currently available, this should potentially await further analysis.
 - **Long-term 2008 onwards:** When any prices increases are considered/introduced, Short Stay tariffs should be more expensive than those in Long Stay car parks.

Estimated Costs

2006/7:

- **Cost of reduction in Long Stay from £1.80 to £1.50 equates to an estimated £26,555 loss net of VAT per annum.**
- **A reduction to £1.40 would equate to £35,421 loss net VAT per annum.**
- **A reduction to £1.60 (benchmarked figure) would equate to £17,710 loss net VAT per annum.**

Estimated Benefits

2006/7:

- **Re-introduction of middle band assuming reversal of trend seen during 2005 would potentially increase income per annum. In addition assuming a 2% growth in demand during 2006/7, additional income potentially equates to £13,641 exc VAT year on year.(Based on 1.50 tariff)**
- **Assuming attraction of 2% of one-hour ticket sales into two-hour tariffs, additional income could equate to £2684 per annum year on year.**

2007/8:

- **Assuming continued growth £30,565 per annum.**

Option 2- Main Aims	Option 2- Strategic Links
<ul style="list-style-type: none">• Introduce a triangulated approach to price increases, which link in to the strategic objectives.• Ensure 10-15% of space is available to meet expanding demand and encourage economic growth as per best practice guidelines.• Encourage turnover in short stay car parks to encourage economic growth.• Reduce congestion re conflict between tourists and residents, by creation of more space in short stay.• Encourage longer stay to encourage economic growth.• Encourage the introduction of seasonal and differential tariff options to mitigate the demands of peak use on Helmsley and Pickering.• Ensure charging is introduced in all off street car parks.	<ul style="list-style-type: none">• Corporate Plan.• Community Plan.• Local Development Framework.• National Strategies.• Local Transport Plan.• North Yorkshire Moors Strategies.• Climate Change Strategy.• Helmsley Renaissance Market Town Proposal.• Asset Management Plan.• Gershon.• CPA.• Cleaner Safer Greener.

Option 3- On-street parking/residents parking zones:

k) On-street Control

- Consultation should be undertaken regarding greater partnership working or the feasibility of RDC taking over the management of on street car parking within the Market Town centres as an extension of car parking orders or under the 1991 Act.
 - A phased approach should be taken to reducing the proportion of parking which is outside RDC's control.
 - Blue Badge/Disk parking schemes should be considered for the management of free 30 min On-Street parking within Town centres Inc Black Swan car park at Helmsley. A small charge should be levied for the purchase of the disc and formal arrangements made for sale by local retailers.

Estimated Costs

2007/8-2008/9:

- **Consultation and change of orders required with NYCC, Police, and businesses etc to assess if possible.**
- **Phased implementation should be considered over two years.**
- **Cost of new signs and fitting unknown, though should be able to fit onto existing posts which will reduce cost.**
- **Additional manpower assuming co-ordinated with existing patrols and focusing on town centres, £20,000 per annum, though greater analysis is required.**

Estimated Benefits

2007/8-2008/9:

- **Unknown, estimate potential for income from excess charges £12, 558 per annum.**

I) Residents Parking Schemes on-street.

- Consultation should be undertaken regarding the development of resident parking either through greater partnership working or by RDC under the 1984 Act, as highlighted by NYCC transport strategies, in areas with congestion difficulties.
 - Designated resident parking will reduce on street congestion by strategic encouragement of users onto short stay car parks.
 - Designated resident parking zones will potentially increase demand in long stay car parks from workers and tourists who currently park free on-street or in St Nicholas St car park. It could also encourage the use of local transport or alternative travel.
 - Criteria should be established regarding the issue of resident on street parking zone permits i.e. number of cars, hrs of use etc.
 - Costs for the sale of resident on-street permits should be established. Best practice guidance suggests a current range of between £20 and £30 per permit per annum (*Institute of Highways and Transportation. 2005.p121*).

Estimated Costs

2007/8-2008/9:

- **Consultation (and change of orders) required with NYCC, Police, and residents etc to assess if possible.**
- **Phased implementation should be considered over two – three years.**
- **Cost of new signs, fitting, bays etc unknown, though cost could be shared with NYCC.**
- **Additional manpower assuming co-ordinated with existing patrols and focusing on key areas, £20,000 per annum, though greater analysis is required.**

Estimated Benefits

2007/8-2008/9:

- **Sale of resident permits could equate to around £9000 to £11,000 per annum depending on take up**
- **Income from excess charges is unknown, could equate to £10,000 to £13,000.**

Main Aims	Strategic Links
<ul style="list-style-type: none"> • Encourage turnover of 30 min free parking space to meet expanding demand and encourage economic growth as per best practice guidelines. • Encourage turnover in short stay car parks to encourage economic growth. • Reduce congestion re conflict between tourists and residents by creation of more space in short stay. • Encourage longer stay to encourage economic growth. • Increase demand in Long Stay car parks by introduction of a residents permit scheme in selected areas. • Encourage use of alternative modes of transport. • Increased turnover of free spaces could help to reduce pressure in increasingly locked short stay car parks. 	<ul style="list-style-type: none"> • Corporate Plan. • Community Plan. • Local Development Framework. • National Strategies. • Local Transport Plan. • North Yorkshire Moors Strategies. • Climate Change Strategy. • Asset Management Plan. • Gershon. • CPA. • Cleaner Safer Greener. • National Cycling Strategy. • The Amion report. • Lockwood Report.

Option 4-Permit Development

Development re marketing of permits generally is a **high-risk strategy. This Option has not been recommended.** Current permits offer huge subsidies; increased sales could both reduce income and encourage car usage. NB the creation of a differential tariff rate (**Option 2g**) for residents would potentially eliminate the requirement for permit usage.

However a range of Options have been developed for members to consider should they wish to retain permit usage. (NB Information to assess costs for options is limited). If permit schemes are retained it is considered essential that the revised criteria below is introduced and that card systems are implemented to monitor usage

m) Short Stay Resident Permit/Smart card

- The current short stay permit should be developed and marketed as a residents only offer. The current permit appeals to the market segment that can effectively utilise it 7 days a week, a large number of users being retired.
- Sales of permits could be encouraged by lock in with direct debit, making the payments easier and highlighting the value for money due to small monthly payments.
- Long term, the subsidy of the permit should be reconsidered regarding usage, once accurate data has been compiled.
- Potentially subsidy could be linked with ability to pay.
- Permit discounts encourage car use, which is directly at odds with the environmental agenda. As such an environmental discount should be considered based on proof of the use of a more environmentally friendly car, utilising emissions data recorded on the vehicles tax disk to help reduce CO² emissions.
- The encouragement (on the permit) of two car ownership is also at odds with the environmental agenda and should either be discontinued or an additional premium be charged for the second car.
- Accurate information regarding real time permit usage is currently unavailable due to the current disk system:
 - o It is **essential** that the disk system should be changed to a card system where a free ticket is purchased using the resident discount card. This will enable accurate monitoring to take place regarding usage of individual car

- parks, frequency of use, time of use, length of use etc and encourage the development of a tailored system.
- o Future development of this system could encourage its use as a Ryedale card unlocking subsidised bus travel, use of sports facilities etc.
 - Short stay permit users currently contribute significantly to locking turnover in short stay car parks. Restrictions on existing use should be seriously considered if changed to a card system, to facilitate turnover at peak times such as lunch times and at weekends to benefit the local economy. Two options which could be put to users include:
 - o **Either:** Unlimited free parking for permit users between 9am and 11am and 3pm onwards in all car parks, with parking limited to one hour only in Short Stay car parks and two hours in Long Stay between 11am and 3pm and weekends (assuming current machines can accommodate this).
 - o **Or:** One hour only parking in short stay car parks, two hours in Long stay car parks.
 - Though initially positive, further confirmation is being sort regarding the ability of the current machines to facilitate these options.

Estimated Costs

2006/7:

- *Marketing costs £1000- £2000 per annum.*
- *Loss of ticket revenue of 1000 extra permits if currently paying and parking three times a week for 2 hours could cost £280,800 per annum.*

Estimated Benefits

2006/7:

- *Sales of 1000 extra permits £37,500 per annum*
- *Enhanced space (10-15% rule) and increased movement in short stay car parks through limiting permit user parking.*
- *Could encourage movement from free parking to better proximity parking £2453 per annum (assuming full year potentially 50% during 2006/7).*

n) Tourist Permit

- A seven-day tourist permit could be encouraged and marketed, possibly linked into bookings by TIC's and offering subsidised bus travel etc.
- Sales of permits by local retailers, Flamingo Land etc should be encouraged and communicated better. Potential subsidy by businesses could also be considered.

Estimated cost/benefit unknown: Option to be developed

o) Weekend/Specific day Smart Card/Permit

- The developments of other cards should be considered for residents with different criteria.
- Residents parking card schemes could be developed and tailored specifically for use in individual towns only eg:
 - o Pickering scheme designed for specific day use of the Ropery car park to shop (one day/one hour shoppers scheme).
 - o Malton for Saturday shopping only.

- o Weekend only permits linked in to individual towns or individual car parks to encourage local loyalty and encourage reduced car travel.
- o Two hour/one day Shoppers permit for long stay car parks at weekends.

Estimated Costs
2006/7:

- *Marketing costs £1000- £2000 per annum.*
- *Loss of ticket revenue of 1000 one day long stay Card/permits (2hr) if currently paying and parking once a week could cost £78,000 per annum. (£1.50 tariff)*
- *Loss of ticket revenue of 1000 one-day Ropery short stay Card/permits (1hr) if currently paying and parking once a week could cost £52,000 per annum. (£1 tariff)*

Estimated Benefits
2006/7:

- *Sales of 1000 one day Long stay card/ permits (2hr) if charging £20 per card equates to £20,000 per annum.*
- *Sales of 1000 one day Ropery card/ permits (1 hr) if charging £15 per card equates to £15,000 per annum.*
- *Enhanced space (10-15% rule) and increased movement in short stay car parks through limiting permit user parking.*
- *Could encourage movement from free parking to better proximity parking £2453 per annum.*

p) Long stay Permit

- Further marketing of the long stay permit needs to be considered. Enhanced control and management of free-on-street parking and resident parking zones could potentially encourage greater take up of this option.
- Long stay permits are highly subsidised, this should be reviewed once the two-year moratorium has elapsed.
- Sales of permits should be encouraged by offering direct debit, making the payments easier and highlighting the value for money due to small monthly payments.

Estimated Costs
2006/7:

- *Marketing costs £1000- £2000 per annum.*
- *Loss of ticket revenue of 100 extra Card/permits if currently paying and parking once a week could cost £117,000 per annum however likely to be finding free parking areas.*

Estimated Benefits
2006/7:

- *Sales of 100 extra card/ permits if charging £150 per permit equates to £15,000 per annum.*
- *Movement from free parking due to better on-street enforcement and resident permit zones.*

Main Aims	Strategic Links
<ul style="list-style-type: none"> • Encourage turnover in short stay car parks to encourage economic growth. • Reduce congestion re conflict between tourists and residents by creation of more space in short stay. 	<ul style="list-style-type: none"> • Corporate Plan. • Community Plan. • Local Development Framework. • National Strategies.

<ul style="list-style-type: none"> • Encourage longer stay to encourage economic growth. • Encourage use of environmentally friendly cars. • Encourage reduced congestion at peak times. • Encourage more flexible solutions to car parking for the benefit of RDC residents. • Encourage use of alternative travel by tourists. • Encourage data capture to monitor and control individual schemes. • Encourage greater levels of social inclusion 	<ul style="list-style-type: none"> • Local Transport Plan. • North Yorkshire Moors Strategies. • Climate Change Strategy. • Asset Management Plan. • Gershon. • CPA. • Cleaner Safer Greener. • National Cycling Strategy. • The Amion report. • Lockwood Report.
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Option 5- Development of Solutions for Individual Towns

q) Individual Town Strategies

Across the board increases should be replaced by flexible, market led, tariff designs tailored to individual car parks, i.e. higher/lower tariffs linked to turnaround, demand, seasonal variation and fixed asset turnover.

The development of all Options should lead to bespoke town solutions, however these will require more sophisticated machines and software to facilitate control and design:

- Seasonal tariffs should be considered once suitable m/c's and residents systems have been put in place to ensure greater control and management on-street and discounted pricing for residents.
- Differential rates between towns could be considered, assuming resident tariffs are in place.
- Pay on Foot systems should be considered where practical eg Wentworth St, Eastgate, Water Lane, Cleveland Way and Vivis Lane. These are considered to benefit the local economy and may encourage users to spend more time in town.
- Shopmobility schemes should be encouraged. These are schemes that lend manual and powered wheelchairs etc to members of the public to help them shop.

Estimated cost/benefit unknown: Option to be developed once new technology available

r) Development of Tailored Solutions for Individual Towns

- Issues regarding motorcycle parking should be considered in Helmsley and other areas, with the potential for a separate marked area for.
- Secure boxes next to marked motorcycle parking bays could be provided to post Pay and Display tickets (Registration numbers could be written on).
- Better facilities for cycle security should be addressed particularly in Pickering and Helmsley.
- Specific advertising space in car parks could be sold to local shops.
- The development of secure, but more remote parking, for coaches could be a consideration in Pickering in the future to free up space in Eastgate. However suitable facilities such as toilets and refreshments are not available at other locations.

- Consideration could be given to the development of themed car parks, utilising local artists etc.

Estimated cost/benefit unknown: Option to be developed and costed

Main Aims	Strategic Links
<ul style="list-style-type: none"> • Reduce congestion re conflict between tourists and residents. • Encourage longer stay to encourage economic growth. • Encourage reduced congestion at peak times. • Encourage more flexible solutions to car parking for the benefit of RDC residents. • Ensure maximisation of the asset. • Encourage use of alternative travel by tourists. • Encourage greater levels of social inclusion. 	<ul style="list-style-type: none"> • Corporate Plan. • Community Plan. • Local Development Framework. • National Strategies. • Local Transport Plan. • North Yorkshire Moors Strategies. • Climate Change Strategy. • Asset Management Plan. • Gershon. • CPA. • Cleaner Safer Greener. • National Cycling Strategy. • The Amion report. • Lockwood Report. • Cultural Strategy. • Safer Ryedale Strategy.

Option 6- Other Initiatives

s) Quality initiatives

- Work on the customer charter should be completed with reference to the revised car parking objectives.
- Additional training should be provided to all front line staff, currently on-going as part of the Corporate training budget initiative.
- The attainment of ISO 9002 should be considered as formal recognition of a quality systems approach.
- Development of a communication strategy.

t) Provision of voluntary/cattle market/officer permits

- The provision of free permits should be reviewed:
 - The provision of free parking permits for the top deck at Wentworth St, for attendance of the cattle market should be removed.
 - Provision of free permits to the voluntary sector should be reviewed to ensure greater control.
 - Provision of internal permits should be reviewed to provide greater control.

Estimated Benefits

2006/7:

- ***Removal of cattle market permit and better control of other permits could increase ticket income by £5923 per annum net of Vat.***

u) Excess Charges

- Income levels from excess charges should be reviewed, with mandatory annual increases.
- Income from excess charges could be enhanced through the introduction of resident and on-street parking, however this would be mitigated by increased manpower to manage enforcement.

Estimated cost/benefit: Detailed earlier (in Option3k and l)

v) Performance Monitoring

- The development of performance monitoring within the unit should be encouraged.
- Additional systems/cost centres should be put in place to afford future analysis of expenditure on individual car parks and debtors and creditors.
- Data capture should facilitate monitoring re the number of excess charges issued, demand at individual car parks, permit utilisation etc.

w) Christmas Arrangements

- The provision of special arrangements at Christmas should be considered.
- Currently arrangements are made each year to take account of individual town initiatives.
- Parking demand is at its peak during this period and management of tariff design is essential to prevent car parks becoming blocked.

Estimated cost/benefit unknown: Costs dependent on level of concession.

x) Travel Plans

- In line with National guidance employers should be considering the implications of developing travel plans to assist and encourage staff to get to work by other methods other than the car.
- Initiatives include getting to work by bike, bus, rail and efficient vehicles as well as through car sharing and home working.
- RDC should develop its own travel plan and encourage adoption by local businesses in the area.

y) Joint working

- The potential of joint working should be explored.
- Initial discussion regarding joint-working initiatives has been undertaken with Selby DC to explore the potential economies of scale.
- Joint partnership initiatives could be required to deliver a number of the proposed strategies already detailed regarding on-street control and resident parking schemes.

Estimated cost/benefit unknown: Option to be developed and costed

Main Aims	Strategic Links
<ul style="list-style-type: none"> ● Improve service quality. ● Reduce congestion re conflict between tourists and residents. ● Encourage longer stay to encourage economic growth. ● Encourage reduced congestion at peak times. ● Encourage more flexible solutions to car parking for the benefit of RDC residents. ● Ensure maximisation of the asset. ● Encourage reduction in Co2 emissions. ● Partnership working to facilitate value for money. 	<ul style="list-style-type: none"> ● Corporate Plan. ● Community Plan. ● Local Development Framework. ● National Strategies. ● Local Transport Plan. ● North Yorkshire Moors Strategies. ● Climate Change Strategy. ● Asset Management Plan. ● Gershon. ● CPA. ● Cleaner Safer Greener. ● National Cycling Strategy.

3. Option Appraisal

Three methods of evaluation have been undertaken:

- Following appraisal, all Options detailed can be recommended with the exception of Option 4.
- If the short stay permit system is to be retained it is essential that the criterion of use is redefined as set out in **Option 4m** re peak time usage, two car ownership, changes to a card system and environmental encouragement.

Diagram 15. SWOT Analysis (Appendix 10) of Best Value and Best Practice Guidelines

	Options	Strengths Weakness	Tot	Threats/Consequences
Low	Do nothing	113 (+) 148(-)	- 35	Weaknesses outweigh strength. The status quo is out of line with Best Value and best practice guidance. It fails to address a number of critical issues: <ul style="list-style-type: none"> • Fails to manage increasing both existing and future demand. • Takes no account of the environmental agenda • Fails to address a range of stakeholder issues regarding price, congestion, resident parking etc. • Failure to invest back into car park infrastructure. • Fails to fully utilise assets. • Does not integrate with Government, National or Local policies.
	Options 5q-r	129 (+) 132(-)	-3	A future option reliant on new technology detailed in Option 1 : <ul style="list-style-type: none"> • Addresses the development in the future of individual town strategies once new technology is in place. • Encourages development of seasonal and differential tariffs linked to turnaround, demand, and fixed asset turnover.
	Options 3k-l	130 (+) 131(-)	-1	Virtually balances the relative weaknesses highlighted by SWOT with strengths, addressing a range of stakeholder issues: <ul style="list-style-type: none"> • Encourages turnover of free 30 min parking. • Addresses potential congestion issues.
High	Options 4m-p	136 (+) 125(-)	+11	Highlights the potential of development of a range of card/permit options designed to appeal more widely: <ul style="list-style-type: none"> • If marketed a High Risk Option, which could reduce income. • Changes encourage turnaround in short stay car parks to benefit economic growth. • Environmentally based permits.
	Options 2g-j	152(+) 109 (-)	+43	Addresses a range of stakeholder issues: <ul style="list-style-type: none"> • Structured approach to tariff design. • Encouragement of differential resident tariffs once two-year moratorium over. • Transparent allocation of car parking profit • Redesign of tariff structure to ensure greater availability of space in short stay and encourage longer stay in Long stay car parks.
	Options 1a-f	164(+) 97(-)	+67	Strong environmental option: <ul style="list-style-type: none"> • Facilitates development of individual town options. • Encourages development of Park and Ride on main arterial routes into Ryedale. • Manages future demand in Pickering and Helmsley. • Potential of grant funding for Cleveland Way developments. • Development of quality infrastructure and secure car parking.
	Options 6s-y	177(+) 84 (-)	+93	Development of quality approach, joint working and better communication. <ul style="list-style-type: none"> • Further development of performance monitoring. • Development of customer charter. • Development of communication strategy.
	All Options	210 (+) 0 (-)	+210	A combination of all options would negate the weaknesses highlighted by SWOT analysis.

- a) **SWOT Analysis:** Analysis has been undertaken ((**Diagram 15**) regarding the merits of individual options with reference to the critical threats and weaknesses, highlighted at the beginning of the report in **Section 6.1.1 & 6.2.2**.

Options 5q-r: The development of the options requires future procurement of new and more sophisticated car parking technology (**Option 1e**) with on-line interface capability. These are long-term options, encouraging the move towards differential charging for towns and individual car parks. They address a range of issues raised through stakeholder consultation regarding the development of individual town strategies.

Options 3k-l: These options underpin the development of **Options 1 and 2** and are integral to effective implementation.

Options 4m-p: These are high-risk options regarding loss of revenue if more permits are sold. The development of differential visitor/resident tariffs (**Option 2**) in two years time could potentially encourage the phasing out of the short stay 7-day card/permit option. Restrictions detailed re existing use must be considered to facilitate turnover in short stay car parks at peak times.

Options 1a-f, 2g-j and 6s-y: Combined these options address the majority of weaknesses highlighted in the report, with significant operational improvements. They address the majority of issues raised by stakeholders and PESTLE Analysis. In particular they encourage a balance between infrastructure development (to meet demand), the encouragement of alternative modes of travel and the development of strategic tariff setting (**Option 2g**).

In addition the options encourage the development of a customer charter and a communication plan, embracing greater transparency regarding the allocation of profits from car parking (**Option 2h**) back into the area they came from to help encourage a positive perception of value for money.

b) Cost Benefit Analysis (Appendix 14):

Cost Benefit Analysis (**Diagram 16**) has been subdivided into three groups. Options, which have not been evaluated, either cannot have, or have no financial implications:

Primary Options 2006/7:

- Reduction in the Long Stay 2 hr tariff band to £1.50 is cost neutral if combined with charging at St Nicholas St car park and removal of concessions for the cattle market.
- Bringing forward £25,000 from 2007/8 would facilitate faster development of secure car parking and quality infrastructure, helping to address anti-social behaviour issues in Wentworth St and Eastgate.

High Risk Options 2006/7

- Analysis highlights the risks associated with increased marketing of subsidised permits, with a potential £444,620 loss of income per annum. As such **Option 4** cannot be recommended.

Diagram 16. Summary Cost-Benefit Analysis (Appendix 14)				
Primary Options	2006/7 Cost	2006/7 Benefit	Cost/Benefit	2008/9 Onwards
1d) Infrastructure development	Bring forward 25K from capital programme	N/A	Capital committed already	
1f) Software	£3000	N/A	- £3000	
2i) Charging St Nicholas St	£2000	£12,500	£10,500	
2j) Tariff changes	£26,555	£16,324	- £10,231	
6t) Malton cattle Market	N/A	£5923	£5923	
Totals	£31,555	£34,747	£3194 Benefit	
High Risk Option 4	2006/7 Cost	2006/7 Benefit	Cost/Benefit	2008/9 Onwards
4m) 7 day short stay permit (1000)	£282,800	£38,727	-£244,073	
4o) Weekend 2hr permit (1000)	£80,000	£20,000	-£60,000	
4o) Weekend 1hr permit (1000)	£54,000	£17,453	-£36,547	
4p) Long stay (100)	£119,000	£15,000	-£104,000	
Totals increased marketing of permits	£535,800	£91,180	-£444,620 Permit subsidy if increased sales through marketing	Costs will carry forward into 2008/9 onwards
Options to be developed	2007/8 Cost	2007/8 Benefit	Cost/Benefit	2008/9 Onwards
1a) Cleveland Way	£150,000-300,000 Capital cost	£5091 plus potential RMT grant funding (Inc in 2 j)	Depends on grant funding	12-14 years to break even assuming no tariff increase and no grant funding
1b) Pickering short- term	£3900	£5530 Inc in 2 j	+230 Inc in 2 j	Further development £+1860 in 2008/9
1c) Wentworth park and ride	£2000	Unknown	-£2000	Dependant on take up
1d) Infrastructure development	£20,000 to £25,000 Capital cost	Unknown	- £20,000 to £25,000	Programme needed for 5 years
2i) Charging St Nicholas St	N/A	£25,000	£25,000	Benefit could increase
2j) Tariff changes	£27,086	£30,564	£3478	Tariff changes in 2008/9
3k) On street control	£20,000	£12,558	-£7442	Costs remain
3j) Resident Parking zones	£20,000	£19,000	-£1000	Costs remain
6t) Malton cattle Market	N/A	£5923	£5923	Savings remain
Totals	£170,000- 325,000 capital costs.	Possible grant funding	£170,000- 325,000 capital costs less grant funding	
	£72,986 revenue	£93,045 income	£20,059 revenue benefit	

Options to be developed 2007/8:

- Revenue options developed from 2006/7 show a positive cost/benefit return, particularly **Options 2i and 2j**.
- Option **(1b)** developed to provide additional capacity in Pickering is cost effective for 2007/8 and future years.
- The cost of providing greater on-street control needs to be investigated to quantify the gain from excess charges.
- The cost of development of Cleveland Way should be considered alongside the potential of grant funding from RMT. Grant funding and tariff increases would ensure a quicker break-even point.
- The high capital costs of providing secure car parking should be considered against Corporate priorities and matching of tariff prices with quality infrastructure provision to demonstrate value for money and encourage economic vitality.

c) Scenario Analysis (Appendix 15)

Analysis indicates that RDC dominates its market environment with little competitive rivalry. Profits and demand have continued to rise over the five-year period with the exception of a downturn in 2001/2 due to foot and mouth, indicating the sensitivity of income to tourist demand.

Potential impacts that could affect future performance:

- Major economic developments and population growth have the potential to increase demand and enhance projected income levels.
- Conversely the Governments 10 year plan, PPG 13 etc, could reduce parking demand long term, through the development of an improved rural transport infrastructure.
- Potential investment could be required re increasing provision for the disabled.
- Additional stakeholder consultation and notification re changes could help to alleviate potential disputes in the future.
- Greater transparency regarding spend of car parking profits linked to town improvement could help to improve customer perception.

On balance, scenario analysis suggests that the options outlined in **Section 11** have minimal financial risk and should place RDC in a stronger position over the next five years, with the potential to:

- Increase income levels.
- Strengthen ROCE to 38.04%.
- Respond systematically to cyclical asset re-evaluation.
- Manage the balance between environmental encouragement and economic vitality.

4. Conclusions.

Analysis indicates the service is highly focused, generating high levels of profit at low service cost, providing excellent value for money.

However the report highlights the conflicts, which the car parking section must seek to address, particularly with regard the management and balance of three potentially conflicting areas:

- Economic growth and vitality of market towns.
- Financial stability for the Council to fund service provision.
- Environmental sustainability and encouragement of alternative modes of transport.

The strategic options proposed are ambitious, though in a number of areas further analysis and consultation will be required before they can be fully considered.

Critically, they address the key issues highlighted by both PESTLE and SWOT analysis and the majority of the issues raised through stakeholder consultation regarding:

- Development of individual town strategies.
- Reduced pricing (2hr Long Stay tariff).
- Better co-ordination of on and off street parking.
- Quality infrastructure.
- Designated residents parking.
- Park and Ride to reduce car usage.
- Improved signage.
- Turnaround of free 30 min parking.
- Seasonality of tariff charges.

The further marketing of the short stay permit is not recommended due to its potential to both reduce income and encourage car use, strategies at odds with the Councils Community, Corporate and Forward Plan.

If the existing permit is to be retained, changes to the criterion of use are strongly recommended to unblock short stay car parks at peak periods and to encourage the use of environmentally friendly vehicles.

Economic Growth:

The strategic options developed should manage both existing and future demand and encourage economic vitality and growth:

- Tariffs have been reduced and permit design changed, to encourage turnaround in Short Stay car parks and longer stay in Long Stay car parks, ensuring availability of space, a primary condition regarding encouragement of demand.
- Improvements are recommended regarding the quality and security of infrastructure, both primary indicators regarding sustainable growth.
- Investment is recommended into new technology to facilitate consideration of different payment systems, seasonal charging, cashless pay etc.
- Better control of on-street parking to encourage movement of free 30 min Town Centre short stay parking.
- Development of infrastructure capacity in Pickering and Helmsley to accommodate movement from short stay car parks and migration by visitors and workers, following the introduction of resident parking in critical areas.

- The development of a triangulated approach to tariff design based on benchmarking, asset turnover and supply and demand. This should also encourage the development of unique town car parking strategies, once the two-year tariff moratorium is over.
- Greater transparency regarding the allocation of a percentage of car parking profit.

Financial Stability:

The options developed should help to maintain revenue levels for 2006/7 and potentially increase revenue during 2007/8.

High capital costs to fund development at Cleveland Way could be offset by potential grant funding from RMT, however the costs of secure car parking should be considered further in liaison with the Police safety architect:

- Though space is at a premium in Helmsley and Pickering during peak tourist periods, ticket sale demand continues to rise at an average of 3.5% a year. Development of additional capacity will both accommodate demand and enhance income levels.
- The potential provision of space in Pickering through partnership working should provide a cost effective short-term solution to capacity issues.
- Future tariff design, encouraging turnover in short stay and longer stay in Long Stay has the potential to augment income levels.
- A triangulated approach to tariff setting should ensure that return on assets is systematically maintained during the cycle of asset re-evaluation.
- Fixed asset turnover will be strengthened with the introduction of charging at St Nicholas St and sale or rent of Train Lane and Wood St.
- Redesign or removal of the current Short Stay permit will encourage turnover in Short Stay and has the potential to enhance income levels.
- New software will enhance financial control regarding future tariff design.
- A review of the provision of permits on market days will help to fund the reduction in tariff prices.
- The sale of advertising space in selected car parks and review of excess charges could generate additional income.
- Joint working could deliver efficiency savings regarding economy of scale.

Environmental sustainability

Parking is no longer a standalone issue. The strategy, in line with National and RDC policy, must encourage measures to reduce car use by promoting the development of sustainable travel choices

Critically however it must also recognise that, in the short term for large parts of the District, the private car will remain the primary mode of transport; the move away from access by car can only be successful if attractive alternatives are already in place

- The development of infrastructure for park and ride options at Cleveland Way and Wentworth St short term and Pickering long term could encourage the development of sustainable travel, options for tourists linked to subsidised bus travel in partnership with NYMNP and NYMR.
- All developments are ideally placed on the main arterial routes to the National Park where the majority of tourist demand is focused.

- The development of resident parking should encourage a reduction in congestion problems between tourists, workers and residents.
- Following changes to the Road Traffic Regulation Act 1984 (Traffic Management Act 2004) surplus revenues made from on-street parking income can now be used to fund local environmental schemes.
- Better management of on-street parking has the potential to alleviate congestion issues within the town centres.
- Redesign of the short stay permit (should it be retained) promotes an environmental discount, on proof of the use of a more environmentally friendly car, potentially utilising tax emission details.
- In addition two-car ownership should be discouraged on the permit system.
- The development of new technology will enable developments to be made in the future regarding cheaper parking for reduced car usage.
- Development of travel plans encourages the use of environmentally sustainable travel.

5. Recommendations

Actions	Timescale
Implementation of the recommended options outlined in the report. (NB this does not include Options 4m-4p)	2006/2012
Consult with NYMNP regarding use of Cleveland Way as park and ride Preparation of tender for additional spaces on Cleveland Way. Build extension to Cleveland Way car park (plan build for late in year)	2007/8 2008/9
Consultation re parking at Pickering pool. Develop P&D for parking at Pickering Pool. Consult regarding potential of office space parking in Pickering. Implementation of office parking at Pickering at peak times	2006/7 2007/8 2007/8 2008/9
Consult NYMNP and NYMR regarding use of Wentworth St as park and ride. Develop use of Wentworth St as park and ride for Picking	2006/7 2007/8
Develop Quality infrastructure and secure car parking	2006/2011
Consider Investment in new technology.	2009/2011
Investment into new software	2006/7
Implement triangulated approach to tariff design	2009/10
Explicit communication re allocation of car parking profits for the benefit of the community.	2007/8
Consult re charging for St Nicholas St Charging for St Nicholas St car park at latter end of year.	2006/7 2006/7
Tariff structure design (inc reducing Long Stay tariff to £1.50) The creation of a differential tariff rate for residents and removal of the current permit system	2006/onwards 2008/9
Consultation regarding On-street control in market centres Implementation regarding On-street control in market centres- phased 2 years	2006/8 2007/9
Consultation regarding Resident Parking. Implementation regarding Resident parking- phased 3 years	2006/8 2008/10
Development of individual town strategies and tailored solutions	2008/9
Introduction of quality initiatives	2006/8
Removal of cattle market permits	2006/7
Investigation re excess charges subject to mandatory increases	On going
Performance monitoring	On going
Christmas arrangements.	On going
Travel plans	2006/7
Joint working	On going