

## 澳洲伯斯市(Perth)-

### 一個成功的停車行業

一篇由伯斯副助爵市長Michael W. Sutherland提交2006年PAA大會之報告

伯斯市經營一成功且獲利的路外停車場業務。由該業務所產生之營收使重大的資本工程能夠進行，否則市政府若不急劇增高稅負將無法負擔龐大的運設費用。

市政府方面為其在依變遷之人口統計與顧客需求及最新科技利益而調適其停車業務上感到自豪。該市有一策略作為以整合汽車停車場與該市之環境、商務、社會與文化需求。

該市曾經規劃過如果出售停車商務可能產生立即之現金外快，但長遠而言對市政府並不是有利。

該市停車業經營直接由有三位民選議員出任、且有執行長、主管及相關官員任職之停車委員會掌控。

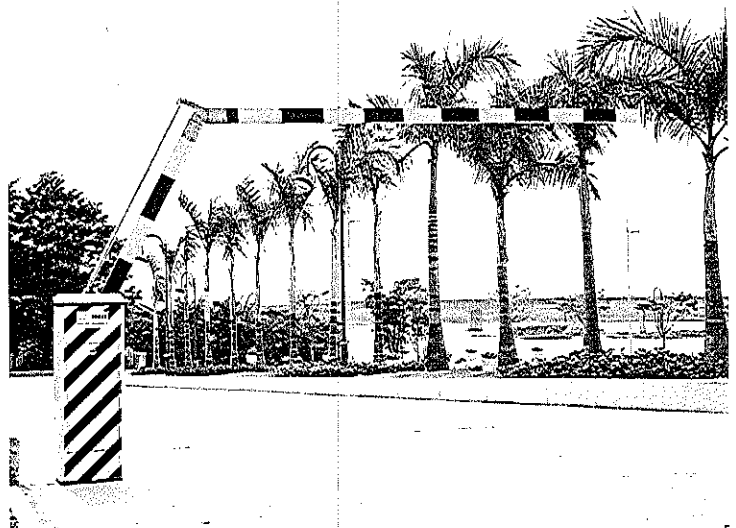
伯斯市經營其本身之路外停車業務已有多年。

在1999年由於伯斯停車管理法案通過而產生重要變更，這允許先前被鎖在停車基金內之停車收入，能被用於一般市政的需求上。

1999年之伯斯停車管理法案原由州政府所實施，對一切公有停車空位及所有擁有五個或以上車位之商用空間的業主徵收停車稅。市方要為其中之10,000個路外車位及6,000個街邊車位付稅。

對於國家競爭力政策之Hilmer報告迫使議會將商業化從管制過程中隔出。雖然2005

2006年在罰款方面徵收到\$8.18百萬，但這不構成商業化經營。對購物者而言有13個臨時停車庫，並有21個長期停車設施給通勤者，其結合成為每年約4千3百萬車次的惠顧。2006/2007年經營設定預算之所得毛額為\$32.9百萬，其中有\$26.3百萬來自路外停車，而\$6.6百萬來自街邊停車。



市方不時調查顧客以便能得知要如何改進與改進什麼。車輛停放場之入口、洗手間、出口等等，都完全遵從殘障立法規定。

受僱於車輛停放場之員工被稱為顧客服務人員。該頭銜著重於其為一服務商業，並據此而賦予優順位。員工從事定期在職訓練、有制服且配備即時通訊科技。

#### 伯斯市

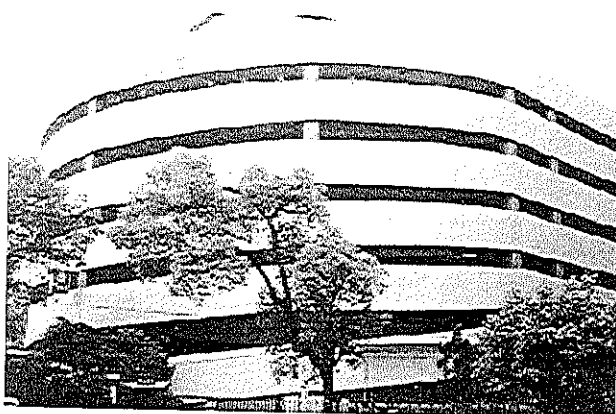
CAT服務為從外圍汽車停車場至CBD提供免費接駁運輸。由於許多車輛因此不進

入內圈市區而導致環保的好處。

市方每年付給州政府，從每年每一車位\$189.00執照費所收來之\$2.7百萬，這筆錢被用做對CAT巴士經營成本之貢獻。總計，CAT連同免費捷運系統(在市界內所有公共交通均免費)，每年耗資\$8.4百萬來經營。經營成本包括預留車隊汰換基金。

市方除維持其合理的停車成本外，並確保其他經營者也要保持其價格具競爭力。例如，在中心商業區之會議中心車輛停車場，每日停車要花\$12。收費每日從\$11增加到\$12，儘管如此，停車場依然客滿。

我們收費的設定考慮到競爭者之費率、公共交通、收費、地方商業情況及經營成本。



同時提供誘因給通勤者讓他們的車輛停在位於市區週邊的車輛停車場。這些停車場每日僅耗費\$5到\$7.80，同時許多都有連接到免費CAT公車服務。

打折的早客費率適用於大多數車輛停車場(通常減15-20%)。

另外發售月票-在目前有超過1,000人來使用這些月票。

經營之政策管制在市方之訂價委員會，其包含三位民選成員並有一定數目員工為提

供費率建議之服務。

收費設定由委員會依員工建議而決定。委員會對大幅提高停車收費所引起之民怨很敏感。

臨時或購物者車輛停車設施故意沒有完全自動化，並有車場員工在現場服務。

關於照明，要在電力消耗和提供可安全使用之明亮場所間達到正確均衡是個挑戰。因為有電力節約策略計劃在，使市方已能每年降低電費10至12%，達約一百萬元。

市方鼓勵使用現金以外之其他付費方式，即運用信用卡或停車卡。

伯斯市為了要保持路外停車商務的市占率，已建立其品牌「CPP-伯斯市停車」。

目前有\$300,000或1%之營收毛額花於行銷和促銷上。

市方有其自己的吉祥物「伯絲」，一輛繞著市區開的1954年飛雅特500，參加遊行與節慶，並以動畫形式用在各種廣告。市方近來在促銷動畫電影「汽車」。

市方與餐廳業主及娛樂業者密切合作，如與陛下戲院及劇場促銷者從事有利於停車顧客或業主雙方之停車促銷。

市方在公車廣告亭、報紙全頁、網站、付費媒體及車輛停車場內之傳單刊登廣告以增加光顧。

因為伯斯之經營是州內最大者，它為其他停車營運設定了參考的價格基準。

而且從我們車輛停車場內的商店與辦公室租金，募集到\$4.3百萬之金額。

就停車機制上，伯斯投資最新的科技。

CPP在立法與政策界限內運作。制訂商

業決策之自由度和承受風險可能受到的限制，然而停車業商務享有龐大財務穩定之地方政府當局的支持。

市方以企業模式般經營與民間部門處於公開競爭爭取通勤者(長期停車)車輛停放。

購物者車輛停放為以城市活力及經濟發展為念，而依商業化原則加以經營。若該商機(停車場)被出售，銷售所產生的所得將只是一次性的，而市方將苦於、且會被切斷一經常所得流入。

該所得流入允許議會運用該筆錢在得以有助該市活力之事項。

一項購買在伯斯大會展覽中心內1,500車位的決策，是確保該中心能持續進行的因素之一。雖然該中心仍在調整步伐中，但停車業則已獲得很大利益收入。

從商務所產生之營收，讓重大的資本工程能夠進行，而其正常上在不急速增加稅負下是會無力負擔的。

對於停車業的地點與出入通路具有重要影響力，有助於策略性規劃目標。

市方定期的會失去及取得車位。但也持續的評估並提供地產供開發、但若它們經營及需求不符理想則加以處置掉。最近已撥款\$3千萬供艾爾德街汽車停車場之擴建，以配合一州立運動場計畫。

目前仍在尋求接收民營汽車停車場之管理與經營的新商務機會。

現有方案之一是，在他們建物中沒有足夠車位的居民，可以以每月\$70在汽車停車場租用平日晚間與週末的時段。

使用行動電話繳費的科技正在接受評估中。

直達車內設施之以網路為基礎的通訊，將讓駕駛人能尋找便利的停車位、保留車位並按時付費-CPP正持續的評估這些能力。

CPP如今被認定是澳洲最頂尖的汽車停車場營運。

## 補遺

對停車業經營之商務活動的政策

市方是為下列目的而從事停車業經營。

- 5.1 為確保有適當供通勤者與購物者兩方面之公共停車，以確保該市做為伯斯與西澳洲之頂級商業地區的可行性，以及停車商務能有獲利的經營。
- 5.2 為此目的，市方對商務經營採取下列的原則：
  - 5.2.1 通勤者汽車停車是為營收生產目的而經營，意圖為以市場價格徵收費用。
  - 5.2.2 多樓層購物者汽車停車場將被經營來達成合理的投資報酬。同時費率會被設定在協助及確保顧客會繼續造訪該市之水準。
  - 3.3.3 特殊節慶將以市場價格，加上身為特殊節日經營者或贊助者兩者其一之市方所提供的折扣。
  - 3.3.4 停車費用會考量在該市內交通之管控與管理之需求而調整。

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# On & off the street

## parking-A successfull Perth Business

A Paper presented to the 2006 PAA Convention by Peth's Deputy Lord Mayor, michael W.Sutherland

**T**he City of Perth runs a successful and lucrative off street parking business enables significant capital works to be undertaken which would otherwise not be affordable without a dramatic increase in rates.

The city prides itself in adapting it's parking business to changing demographics and customer needs and invest in the latest technology. The City has a strategic approach to integrate car parks with the environmental, business, social and cultural needs of the City.

The sale of the parking business by the City would generate an immediate cash windfall but would not be advantageous to it in the long term

The parking Operation is directly by the Parking Committee which has three elected councillors on it and which is attended by the CEO, director and relevant officials

The City of Perth has run its own off-street parking business for many years

In 1999 a major change in the Perth Parking Management Act was passed, this allowed parking income which was previously 'locked in' the parking fund to be used for general municipal purpose.

The Perth Parking Management Act 1999 which is administered by the State Government introduced parking levies on all public parking spaces and all commercial spaces where the owner has 5 or more parking bays. There are 10,000 offstreet bays and 6,000 on-street bays on which the City pays the levy.

The Hilmer report on National Competition Policy forced the council to separate the commercial from the regulatory processes. Although \$8.18 million was collected in 2005/06 in fines this does not form part of the commercial operation. There are 13 short stay garages for shoppers and 21



long stay facilities for commuters which combined have a patronage of approximately 4.3 million cars per annum. The budgeted gross income of the operation for 2006/2007 is \$32.9 million, of that amount \$26.3 million comes from off street parking and \$6.6 million from on street parking.

From time to time the City surveys customers in order to learn how to improve and what to improve. The car park entrance toilets, exits etc. are fully compliant with disability legislation.

The staff employed in the car park are called Customer Service officers. The title emphasises that it is a service business, and priority is given accordingly. Staff undertake regular refresher training, have uniforms and are equipped with instant communication technology.

The CAT service provides free transport from outer car parks into the CBD. Environmental benefits result as any cars then do not enter the inner city

The City pays the State Government \$2.7 million per annum which is collected from parking bay licence fees of \$189.00 each per annum, the money is used as a contribution towards the CAT Bus opera-

tion costs. In total, CAT together with the Free Transit System (all public transport is free within the city boundaries), costs \$8.4 million per annum to operate. Operating costs include setting aside fleet replacement funds.

The City is able to keep its car parking costs reasonable which ensures that other operators keep their prices competitive. For example: it costs \$12 per day to park in the Convention Centre Car Park which is in the Central Business District. The charge was increased from \$11 to \$12 per day and despite this the car park remains full.

Our fees are set taking into account the competitors rates, public transport, charges, local business condition and operation costs.

Incentives are given to commuters to park on car parks that are on the periphery of the City. These cost \$5 to \$7.80 per day, many are linked to the free CAT Bus Service.

Discounted early bird fees apply in most car parks (usually 15-20% reduction)

Monthly permits are available - at present there are over a 1,000 people using these on a daily basis.

The policy control of the operation lies with the City's Parking Committee which comprises of 3 elected members and is serviced by a number of staff.

Fee setting is determined by the Committee on advice from the staff. The Committee is sensitive to public disquiet caused by large increases in parking fees.

Short term or shopper car park facilities are not fully automated purposely and staff members are always present.

As regards lighting it is a challenge to achieve the right balance between power consumption and providing a well lit facility which is safe to use. Power saving strategies are in place and the City has been able to reduce its power by 10% to 12% per annum to approximately half a million dollars.

The City encourages the use of payment other than by way of cash i.e. use of credit card or parking card.

The City is moving away from Pay

and Display systems in the high turnover car parks where tickets are shown on the dashboard to Pay-On-Foot systems where people only need to pay for the amount of time they have stayed and where tokens, credit cards or tickets are used to pay.

There is a continual increase in the number of customers using cashless meth-



ods to pay their parking fees. Payments by card now exceed \$1 million per annum.

The City of Perth, in order to maintain market share of off street parking business has built its brand "CPP-City of Perth Parking"

\$300,000 or 1% of gross revenue is currently spent on marketing and promotion.

The City has its own mascot "Percy", a 1954 Fiat 500 which is driven around the City, takes part in parades and festivals and is also used in animated form in various adverts. The City recently promoted the animated movie "Cars"

The City works closely with restaurant owners and entertainment operators e.g. His Majesty's Theatre and theatrical promoters with parking promotions beneficial to both.

The City places adverts on the Adshed bus shelters, banners in newspapers, websites, paid media and hand outs in car parks to increase patronage.

As the Perth operation is the largest in the State it sets the price benchmark for other parking operations.

As amount of \$4.3 million is raised from rents from shops and offices in our car parks.

Perth invests in the latest technology when it comes to parking apparatus.

CPP works within legislative and policy boundaries. Freedom to make commercial decisions and risk take can be restricted however the parking business enjoys the backing of a large financially stable local government authority.

The City operates the commuter (long stay) car parks as a commercial business which is in open competition with the private sector.

Shopper (short stay) car parks are operated on commercial principles with city vitality and economic development in mind. If the business is sold the income generated from the sale will be a once only and the City would suffer and be cut off from a constant income stream.

The income stream allows the Council to use the money for events which in turn assists the City's vitality.

A decision to purchase 1,500 bays at the Perth Convention Exhibition Centre was a factor in ensuring that the centre went ahead. While the centre is still finding its feet the parking has been a great success.

The revenue generated from the business enables significant capital works to be undertaken which normally would not be affordable without a dramatic increase in rates.

Having a significant influence on the location and access to parking assists in strategic planning objectives.

The City regularly loses and gains car bays. Continual assessment of properties for development or disposal if they are not viable takes place. \$30M is earmarked for Elder Street car park extension to compliment a State stadium project.

New business opportunities to take over the management and operation of private car parks continues to be sought.

A scheme exists whereby residents who do not have sufficient car bays in their buildings can lease a bay for \$70 per month for week nights and the weekend in one of the car parks.

Payment for parking using mobile telephone technology is being assessed

Web based communication directly to in-car facilities will enable motorists to search for convenient parking, reserve a bay and pay for time - CPP is continually assessing these capabilities

CPP is now recognised as one of Australia's foremost car parking operations.

## ADDENDUM

Policy for the Commercial Activity of the Parking Operations.

The City is engaged in a Parking business for the following Operations.

5.1 To ensure that there is adequate public parking for both commuters and shoppers to ensure the long term viability of the City as the premier business district of Perth and the state of Western Australia and that the Parking business be operated at a profit.

5.2 To that end the City has adopted the following principles in relation to the business operations:

5.2.1 Commuter car parks are developed for revenue production purposes with the intent to levy fees at market price.

5.2.2 Multi-storey shopper car parks will be operated to achieve a reasonable return on investment. At the same time fees will be set at levels to assist and ensure visitation to the city.

3.3.3 Special events will be at market price with discounts offered where the City is either the operator or sponsor of the particular event.

3.3.4 Parking fees are to be determined taking into account the control and management of traffic in the City.