



ELGIN BID

Business Plan

2010 – 2015

DRAFT 20 JULY 2009

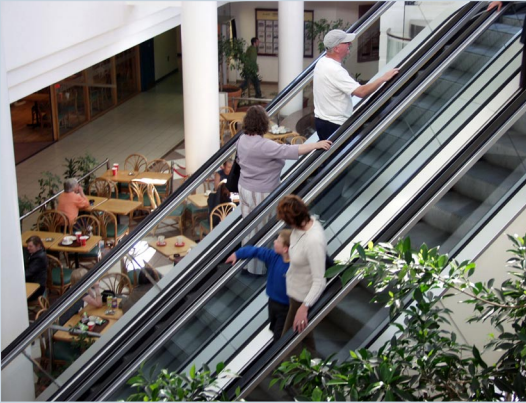


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Introduction

I am delighted to introduce the Business Plan for Elgin City Centre's proposed Business Improvement District (BID). Following detailed consultation with retailers, property owners, shoppers and other stakeholders, in depth work has been carried out with all businesses within the BID boundary who have been given the opportunity to indicate their priorities that would improve the city centre, which has formed the basis of this Business Plan.

The BID development will enable the business community to act collectively, attract new ideas and investment, offer a unique opportunity for us all to take ownership, enhance business profitability and move forward exciting proposals in partnership with the public sector.

I am convinced that this Business Plan represents an extremely valuable investment into the city centre's trading environment. It is a collaboration of all businesses working together to create a unique memorable shopping experience for visitors. If everyone works together this can be achieved and Elgin can look forward to a thriving, vibrant and interesting city centre.

I urge you therefore to carefully consider this Business Plan, identify who will vote on your company's behalf in the Elgin BID ballot to be held in November 2009 and ensure that your company votes 'Yes' to the Elgin BID.

Your support as a local business is greatly needed to steer forward this exciting development to help move towards a vibrant economy that will translate into a great place to live, work, enjoy and provide a unique shopping experience and secure Elgin City Centre's future.

David Urquhart
Chairperson



What is a Business Improvement District?

A Business Improvement District (BID) is a business led partnership, often including Local Authorities, to provide additional services and projects, which will benefit the local economy within a defined area. A BID is not a replacement of expenditure by statutory authorities and is an additional investment. Projects to improve the business environment can include themes such as;

- Access
- Events/Activities
- Environment
- Better facilities for shoppers and visitors
- Transport
- Marketing/Promotion
- Safety & Security

BIDs are developed and managed by the business sector with projects being partly funded through a compulsory levy, which can be calculated on the non domestic rates valuation. All tenants and if applicable property owners, who will be asked to pay this contribution will be invited to vote on whether a BID proposal will go ahead or not. The voting on a BID is governed by legislation, with the proposal only being able to go ahead if there is a minimum turnout of 25% of eligible voters and more than half of the businesses voting in favour; they must represent more than 50% of the rateable value of the businesses that vote. In Scotland the maximum duration of a BID is 5 years, after that it will have to secure another mandate.

The first BID was developed in Canada in the 1960's out of town centre management partnerships with now over 1400 BIDS being established worldwide. In Scotland legislation was introduced in 2006 with 6 Pathfinder Pilot BIDS being established in Bathgate - Town Centre, Clackmannanshire - Business Parks, & Alloa Town Centre, Inverness – City centre, Falkirk - Town centre and Edinburgh - City Centre. In April 2008, the Scottish Government has once again made funding available to contribute towards the development of BIDs and it has been made possible with the assistance of the Moray Council, Highland & Island Enterprise and Elgin Businesses to develop our BID proposal.

Why does Elgin need a BID?

- B** BUILD YOUR BUSINESS
- I** INCREASE FOOTFALL
- D** DEVELOP OPPORTUNITIES
- S** SALES INCREASE

Elgin is the commercial and administrative Capital town of Moray and has a long and fascinating history as a market town, where the mediaeval street plan of Elgin is well preserved. Rich in history and culture, Elgin city centre offers the discerning explorer the most exciting combination of individual shops, recreational and leisure facilities with superior customer service.

However, Elgin City is overshadowed by the major cities and retail outlets of Aberdeen and Inverness and the development would contribute to halt further leakage of shoppers and visitors to neighbouring areas and enhance sustainable economic growth.

By supporting the Elgin BID, and working together as a partnership to create a strong voice and in return for a small investment, it will allow businesses to prioritise what improvements are needed and have a strong influence in driving forward to create a vibrant and exciting city centre for the future. The BID is your vehicle to make change happen!



**Please Vote
'YES' for
ELGIN BIDS
and be part of a
brighter future for
Elgin City Centre!**

The Elgin BID Area



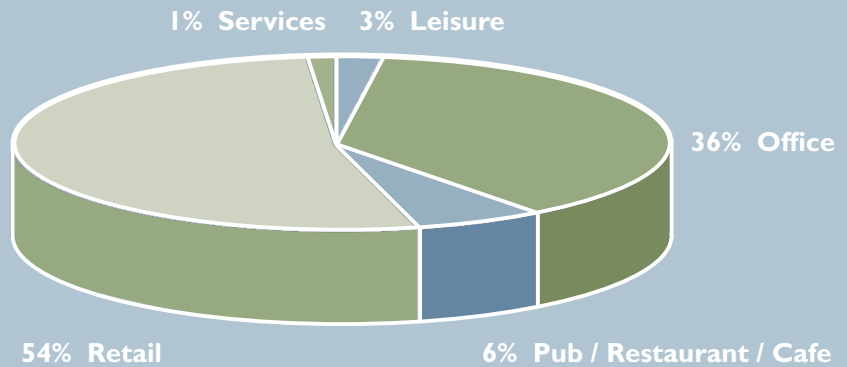
The proposed BID area incorporates the following streets:

- Elgin High Street
- North Street
- Lossie Wynd
- North Port
- South Street
- Commerce Street
- Batchen Street
- North Guildry Street
- Culbard Street
- Gordon Street
- Moray Street
- Blackfriars Road
- Trinity Place (part)
- Cumming Street (part)
- Boroughbriggs Road (part)

What Benefits would a BID Offer?

A BID would allow Elgin to strengthen its competitive edge, making way for a more sustainable future in a positive way.

Retail shops occupy over half of the premises within the Elgin BID boundary area with the remainder being made up of offices, leisure and other types of premises.



The Elgin BID will deliver a wide range of additional activities to enhance the shopping experience for both visitors to the town and residents alike and to allow businesses to maximise their trade throughout the year.

The Elgin BID Vision

Businesses, shoppers and young people had the opportunity to have their say in what they want the BID to deliver. The vision and some of the key areas identified through this consultation are that a 5 year BID plan could achieve by 2015:

A vibrant and vital city centre with a supportive and involved business community with;

- a strong and well marketed reputation as a destination with a joined up and diverse retail and tourism offer reflecting the strengths, heritage and other assets of the area;
- a clean, well maintained and active appearance with adequate and accessible parking, well managed traffic and clear signage for all;
- a diverse programme of cultural, sporting and community events and markets, well publicised and making optimum use of new technology.

The Consultation Process

Overview

The development of this Elgin BID Business Plan has been informed by an extensive programme of business community consultation and involvement over a period of nine months. This has been driven by the Elgin BID Working Group who have been guided and supported in this by The Moray Council's staff and elected member with specialist consultants. At an early stage the Working Group identified the importance of consulting not just the businesses but also those vitally important customers and potential customers on whom the future depends.

In addition to regular steering group meetings and involvement there have been 5 main elements of consultation and engagement; these are;

- Business Seminars
- Customer Surveys
- Schools Surveys
- Business Survey
- Database Preparation

The various elements of consultation have been designed and conducted in such a way as to ensure that where possible each stage informed the next. This was overseen and drawn together by the Working Group.

Working Group Meetings

The Steering Group for the Elgin BID has met on seven occasions since the initiation of the BID process. Meetings have been focused on the development of the BID process, the involvement and consultation of businesses, considering the research findings and the development of the Business Plan. The membership of the steering group has been open to Elgin City Centre businesses and business involvement has shown a marked and sustained increase throughout the development of the initiative. Formerly chaired by The Moray Council, meetings are now hosted by member businesses and a local businessman now chairs the group. At the last meeting prior to the writing of this document (09/03/09) there were 24 people participating and a further 12 had formally given their apologies. There are now a total of over 40 businesses and organisations on the Steering Group email circulation list

Business Seminars

There have been two major business seminars delivered in preparing this business plan. These took place in Elgin Town Hall on the 27th October 2008 and 16th February 2009.

SEMINAR I The 27th October seminar provided the 31 businesses which attended with information on the BID approach. This included presentations on the national BID initiative, successes and experience in other areas and the proposed approach in Elgin. Almost all those businesses present indicated their willingness to become involved. Businesses were asked to undertake a brief exercise to identify their priorities for the BID and these findings were used to inform the design of the customer, business and youth surveys.

SEMINAR II Representatives from over 40 Elgin businesses attended the second seminar which took place on the 16th February. This seminar provided businesses with feedback on the various research findings to date and participative group work was used to develop project ideas from this for inclusion in this business plan.

Survey Approach

The survey approach was developed and agreed with the Steering Group and was designed to provide a rounded perspective and fresh insights on the issues and opportunities facing Elgin City Centre. The Steering Group was determined to develop an informed and objective view and by consulting businesses, customers and target groups it was possible to consider the issues and priorities from the various different perspectives. Questionnaire design for all the surveys drew on the findings of the first business seminar; steering group input and the experience from other BID areas. There were three main surveys;

- a face to face customer survey developed and undertaken by market research specialists in November 2008. This provided 210 completed responses;
- a young people's survey undertaken with the Student Council in each of the two Elgin secondary schools, this involved 26 young people directly in January 2009;
- a postal business survey was conducted in February and March 2009 which was designed based on the findings from all the previous consultation work. A total of 98 businesses in the area responded to this survey, 80 of these indicated that they wished to remain involved.

The Database

A database has been designed and maintained to track business involvement in the Elgin BID. This allows the steering group to monitor and assess the commitment to the BID. Of the 450 businesses now registered on this database approximately 25% have had some active involvement in the Elgin BID.

Seminar I: 27th October 2008

The businesses who took part in this seminar were asked to consider two questions in relation to the BID: What were the key issues for the city centre? What were the benefits they would like to achieve?

This generated wide ranging feedback which was then be used in the design of the three surveys with shoppers, young people and businesses. The relevant city centre issues and the benefits sought could be grouped under five themes; Cleanliness, Safety, Vibrancy, Accessibility and Cohesiveness.

Consultation Findings

Developing the Focus

SURVEYS: Shopper Survey

Loyalty

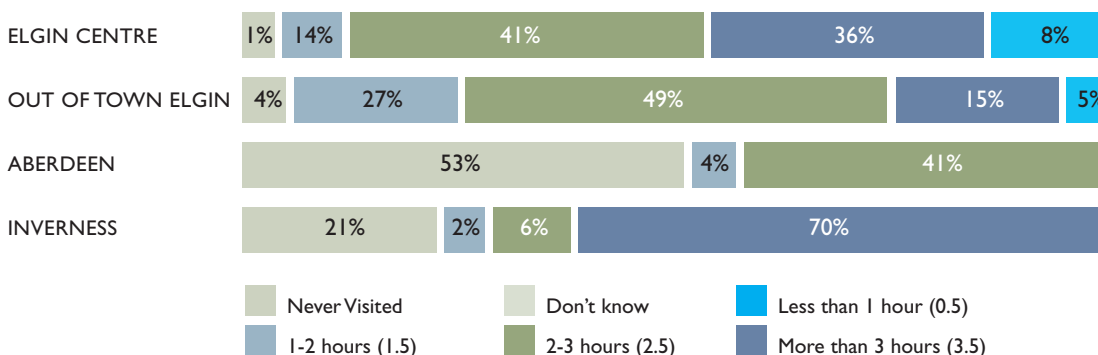
The evidence from the shopper survey suggests that there is a **strong loyalty to Elgin city centre**. Shoppers also interchange between the city centre and out of town Elgin shopping centres, this is the biggest competitor.

Location	SHOPPING – Days/month			SOCIAL USES – Days/month		
	EC sample	OTE sample	Total	EC sample	OTE sample	Total
Elgin centre	6.07	5.92	5.99	2.96	2.26	2.61
Out of town Elgin	4.65	7.2	5.91	0.8	1.44	1.12
Aberdeen	0.43	0.34	0.38	0.44	0.27	0.35
Inverness	0.93	1.14	1.03	0.73	0.51	0.62

Time Spent

The charts below show that the sample of shoppers consulted visit Elgin city centre **more than anywhere else** for both shopping and entertainment and spend the **most real time** there.

AVERAGE VISIT LENGTH

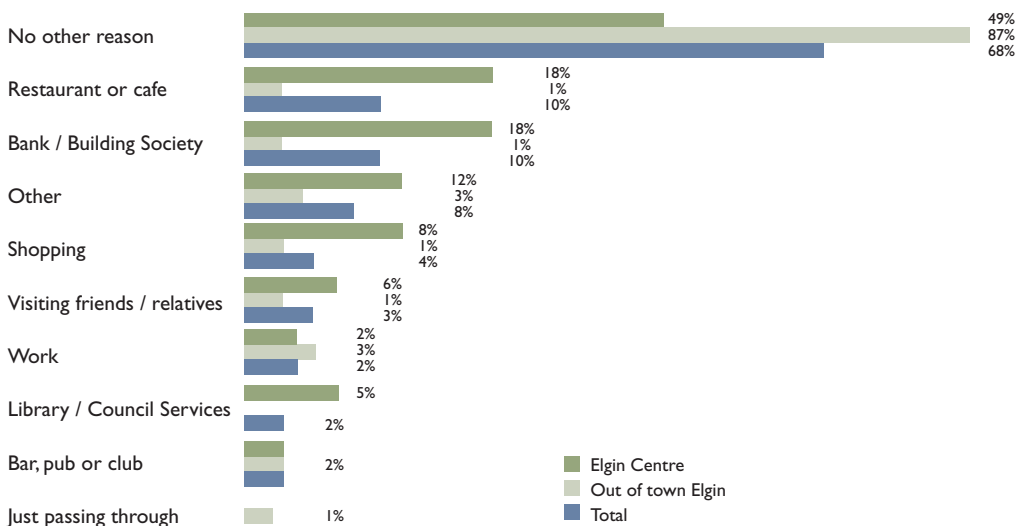


AVERAGE TIME SPENT PER MONTH

Location	ECC sample	OTE sample	Total	Total Sample Average time spent/month
ELGIN CENTRE	2.10 hours	1.66 hours	1.88 hours	17.8 hours
OUT OF TOWN ELGIN	1.53 hours	1.42 hours	1.48 hours	13.7 hours
ABERDEEN	3.42 hours	3.34 hours	3.39 hours	1.6 hours
INVERNESS	3.42 hours	3.28 hours	3.35 hours	4.2 hours

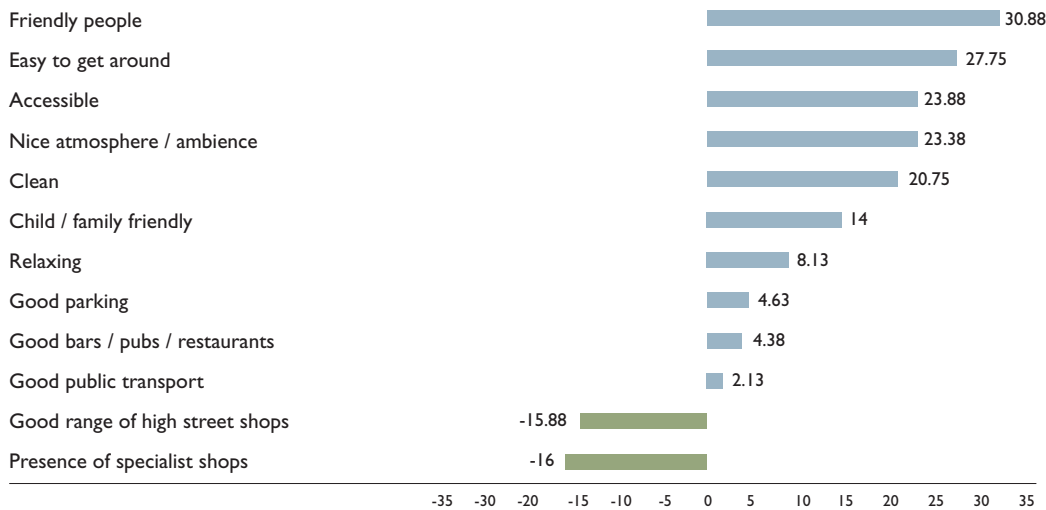
RANGE OF ACTIVITY

Shopping is often the main reason for going to the city centre but shoppers are much more likely to **do other things while visiting Elgin city centre** compared to out of town shopping.



Reasons for Visiting, Pluses and Minuses

Overall, Elgin city centre has a very positive brand fingerprint, particularly in comparison to the competing centres. Elgin city centre scores very highly on many ambient and practical aspects. The rating of shops is a considerable issue however.



Summary

The analysis of the survey identified main areas where there was seen to be room for improvement and which would help to attract more people.

BIG PICTURE

More Shops! This would ensure loyalty of existing users and reduce the temptation to go to Aberdeen and Inverness
More Events and Better Events! More can be done to attract Elgin people to the existing Elgin city centre events and there is demand for additional events in future from over 50% of those surveyed . Tackling this would encourage Elgin people to visit Elgin city centre more often than the competition regardless of their shopping behaviour.

SMALL SCALE

Accessibility and Atmospheric Improvements would encourage people to use the centre.
Cheap and ample parking would make the centre more attractive to shoppers and help it to compete.
Less litter would improve the appearance making the centre more attractive overall.

SURVEYS: Young People Survey

The most popular reason overall for young people to visit the city centre was for **shopping**. This was very closely followed by **entertainment** and going to a **takeaway** or **restaurant**. Girls were most likely to visit for shopping; boys were most likely to visit for entertainment.

Meeting people was the next most common reason for visiting; overall the city centre appears to be an important social space for young people. It is seen to be easy to get around with good places to eat and is pedestrian friendly.

Across the range of activities the **city centre was more popular than anywhere else** and the young people consulted had greater freedom to choose to visit there than any of the other centres. Although there were split views on the current quality of shopping there was nevertheless a very strong demand for improvements in this and in the range of sporting and leisure activities.

SURVEYS: Business Survey

The business survey was tightly focused on two areas, the issues and challenges identified in the previous surveys and those opportunities and benefits which had been identified. Businesses were asked to identify their **top priorities** in each range, in each case there was a group with a markedly higher priority and a group with markedly lower priority.

Issues and Challenges

Businesses identified the following issues and challenges as being **the most important**; these are ranked in descending order of importance;

- better mix and diversity of shops;
- improved cleanliness, removal of litter, gum & smartening up shop fronts;
- dealing with empty shops;
- stop leakage to out of town developments;
- parking, parking charges, traffic management.

The following three issues were given **least priority** by businesses;

- better signage for High Street and other shopping areas;
- lack of evening activities;
- need to involve young people.

Opportunities and Benefits

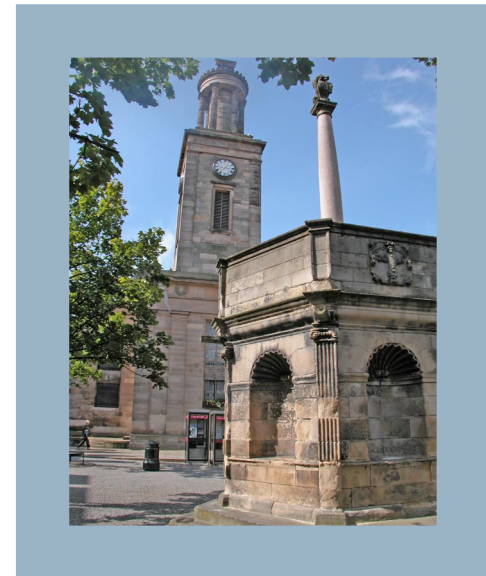
The following opportunities and benefits were highlighted as being of **high priority** in the responses to the survey ranked in descending order of importance;

- promote in town development, stop drift
- improving profitability and growth e.g. through improved footfall and customer service
- take action over empty shops
- encourage more diverse and niche shops
- a living town centre, more lively day and night
- clean up the town
- parking, parking charges, traffic management

The following issues were given **least priority** by businesses;

- more events, a sustained planned approach;
- building Pride in Elgin, a 21st century Cathedral City;
- improve signage for High Street and other shopping areas.

Clearly there was very considerable cross over between the challenges and opportunities. There are also areas where the different groups surveyed have **common perceptions** e.g. the mix and diversity of shops but there are also significant **areas where they diverge** e.g. re events, activities and young people.



Seminar 2: 16th February 2009

Consultation Findings

Overview

The business seminar on 16th February drew together, presented and built on the findings from all the consultations and research. Working groups were based on the **themes which emerged from the analysis** across the various elements of the research; areas where perspectives or priorities varied between the various groups consulted were highlighted and explored. The approach to this seminar and the themes were agreed with the steering group in advance.

Group 1 - Events activities and marketing

Group 2 - Physical environment

Group 3 - Improving the city centre offer

Group 4 - Growing the business

Developing the Focus

These themed groups were then asked to consider: firstly what their **vision for Elgin city centre** would be **in 2015** following a successful BID? Secondly, what **the key steps or activities** were which would help achieve this?

The findings from each group were then peer reviewed by the other three groups.

At the end of this process the outputs which were produced were informed, founded in and distilled from business and customer consultation. These had then been selected, agreed and prioritised through discussion, analysis and peer review by the businesses involved. The resultant **vision** for Elgin city centre in 2015 which emerged from the consideration of the four themes during the seminar was that of **'a vibrant and vital city centre with a supportive and involved business community'**.

Projects

The seminar generated an enormous number of project suggestions and ideas with very considerable cross over between the actions put forward under the four themes. These project suggestions have been analysed and grouped to avoid overlap and duplication and are presented in the diagram below. Further details are provided in Annex I.



This is consistent with a destination scorecard exercise conducted by tourism businesses in Moray and reported in the **Moray Tourism Strategy** highlighted the need to enhance the services and infrastructure for visitors. In particular the assessment highlighted the following weaknesses that reduce or limit the destination’s appeal to visitors:

- The need for a **stronger visitor attraction base** that is more representative of the area’s heritage and culture;
- The need to strengthen the **quality of the accommodation base**, especially in the serviced sector;
- The need to enhance the appeal of the towns and villages and **strengthen the character of the ‘High Street’**;
- The potential to **link local food produce** to local dining out facilities;
- The scope to develop a stronger, appropriate range of outdoor activities within both countryside and coastal setting;
- The opportunity to develop the area’s skill base in hospitality;
- The need to develop **whisky tours and combination packages** linked to other activities providing a wide range of experiences within the destination.

Funding

Overview

The funding for the Elgin city centre BID will come from three main sources, these are;

- The BID levy
- Public sector partners;
- External funders such as European and national or sectoral regeneration funding; and sponsors

More detail on these is provided in the following sections.

At the moment it is only possible to estimate likely amounts from the first two of these sources as external funding will mainly be sought on a project by project basis. On the basis of these sources the estimated core annual budget for the Elgin BID is in the region of £170,000.

The BID Levy

The proposed BID levy for the Elgin city centre BID would contribute in the region of £123,000 to the BID budget.

The basis of this is an Elgin BID levy anticipated for the purposes of this plan to be set at 1.5% of the rateable value of non-domestic properties falling within the BID area. The BID steering group proposes to exempt ATMs, Lock-up Garages, Advertising stations and car parking from the levy. A minimum levy of £50 is proposed as an entry level contribution payable by all non domestic ratepayers and this is also the levy payable by all ratepayers whose property has a rateable value of up to £5,000.

The levy which is charged will be linked after the first year to the retail price index at the 1st of December of each year. Any increase in this index at that date will result in a corresponding increase in the second year’s BID-Levy.

If a property is empty on the date of issue of the levy, the property owner will be liable to pay the full levy amount. Any property which is currently exempt from the payment of non-domestic rates due to an award of rates relief will be liable to pay the full levy amount.

Any change to property’s ownership and/or occupancy during the year will result in an adjustment to the levy which is payable. The levy will be recalculated on the date on which liability for the payment of non-domestic rates was established or terminated. Any additional rateable property formed during the lifetime of the BID (i.e. new build developments etc.) will be liable to pay a proportion of the levy based on the date on which liability for the payment of non-domestic rates was established.

How the levy will be collected

Following a successful ‘Yes’ vote, invoices for the levy will be issued at the beginning of each calendar year with the following payment options:

Indicative levy contributions						
Rateable Value	Up to £5,000	£10,000	£25,000	£50,000	£100,000	£300,000
Proposed annual levy	£50	£150	£375	£750	£1,500	£4,500
Equivalent weekly cost	£0.97	£2.89	£7.22	£14.43	£28.85	£86.54

- Businesses with a levy fee of up to £100 – one annual instalment payable within one month of the date of the levy demand-notice.
- All other levy payments can be paid in two instalments - one instalment payable within one month of the date of issue of the levy demand-notice and the second payable six months later.

Public Sector Partners

On the basis of discussions with public sector partners such as The Moray Council and Highlands and Islands Enterprise the Elgin BID steering group anticipate substantial further funding will be made available to help deliver the business plan. If the experience in other areas is matched in Elgin then there is a reasonable expectation that there will also be further private sector resources available to the BID. A request has been made to The Moray Council to contribute £49,000, which will pay for a BID manager and overheads, alongside with in kind contributions of office accommodation and some assistance with administration. **If successful it will allow every penny of the BID levy to be spent on improvement projects and marketing of Elgin City Centre.**



European and National Funding

Some of the proposed capital projects to improve the City Centre environment have been included in an application to the Town Centre Regeneration Fund. It is a joint application fronted by The Moray Council in partnership with the Moray Town Centre Partnerships (4 secondary towns), the BID including Elgin Fund with the backing of the Community Planning Partnership. If successful, it would materialise projects in the City Centre of a value of over £500,000 with Match funding from The Moray Council, Elgin Fund and businesses. Further applications have not been submitted as yet, but it is anticipated that approaches will be made for example under ERDF Priority 4 strand of the LUPS Structural Fund Programme for specific capital elements within the proposed business plan. The Moray Council Development team will continue to work with the BID's company to maximise income from funding streams as they arise.

How the funding will be spent Estimated cost and expenditure

THEMES AND PROJECTS	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Building a Reputation and marketing Elgin as a Vibrant Destination	£27,000	£29,000	£30,000	£31,000	£32,000	£149,000
Tourism and Entertainment	£44,000	£46,000	£47,000	£48,000	£49,000	£234,000
Shopping Offer	£5,000	£6,000	£6,300	£6,400	£6,500	£30,200
Business Engagement	£4,700	£3,400	£3,500	£3,600	£3,700	£18,900
Cleanliness, Safety and Appearance	£29,000	£32,000	£33,000	£34,000	£34,800	£162,800
Traffic Management and Access	£15,000	£10,000	£8,400	£7,400	£7,000	£47,800
Community involvement	£3,000	£3,200	£3,400	£3,600	£3,800	£17,000
Operational cost - Staff cost, Administration, Auditing, Monitoring & Evaluation	£36,147	£37,074	£38,025	£38,600	£39,000	£188,846
Other & Contingency (5%)	£8,885	£9,151	£9,371	£9,646	£9,777	£46,830
Total	£172,732	£175,825*	£178,996*	£182,246*	£185,577*	£895,376

*The levy will be index linked at point of invoice every year to take account of any inflation. For demonstration purpose only, a 2.5% increase in levy income has been calculated.

Summary of baseline information. What is already being delivered?

The Public bodies are providing already a range of services to the City Centre. To ensure that any investments by a BID is additional to existing services an Operating Agreement has been drawn up. Annual reviews and surveys on the services will be provided and their contribution to achieving Elgin's BID objectives will be assured.

Street Furniture and Signage

The council provides and maintains street furniture and signage including:

- Provision, maintenance and cleansing of litter bins, seating, hanging basket columns, planters, signage and street lamps including banners.

Street Cleansing

The council provides a regular programme of street cleansing including:

- Cleaning pavements and kerbside channels
- Emptying litter bins
- Street cleaning
- Litter picking
- Removal of fly tipped materials
- Removal of dog fouling
- Graffiti removal
- Ground maintenance
- Removal of abandoned vehicles

Community Wardens

This dedicated council resource undertake enforcement action on environmental crimes, eg:

- Dog fouling
- Graffiti
- Fly posting
- Abandoned vehicles

Town centre ground maintenance

The council is responsible for the horticultural and arboricultural design and maintenance of council owned sites, including:

- Design and maintenance of grass plots, street trees and permanent planted areas
- Removal of ground level weeds
- Design and installation of annual planting including hanging baskets and planters

Street Lighting

The council provides:

- Maintenance of street lights, signs and beacons
- Design and implementation of new lighting schemes
- Technical advice on street and exterior lighting
- Repairs to lighting faults

Trading Standards

The council makes provision for a fair and safe trading environment by providing the following services:

- Free advice to business on Trading Standards matters
- Free Consumer Advice
- Enforcing Trading Standards criminal legislation
- Preventing Underage Sales
- Provision of a Money Advice Service
- Weights and Measures
- Product Safety
- Green claims and Excess

Licensing

The council license

- Taxis / private hire renewals etc
- Market operators / street traders
- Public entertainment and miscellaneous within the Elgin BID area.

Public Car Parking

The council is responsible for:

- Reviewing the suitability of on-street and off-street parking in partnership with the community and other partners.
- Reviewing the arrangements for off-street parking provision in conjunction with the Elgin traffic Management project.

Waste Management

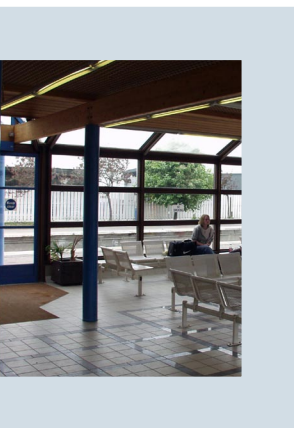
The council provides a paid service:

- The collection of waste and recyclable materials from non-domestic ratepayers and businesses on a twice-weekly basis.

Road Maintenance

The council is responsible for maintenance of the public road. This includes:

- Co-ordinate works on public roads to minimise disruption and improve safety
- Carry out road safety measures and repairs on public roads and footpaths
- Maintenance of road markings
- Traffic light repairs
- Clean gullies on public roads and footpaths
- Carry out safety inspections of public roads





CCTV

There is 24/7 Police operator cover of key Elgin City Centre locations.

Planning and Regulatory Functions

The Council is responsible for all aspects of planning, including:

- Planning Control
- Building Control
- Transportation planning
- Policy and strategy
- Major developments
- Environmental sustainability

Policing

The Police provides:

- Four dedicated community beat officers, one retail crime prevention officer and one community warden who work with partner agencies, groups and businesses to address local issues
- A roads policing department based in Elgin
- School Liaison Officers (SLO'S) who attend Elgin Schools and deliver inputs including youth ASB within City centres.

Parking traffic enforcement

- The police employs Traffic Wardens to enforce parking within the town
- The Council employs a team of car park attendants to enforce parking in off-street car parks.

Elgin BID Management and Operation

Presently the proposed development is managed by a Steering Group, which was formed out of the large working group. Members include David A. Urquhart - Gordon and MacPhail, Ian Widdowson - Beaver Travel, Kareen McHardy - Thunderton House, Vic Flett - Sound & Vision, David Robertson - Bijou (Pozzi Ltd) & Bijou Too, Katherine Mackintosh - Robertson, Ian Urquhart - Elgin Fund, Councillor Russell - The Moray Council, Mike Devenney - Moray College UHI.

A new company, City of Elgin BID Ltd, will be established to undertake the management and operation of the Elgin BID. The nature of the Elgin BID and the activities it plans to undertake indicate a company limited by guarantee as being the most appropriate model. This structure is the one recommended by BIDS Scotland.

The benefits of a company limited by guarantee are:

- The members have limited liability to a specified amount that each has guaranteed to contribute, if the BID company is wound up. This is usually for a nominal sum such as £1.00, solving the problem of members being liable if the BID dissolves. It is usually important for both public sector and business members to have this comfort.
- It ensures that any profits or operating surpluses are retained within the company and used to further the BID objectives, rather than paid to shareholders. This is important in securing any necessary external funding.
- The company is a clear legal entity, it is separate from the people involved in it and it can therefore hold property, enter into leases and employ people in its own name.
- It provides a framework within which procedures can be established that enable independent or public scrutiny, for example through AGMs and annual audited accounts. This gives it a level of credibility. There are formal registration procedures through Companies House and requirements to notify changes of directors etc. and submit annual returns and accounts.
- Companies limited by guarantee have been demonstrated to be effective delivery vehicles for many area-based initiatives in the UK and are generally an accepted and understood legal structure.



Following a successful 'yes' vote in the BID ballot, the Elgin BID company will be formed and will become the legal identity and administrative arm of the BID from 1 January 2010. The BID levy contributors will form the membership of the company and a board of up to 14 directors (*the positions will not be remunerated*) will be elected from this membership. A Chair will be nominated from the elected directors. The board will have the ability to co-opt additional members onto the board should there still be vacant places following the election. The current BID steering group will continue to operate after the vote until the legal process of establishing the new company is completed to ensure there is no break in the momentum of activity. The steering group will also become the subscribers to the company Memorandum and Articles of Association. This is the document that will set out what the Company can and cannot do in carrying on its business and regulates the management, operation and decision making processes of the company. A copy of the proposed Memorandum and Articles is available from the BID steering group.

Different business sectors from the BID area will be entitled to a specified number of seats on the Board. This will include retail, office, food services, licensed trade, entertainment providers and property owners and will ensure that the composition of the board reflects the overall profile of town business. The Moray Council will have nomination rights to Board in recognition of their role as key representative partners (1 board member & 1 observer). The Elgin Fund will have similar rights reflecting their civic leadership role and charitable status (1 board member). The same is proposed for the Police and Moray College (1 board member each). In order to develop strong working relationships and build on specific areas of knowledge and expertise, partner organisations will be invited from time to time to attend Board meetings as observers. These observers will be from organisations such as HIE, Visit Scotland, Community Council and Shopmobility. The BID company will be required to hold an Annual General Meeting to which all members will be invited. Directors will be elected at this meeting and audited accounts will be presented and agreed and a report on past and projected BID activities presented.

The company will also employ all staff associated with the BID delivery. It is proposed that a BID manager will be recruited with responsibility for delivering the projects and services detailed in this business plan. The manager and any support staff will be recruited by the board and report to and be directed by them. The board of directors will meet no less than quarterly per year with sub-groups being set up for specific tasks. A key role for the manager will be to establish an appropriate framework of operations based on the priorities and projects identified in this plan and to ensure effective liaison between all stakeholders. In addition the manager will be responsible for establishing an annual operating plan and activity programme including key performance indicators against which the success of both the BID and individual projects will be monitored.

Performance Monitoring

The Elgin BID company will carefully monitor and continually review the performance of the BID against the business plan and the objectives and targets which it sets. This is important both in ensuring that members and other partners are getting value for money and in helping to make adjustments, update and plan the future development of the approach. This activity will be overseen by the BID board and will be a core task for the BID manager, in order to ensure its objectivity this will be validated through independent external research.

Three main elements of monitoring are foreseen;

- the preparation of an annual progress report based on the activities undertaken by the BID group;
- the use of existing surveys either identifying elements which are relevant to the BID or arranging for additional questions of relevance to be added e.g. the work underway on the Elgin Vision;
- specific surveys or consultations commissioned or undertaken by the BID group or other stakeholders or partners.

A 'Yes' vote will ensure that these developments will thrive in the years to come.



Two key milestones are identified where specific monitoring is thought to be required.

Firstly, at the mid point of the BID period it is proposed to conduct an independently facilitated business and shopper seminar to discuss progress and the factors contributing to this, this will inform a mid point update of the approach.

Secondly, business and shopper surveys will be conducted in the final year of the programme. These surveys will include the relevant information fields from the research which was conducted for this business plan. This will allow progress in customer and business perceptions and behaviour to be measured on a common basis and, through the addition of specific questions the influence of the BID will be assessed. This will then form the basis for planning for the next period of the BID.

Key Dates (Provisional dates)

- 9 October 2009** – Publish notice of the ballot
- 18 October 2009** – Ballot papers to issued
- 30 November 2009** – Final day for voting papers to be received
- 2 December 2009** – Announcement of ballot results

Demonstration Projects

To give you an idea what a collaboration of businesses working together can create the following initiatives have been developed.

Young People Competition

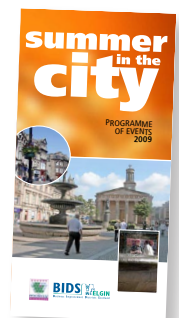
Youngsters from Elgin High and Academy have been invited to create images of their Vision of 'Elgin City Centre – 2015'. Prizes have been donated by local businesses with all entries being exhibited in the City Centre and the two winning designs being printed on shopping bags.

Summer in the City

A Summer programme of events, series of entertainment & markets on the Plainstones to attract more visitors has been launched at the end of May with a film festival. For further details visit www.morayfilmfestival.com

Marketing

To promote the development of a BID in Elgin, posters, stickers branded clothing, tent cards and regular press releases have been created with a dedicated website at www.elginbid.co.uk



Annex I

Project Area & Projects

Key: **A** High Achievability and Relevance
B Good Achievability and Relevance
C Moderate Achievability and Relevance

Building a Reputation and Marketing Elgin as a Vibrant Destination

Linking the various businesses and attractions, package and promote a joined up area as a single entity to a wider tourist market developing and promoting the Elgin Whole Day Out demonstrating what the whole city centre can offer.

	Theme 1 <i>Events activities & marketing</i>	Theme 2 <i>Physical environment</i>	Theme 3 <i>Improving the offer</i>	Theme 4 <i>Growing the business</i>	Timescale	Overall Priority
1 Elgin brand organisation recognising the areas strengths e.g. welcoming, high quality, whisky and heritage and promoting through collective marketing.	X		X	X	Medium term 2009/10	A
2 Improved and driven collective promotion of Elgin, awareness raising and information e.g. press, TV, radio, dedicated website, newsletters etc	X		X	X	Immediate start	A
3 Coordinated up to date local information provision and signage making best use of new technology e.g. a central interactive point, downloads, MP3, moving image advertising, attractive A frame signs, using empty shop windows etc	X	X	X	X	2009/10 application	A
4 Group marketing where all the information is in a similar format as a suite and is easily identifiable in multiple outlets. Including 3D BID map notepad with business listings on the reverse	X		X	X	Immediate	A
Adopt and empty shop scheme to improve physical appearance			X	X	Medium term	C
Tourism and Entertainment						
5 Identify or develop a major tourist attraction as a collaborative project such as a proposed whisky museum linking existing provision and strengthening identity			X	X	Long term project starting immediately	A
Promote the development of entertainment provision e.g. cinema across age groups			X		Long term	C
Elgin to enter a major civic competition(s)	X		X	X	Medium term	B
6 Research the local and wider market for events and festivals; develop, coordinate and manage a calendar of professional and community events, music, theatre, civic, social, sporting and markets which would complement the Elgin city centre offer and provide opportunities to showcase local businesses e.g. 'an evening out in Elgin'; equip the town/towns to host such events integrating the Moray town effort	X		X	X	Long term project starting immediately	A
7 Improve the appearance and use of non commercial outdoor spaces e.g. for café culture, provide seating, flower baskets, Christmas lights, etc.	X	X	X		Short term	A

Shopping Offer

8	Develop an integrated city centre development plan to include research targeting additional quality specialist & independent retailers & quality food outlets linked to proactive marketing of vacant units & Elgin	X		X	X	Medium term	A
9	Introduce a customer Welcome/Loyalty card			X	X	Medium term	A

Business Engagement

10	Employ a town centre manager to coordinate and support BID activity	X	X	X	X	Medium term but comencing as soon as possible	A
11	Business to business cooperation e.g. joint marketing, to lobby or broker with landlords on unrealistic rents, vacancies etc	X		X	X	Short term	A

Cleanliness, Safety and Appearance

12	Incentivise premises first floor use to improve appearance and activity		X		X	Long term	C
13	Clean public areas, buildings and frontages e.g. closes, car park stairs and bus station		X	X	X	Short term	A
14	A scheme to regenerate city centre shops		X		X	Medium term	A
15	Research existing use of wardens, police deterrence, CCTV, assess APEX radio system potential etc		X	X	X	Short term	A/B

Traffic Management and Access

16	Research and pilot reducing or alternative approaches to parking charges to improve parking turnover, address commuter parking and improve access to centre		X		X	Short to medium term	A
17	Improved and up to date signage for traffic and pedestrians		X		X	Immediate	A
	Make better use of CCTV provision and other forms of traffic management and enforcement		X		X	Long term	B

Community Involvement

18	Voluntary action to improve appearance by business and the community, strengthening community links with other sectors		X		X	Short term	A
19	Continue to work with young people in the community to understand their needs and provide opportunities to contribute to or derive benefit through the BID	X	X	X	X	Medium term	A
20	Investigate the potential for a disabled friendly campaign and other similar initiatives			X	X	Medium term	B

If successful, every penny of the BID levy will be spent on improvement projects and marketing of Elgin City Centre.

ELGIN BID

Business Plan

2010 – 2015

DRAFT 20 JULY 2009



CONTACT

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The development of the BID has been supported by the following businesses to date:

ASIABANI HAIRDRESSERS AUDREY'S TEAROOM AURORA ASHERS BAKERY/SMILLIES BAGGS & WHISPERS
ESP (ELGIN) LTD BAGUETTE EXPRESS BEAVER TRAVEL BIJOU (POZZI LTD) & BIJOU TOO F P BIRNIE PET SHOP
BLISS HAIRDRESSING CAFÉ ECOSSE CLANCY'S THE COPY SHOP COTTON LOOM D&A OPTICIANS
D E SHOES FAST FIX ELGIN GORDON & MACPHAIL HEATHER GLEN GUEST HOUSE GRAMPIAN POLICE
HEMPBRIGGS BUSINESS SERVICES LTD HIGHLAND BAKED POTATOES KEM BARBERS LIDO CAFÉ
MACKENZIE ENTERPRISES (ELGIN) LTD MANNA JUICE MARKS & SPENCER MORAY BUSINESS & COMPUTER CENTRE
MCCALLS LTD MORAY CHAMBER OF COMMERCE THE MORAY COUNCIL MORAY COLLEGE UHI
THE NORTHERN SCOT PANCAKE PLACE RELAX RESTENNETH PROPERTIES LTD ROBERTSON PROPERTY
ROYAL BANK OF SCOTLAND ROOM TO BLOOM J F ROYAN BUTCHER SCRIBBLES PIZZA HOUSE
SHOPMOBILITY MORAY LTD SMART II HABERDASHERY SOUND & VISION ST GILES CENTRE ST GILES CHURCH
TILE & FIREPLACE CENTRE THE ELGIN FUND THE PLACE THUNDERTON HOUSE WITKOWSKI JEWELLERS YEADONS