



VISITWESTEND.COM
BYRES ROAD & LANES

Business Improvement District



BYRES ROAD & LANES

BID

BUSINESS PLAN

**BUSINESS
IMPROVEMENT
DISTRICT**

2015 - 2020

MAY

APRIL

Think Positive Vote Positive Invest in Byres Road

BID BUSINESS PLAN 2015 - 2020

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1. A MESSAGE FROM THE CHAIR OF THE BID STEERING GROUP



On behalf of the Byres Road BID steering group I am delighted to be able to share with you our aspirations for the BID plan. This document will hopefully help you understand how the BID will be funded and executed.

As a community of traders we have over 200 businesses on Byres Road and the Lanes. By pulling together our resources we can work on increasing footfall, customer linger time and the overall customer experience. The BID is an opportunity to expand on the work of Byres Road Traders Association allowing us to pull together with a unified voice and helping us to influence, change and lobby for and against future proposals that affect us as a community.

The BID company would also be a significant funding vehicle, giving us the potential to attract large scale grants from a variety of sources to upscale the investment and greatly improve our area.

As we collaborate, we can work to make Byres Road the great destination it was not too long ago.

As a resident and a trader in the West End, I would ask you to read this document and engage with us to make the BID happen.

Together we can all make a difference. I would urge you to VOTE **YES** for a Better Byres Road.

Paul Reynolds, Chair, **Cup Glasgow**

2. WHAT IS A BID?

Economist magazine describes Business Improvement Districts (BIDs) as:

“potentially the best hope for getting parts of UK cash-strapped cities working again”

A BID is an initiative where businesses invest collectively in additional local projects and services to enhance their trading performance and environment. An operational BID leads to reduced costs and a better area for everyone.

The projects and services are funded through an investment of additional money paid by all eligible persons (i.e. the person liable to pay the non-domestic rates) in the defined BID area. Other contributions and sources of funding are leveraged in post ballot when there is a levy fund in place. These include voluntary contributions, the Local Authority, the Scottish Government and Europe.

“As of March 2013, evidence shows that for every £1 of levy collected, £0.92 is levered in from other funds and income sources should the BID progress.” *Ian Davison Porter (Director of BID's Scotland)*

BID projects and services are **NEW**; they do not replace services that are already provided by Glasgow City Council and other public bodies such as Police Scotland. Each eligible person liable to pay the BID levy will be able to vote on whether or not the BID goes ahead.

According to legislation, a BID can only proceed if:

- ⇒ a minimum of 25% of eligible persons by number (the headcount) and rateable value in the BID area vote in the ballot.
- ⇒ over 50% of those that vote, vote in favour of the BID.
- ⇒ those that vote in favour represent over 50% of the total rateable value of the votes cast.

For more info on BID's, visit: www.bids-scotland.com

Vote **YES** for a Unified Voice

3. ARE THERE ANY OTHER BIDS AROUND?

Business Improvement Districts (BIDs) are a successful and proven concept having operated in North America for nearly forty years with the earliest in Bloor West Village, Canada. Under increasing pressure from new out of town shopping centres, many businesses were forced to cease trading and the town started to look tired and neglected.

To stop the local shopper haemorrhage, businesses fought back to revitalise the town successfully lobbying for legislation for all the businesses in the proposed BID area to pay a levy. The levy money was used to improve the physical appearance of the town, and promote the town centre as a vibrant, attractive and safe place to work shop and live. The strategy paid off and shoppers started to return to the town centre in large numbers.

In Scotland, there are 28 operational BID's with a further 21 in development (including ours in Byres Road.). An additional measure of BID success is in the renewal process. Most BID's run for a period of five years and approximately 99% of businesses vote in favour of continuing the BID when they come up for renewal. All seven Scottish renewal ballots have been successful. BID's support regeneration, grow local economies and create a cleaner and safer trading environment. A key element to their success is that the local businesses take ownership of their trading environment, being involved in the future development and direction of their area, identifying the projects necessary to resolve common problems and issues and oversee their implementation.

4. WHAT ARE THE OBJECTIVES OF THE BYRES ROAD & LANES BID?

- ⇒ To create a strong local partnership that gets things done and make our voice heard.
- ⇒ To improve the economic opportunities and the trading environment for the businesses in the road and lanes.
- ⇒ To increase customer footfall, customer linger time, customer spend and customer retention.
- ⇒ To make the BID "cost neutral" by saving businesses money though collective working.
- ⇒ To improve businesses relationships with each other, the local authority and the community
- ⇒ To market Byres Road to a local, regional, national and international audience via consistent Marketing campaigns, a range of events, festivals and markets and branding the area as THE destination.
- ⇒ To give businesses a strong, unified voice to engage with GCC on area improvements and lobby for changes.
- ⇒ To support local voluntary groups who working in partnership with the BID.
- ⇒ To act as a vehicle for attracting larger scale external funding.



5. WHY DO WE NEED A BID?

You won't find anywhere like Byres Road and its lanes! We have a highly reputable and successful area serving people in and around Glasgow as well as tourists and visitors from further afield. We host a variety of unique businesses; from quality independent retailers, national chains, professional services, pubs, bars and restaurants to key neighbouring assets such as Kelvingrove Park and the Botanic Gardens. We are the gateway to the West End's visitor attractions including the Kelvingrove Gallery and the Huntarian.

However, in recent years, we've suffered from global financial pressures, high rates and rents, a declining physical environment, the growth of online retailing, out of town shopping centres and competition from neighbouring areas such as the Finnieston.

With increasing threats as well as BIDs in other areas e.g. Merchant City, Sauchihall Street, Clarkston etc. its crucial that Byres Road "ups its game" to compete, prosper and remain Glasgow's jewel in the crown.

A BID is the perfect vehicle to do this. For a small collective investment (see page 14), we will have our ideas listened to, our concerns addressed and our voice heard. A BID will improve the area, drive footfall, reduce costs and make significant positive change for the overall business environment.

Vote YES to improve your economic opportunities.

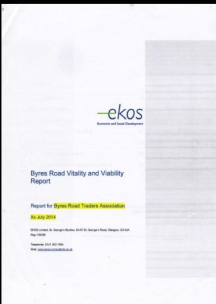





6. HOW DID WE PICK THE PROJECTS AND SERVICES?

In July 2012, GCC along with the Byres Road Improvement Group (BRIG) ran local 'placemaking' workshops in Hillhead library to get the views of residents, businesses and visitors on what should be done to improve Byres Road. It was evident that if the street was to be improved, there needed to be a unified voice for Byres Road businesses to represent collective interests and engage positively in the development of any future plans.

An open meeting was held and the Byres Road Traders Association was formed from interested businesses; i.e. those who wanted to influence improvement projects to increase the attractiveness of the area and footfall in the street.

Recognising the successful achievements of other BIDs and following discussion with BID Scotland, a BID was chosen as the stand out solution to solve our areas problems. The ball started rolling.

When we say this is **YOUR** BID we mean it. We used **YOUR** views along with existing and new research to develop the additional projects and services:

<p>A. ENGAGEMENT/ AREA RESEARCH</p> <p>After engaging with BRIG & GCC to build on the existing recommendations of the draft place making report, EKOS were commissioned to complete a report on Byres Road and lanes to highlight the problems the area faces from a commercial perspective..</p>		<p>B. ONE TO ONE CONSULTATIONS</p> <p>With over 90 businesses on Byres Road and lanes. Independent retailers, multiples, professional services, cafes, bars / nightclubs, restaurants, and public services were asked their thoughts on the problems affecting Byres Road and desired solutions.</p>	
<p>C. SHOPPER SURVEY</p> <p>In street survey conducted at three locations in Byres Road with a total of 200 people randomly surveyed in the morning, afternoon and the evening. The results are available at:</p> <p>visitwestend.com/bid</p>		<p>D. BUSINESS SURVEY</p> <p>The Business Survey structure was informed by the one to ones, research and the customer survey. It was sent to all businesses in the BID area and aimed to highlight key issues of concern and prioritise the additional projects. We received 110 responses.</p>	
<p>E. BUSINESS PLAN SUMMARY</p> <p>Delivered to all businesses in the BID area to give a summary of proposed projects. There was further opportunity to provide feedback via email, telephone or a webpage housed at:</p> <p>visitwestend.com/bidfeedback</p>		<p>F. BID STEERING GROUP</p> <p>Made up of retail, service and professional service sector businesses as well as a Glasgow City Council representative, a local Councillor and a representative from the University. They used the consultations and survey results to make the key BID decisions.</p>	

WHAT DID WE FIND?

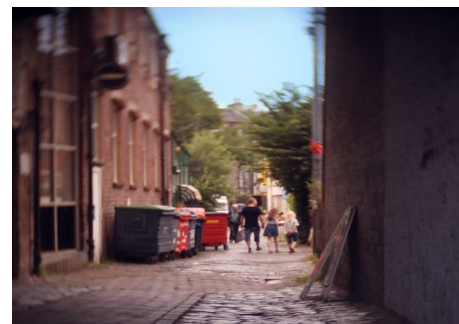
1. You feel the area is not well marketed to locals and visitors.
2. You feel the quality of the environment and streetscape e.g. pavements, is nowhere near the standard it should be.
3. You want more festivals, events and markets and things to happen at Christmas.
4. You feel the street is untidy and there are problems with business and consumer waste and recycling.
5. You have concerns about parking and accessibility.
6. You feel rent and rates are not reflective of trade and you want to lower your costs.

Vote **YES** to Get Things Done!

7. THE BASELINE SERVICES

The Business Improvement District is led by the business community. It will generate additional income focused on providing additional value. It will not duplicate or replace the existing service provision in Byres Road, its streets and lanes (i.e. what you pay rates for). We needed to find out exactly what is already being provided on Byres Road so; through close partnership working, facilitated by the BID project team, a baseline service agreement has been developed with the key public service providers that affect Byres Road.

The following table gives a summary of the service provided. For the full baseline service agreement visit www.visitwestend.com/bid



STATUTORY SERVICES		
PRIORITY	SERVICE	PROVIDER
Clean	Domestic Refuse - Removal of residual and recycling waste Food Hygiene - General regulatory role Public Health - Housing, Waste and fly-tipping, air pollution, noise and pest control Roads Maintenance - Roads and pavement maintenance, gully cleaning Cleansing - Street and litter cleansing Air Quality Monitoring - Air quality monitoring	GCC - LES - Domestic Refuse GCC - LES - Food Hygiene GCC - LES - Public Health GCC - LES - Roads GCC - LES - Street Cleansing GCC - LES - Air Quality
Safe	Street Lighting - maintenance of street lighting and associated electrical equipment. Trading Standards - enforcement, advice and compliance guidance Traffic and Road Safety A - Maintenance of traffic signs, bollards, road markings and pedestrian guardrails. Traffic and Road Safety B - Maintenance of traffic signals and associated UTC and UTMC systems. Police Resources - Community policing and support to businesses	GCC - LES - Street Lighting GCC - LES - Trading Standards GCC - LES - Roads GCC - LES - Roads Police Scotland
Transport	Subway - Hillhead Subway Service Bus Service - Supported Bus Service 89/90	Strathclyde Partnership Transport Strathclyde Partnership Transport
Infrastructure	Libraries - Hillhead Library Lilybank Carpark - surface car park wholly owned by GCC On Street Parking - Management of approx 140 bays Parking Enforcement - Provision of parking enforcement in locus and surrounding area Social Work Services - Provision of social work services to the surrounding area Commercial Retail Balance - monitoring and protection of retail uses for vitality and viability of area.	Glasgow Life Glasgow City Parking GCC - LES - Parking Glasgow City Parking GCC - Social Work Services GCC-DRS-Planning
NON STATUTORY SERVICES		
PRIORITY	SERVICE	PROVIDER
Environment	Commercial Waste Collection - Collection and disposal of commercial waste, including recyclables (paper, plastic, card) (fulfilled by number of private contractors) Community Enforcement Officers - Litter Enforcement and Issue of Fixed Penalty Notices, Clean Glasgow / Community Safety initiatives, Graffiti and Fly Poster Removal	GCC - LES - Commercial Waste, Private Contractors Community Safety Glasgow Community Safety Glasgow
Safe	Public Space CCTV - community reassurance, prevent and detect crime, develop sustainable CCTV. Nite Zone - Nite Zone designated and customised taxi rank in Byres Road.	Community Safety Glasgow Community Safety Glasgow
Marketing & Promotion	Marketing, Communication & Events - communicate Glasgow's reputation as a world-class city in which to live, work, study and visit. Banners - Banner initiatives operate year round with various promotional campaigns throughout the year Events - Support provided to West End Festival Property Management - Management of GCC owned vacant properties	Glasgow City Marketing Bureau GCC - DRS - Housing - Banners GCC - LES - Events City Property
Transport	Bus Stop Provision - Providing bus stop infrastructure (flags and poles) at 8 stops on Byres Road. Demand Responsive Transport - bookable Demand Responsive Transport Service taking people from door to door, accessing services within a specific operating area	Strathclyde Partnership Transport Strathclyde Partnership Transport
Infrastructure	Parks Operations - Grounds maintenance: seasonal bedding, shrub maintenance, grass cutting, hedge cutting, tree maintenance, maintenance of fine turf and maintenance of hard-standing. Public Realm Improvements - e.g. Upgrading cobbling in the lanes (2014)	GCC - LES - Parks GCC-DRS-Planning
Economic Development	Business Development - provision of advice and financial support to SMEs via a range of programmes and Business Gateway. Forward Planning - engaging with local stakeholders and service providers to develop an Action Plan for the Improvement of Byres Road.	GCC-DRS- Economic Development GCC-DRS-Planning

8. WHAT WILL THE BID DELIVER?

THEME A —ACCESSIBILITY

What you said:

- ⇒ 81% of you disagree that there is adequate parking available, of which almost half (49%) strongly disagree.
- ⇒ 71% of you agree that Byres Road is dominated by cars and traffic.
- ⇒ 67% of you thought updating the Byres Road Maps design was important or very important.



ACTIVITY	TIMELINE	KEY PARTNERS	MEASUREMENT	BENEFIT TO LEVY PAYER	COST
PARKING VOICE: Representative voice of businesses responding to future parking proposals and lobbying for changes.	2015 - 2020	BID Company, GCC, BRIG, Local Councilors, Community Councils, Residents,	* Successful and positive changes to parking proposals that affect Byres Road and its streets and lanes.	* More opportunity for customers and employees to park. * Well thought out and beneficial parking procedure. * Powerful collective voice	£0
PARKING RESEARCH: Engage in extensive consultation exercise and report exploring traffic impact and parking facilities in the BID area used to help lobby, change and influence LES on future parking plans for the area.	2015	BID Company, Appropriate agency	* Delivery of a thorough report and business feedback.	* Improved parking for customers.	Up to £5,000
WI-FI: Working with GCC and BT as the key business consultation vehicle for the introduction of free Wi-Fi for Byres Road and its lanes.	2015–2017	BID Company, GCC, BT	* Introduction of the free Wi-Fi service.	* Potential cost savings to certain businesses from cancellation of unnecessary broadband packages. * Easier navigation for customers using smart phones. * Increase Customer linger time. * Attract more international visitors.	£0
SPT: Using unified voice to lobby for an extension on Sunday travel hours, park and ride initiatives and discounts and promotions at key trading times.	2015 - 2020	BID Company, SPT	* Successful extension on Sunday travel hours. * Amount of discounted tickets / cross promotions achieved.	* Potential increase in footfall and customer spend.	£0
BYRES ROAD MAP: The inclusion of Byres Road Map within the Byres Road and Lanes Guide (see Marketing Theme)	2015– 2020	BID Company	* Number of guides printed and used by customers.	* Easier for visitors and customers to navigate the area and find your business.	£0

PROJECT COSTS YEAR 1 = £5,000

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Think Positive Vote Positive Invest in Byres Road

Vote YES to make the area more Accessible

THEME B —FACILITATION

What you said:

- ⇒ 87% felt acting as a unified voice: presenting the opinion of the business community was important or very important.
- ⇒ Only 11% of you felt business rates and rents were reflective of trade.
- ⇒ Only 21% of you felt businesses were working together and communicating effectively
- ⇒ 90% of you thought engaging with landlords of vacants to encourage new business was important or very important.

ACTIVITY	TIMELINE	KEY PARTNERS	MEASUREMENT	BENEFIT TO LEVY PAYER	COST
DEDICATED BID MANAGER (S) AND STAFF: Having in place two - three part time BID employees. One with marketing experience, one with business development skills and administrative staff / interns.	2015–2020	BID Company	* Manager and staff ability to deliver projects. * Amount of additional funds leveraged over the BID term. * Number of businesses having problems resolved	* Dedicated representative voice of businesses. * Delivery of all project benefits across the themes. * Additional benefit of levy payment ROI through additional leveraged finances.	Up to £35,000
UNIFIED VOICE: Raise businesses concerns and lobby, change and influence on our behalf, provide a single voice to represent the business community to encourage delivery of physical projects on the ground, enhanced business support , communication and networking opportunities.	2015–2020	BID Company	* An up to date database * Number of businesses having problems resolved. * Amount of networking events organised.	* Keeps all businesses / levy payers updated on BID progress. * Allows for more effective business to business communication * Unified voice - more chance of success!	£0
FUNDING VEHICLE: Apply for grant funding from a variety of organisations including the Scottish Government, Glasgow City Council, Zero Waste Scotland etc.	2015–2020	BID Company	* Amount of funding streams applied for and the success of these applications.	* Substantial financial leveraging of all themes increasing reach and impact.	£0
GROUP PROCUREMENT: Bulk purchasing of utilities, insurance, stock etc. where possible to deliver substantial cost savings for businesses and therefore increased cash flow.	2015–2020	BID Company	* Amount paid for utilities	* Direct cost savings to businesses and increased cash flow.	£0
RESEARCH AND INTERNS: Interlink businesses, schools, University and community groups to provide, internships, work experience placements, jobs and Area Research Projects. Fund is for prizes for winning studies / module reports.	2015–2020	BID Company, University of Glasgow, other partners	* Amount of job seekers successfully placed into employment. * Amount of research reports made available to help inform other BID projects.	* Availability of employees. * Informative consumer and area specific research made available to levy payers and the BID company.	Up to £190
RENT : Work with landlords of vacant properties for temporary rent relief to encourage new businesses.	2015–2020	BID Company, landlords / property owners.	* Amount of vacant properties filled with appropriate class license.	* Less vacant properties and further in street activity.	£0
RATES : Facilitate collective non domestic rates appeals to tackle the 2017 rates review—e.g. solicitor costs, consultation report.	2015–2018	BID Company,	* Amount of rates reduction through collective appeal.	* Reduced costs / rates through appeals.	Up to £1,000
BUSINESS GATEWAY: Make businesses aware of relevant Business Gateway workshops via email communication and newsletters.	2015–2020	BID Company, Business Gateway	*Amount of newsletters sent.	* Free and effective workshops available to improve business performance.	£0

PROJECT COSTS YEAR 1 = £36,190



THEME C — MARKETING, PR & PROMOTION

What you said:

- ⇒ 61% of you disagreed that Byres Road is well marketed to tourists
- ⇒ 53% of you disagreed that Byres Road is well marketed to locals.
- ⇒ 61% of disagreed that the lanes are visible or noticeable to visitors and shoppers.
- ⇒ Development of a brand, more effective PR and development of collaborative social media were seen as the most important actions



ACTIVITY	TIMELINE	KEY PARTNERS	MEASUREMENT	BENEFIT TO LEVY PAYER	COST
BRANDING: An umbrella brand for the area - VisitWestEnd - Byres Road and Lanes.	2015	BID Company, Glasgow City Marketing Bureau	* Visibility of the brand and BID company.	* New image for the area, increase loyalty from local shoppers and awareness to tourists / occasional visitors.	£0
WEBSITE DEVELOPMENT: Online presence including up to date What's On section, business listings and an information portal for community events and businesses including SEO and PPC linkage.	2015	BID Company	*Number of website hits	* Raise awareness of business, local events. * Potential for increased customer spend	Up to £4,500
SOCIAL MEDIA: Creation of Facebook and Twitter pages highlighting BID business offerings and local events and assets.	2015–2020	BID Company	* Number of social media hits and click through rates	* Increased awareness of the area. * Increased footfall and potential customer spend.	£1,000
BYRES ROAD GUIDE: Creation of a printed and digital Byres Road guide.	2015–2020	BID Company, VisitScotland, Hotels, Businesses	* Quality of guide and customer usage. * Amount of relevant places distributed	* Increased awareness of the area * Increased foot flow and potential customer spend.	Up to £1,300
BANNERS: Production, delivery and installation of banners for shop local campaigns, seasonal events and festive activity where appropriate for use on the toblerone and/or lamp post banner poles.	2015–2017	BID Company,	* Amount of banners in place during each year.	* Enhance appearance and attractiveness for visitors.	Up to £1,000
MARKETING AND ADVERTISING CAMPAIGNS: Around events, certain key trading periods, assets and cultural venues, e.g. the lanes. Will include Subway, Advertising (Magazines, newspapers, flyers, online etc).	2015–2020	BID Company, Various advertising partners.	* Number and quality of Marketing and Advertising campaigns.	* Increased awareness of the area * Increased foot flow and potential customer spend.	Up to £13,000
PR: Engage PR agency and create timely campaigns centred on events, campaigns, assets and key trading times of the year e.g. Summer, Christmas, Easter, Student intake.	2015–2020	BID Company, PR agency	* Number and quality of PR campaigns and opportunities.	* Increased awareness of the area, local events and seasonal offerings. * Increased foot flow and potential customer spend.	Up to £8,000
CUSTOMER LOYALTY / SEASONAL SHOP LOCAL: Explore a BID area loyalty scheme and create a shop local campaign aimed at residents and local shoppers.	2015–2020	BID Company	* Footfall increase and repeat business / feedback	* Increased Local Marketing * Increased customer spend * Increased footfall	Up to £2,000
EMPLOYEE LOYALTY CARD: Optional area wide employee discount card with an individual relevant discount or value added benefit where appropriate.	2015–2017	BID Company	* Amount of uptake of the employee card. * Business feedback of use of employee card.	* Increased employees spend on local businesses.	Up to £315

PROJECT COSTS YEAR 1 = £31,115

Vote YES to market Byres Road and Lanes.

THEME D —EVENTS, FESTIVALS & MARKETS

What you said:

- ⇒ Nearly half of you (49%) disagreed that there is a variety of events throughout the year
- ⇒ Two thirds of you (66%) disagreed that there is sufficient Christmas activity.
- ⇒ 92% of you felt it was important to increase the number of events , 78% of you felt it was important to increase the frequency of festivals and 60% of you felt it was important to increase the number of street markets.



ACTIVITY	TIMELINE	KEY PARTNERS	MEASUREMENT	BENEFIT TO LEVY PAYER	COST
WEST END FESTIVAL: Heavier involvement in West End Festival month (especially Sunday) with emphasis on prioritised and discounted local business stalls, family events and stage entertainment and increased measurement of the effectiveness of the festival to inform future years.	2015 - 2020	BID Company, West End Festival organisers	<ul style="list-style-type: none"> * Numbers attending the festival. * Number of stalls and feedback on turnover. * Amount of family friendly activity. * Spend and linger time measured during WEF. * Return customers measured 	<ul style="list-style-type: none"> * Raise profile and improve reputation of area. * Increased potential customer spend in the area. 	Up to £13,000
NEW EVENTS AND FESTIVALS: New offerings with an emphasis on the Christmas period, laneway festivals and sector specific e.g. Vintage and antiques, food etc. Look to link to local cultural events e.g. Kelvingrove and other City Events e.g. sports such as road cycling.	2015 - 2020	BID Company	<ul style="list-style-type: none"> * Number and quality of new events created. * Numbers attending. * Amount of increased footfall and turnover. 	<ul style="list-style-type: none"> * Raise profile and improve reputation of area. * Increased potential customer spend in the area. 	Up to £12,500
MARKETS: Creating local trader-led markets at Christmas, in the lanes and other times during the year.	2015 - 2020	BID Company	<ul style="list-style-type: none"> * Number and quality of markets created. * Amount of increased footfall and turnover. 	<ul style="list-style-type: none"> * Raise profile and improve reputation of area. * Increased potential customer spend in the area. 	Up to £10,155

PROJECT COSTS YEAR 1 - £35,655



Vote YES for more events, festivals and markets

THEME E — CLEAN, GREEN & SAFE, ATTRACTIVE PLACE

What you said:

- ⇒ 61% of you disagreed that Byres Road is well marketed to tourists
- ⇒ 53% of you disagreed that Byres Road is well marketed to locals.
- ⇒ 61% of disagreed that the lanes are visible or noticeable to visitors and shoppers.
- ⇒ Development of a brand, more effective PR and development of collaborative social media were seen as the most important



ACTIVITY	TIMELINE	KEY PARTNERS	MEASUREMENT	BENEFIT TO LEVY PAYER	COST
AIR POLLUTION / TRAFFIC CONGESTION: Work with GCC to reduce air and noise pollution in the street and minimise the dominance of traffic on Byres Road	2015–2020	BID Company, GCC, Community Councils, BRIG	* Reduction in air and noise pollution levels.	* Improved place-quality, attractiveness of street and user experience.	£0
KEEP SCOTLAND BEAUTIFUL AUDIT: Annual audit prioritising, litter, chewing gum, waste and adequate customer recycling points.	2016–2020	BID Company, Keep Scotland Beautiful	* Detailed inspection audit and report from KSB on levels of cleanliness to ensure Byres Road and lanes meets standards.	* Independent monitoring to ensure CEC meet baseline standards of cleanliness.	£0 (Year one already funded)
DEEP CLEAN: Early morning response service (power hosing etc) to clean doorsteps, pavements, lanes and chewing gum removal in problem areas.	2015–2020	BID Company, Private cleaning service, GCC, Community Safety Glasgow	* Number of shop entrance, direct pavements cleaned and amount of chewing gum removed.	* Retail environment improved for customers. * More attractive area * Raises standards in the area.	Up to £4,000
VOLUNTEER CLEAN UPS: Encourage and facilitate voluntary area clean ups	2015–2020	BID Company, Action Hillhead	* Amount of yearly voluntary clean ups in and around Byres Road	* Cleaner area * Greater sense of community. * Greater bargaining power with local authority	Up to £150
COLLECTIVE WASTE CONTRACT: Working for an audit of all businesses, tender process and delivery of a collective contract to reduce trade bins, carbon footprint (coordinated recycling and reduced collection) and saving many businesses money.	2015–2020	BID Company, Zero Waste Scotland	* Number of businesses participating in the scheme.	* Direct cost savings to businesses which in some instances may cover the cost of the levy. * Improved more attractive area with less carbon footprint.	Up to £5,250
FLORAL ENHANCEMENTS: Purchase of hanging baskets, planters or floral displays for logical placement within the BID area.	2015–2020	BID Company	* Amount of floral displays, hanging baskets, features.	* Retail environment improved for customers. * More attractive area * Raises standards in the area.	Up to £4,000
PUB WATCH INITIATIVE: Exploring possibility of introducing a pub watch scheme for Byres Road.	2015–2020	BID Company	* Number of participating pubs and nightclubs.	* Maintain Byres Road's reputation as a safe place at night. * Improve performance of night time economy.	£0
SAFER SHOPPING INITIATIVE: Working with the West End Police Office and Community Safety Glasgow to explore the possibility of introducing a Safer Shopping initiative.	2015–2020	BID Company, Community Safety Glasgow, Police Scotland.	* Number of incidents	* Safer Trading Environment * Cost saving to businesses * Less Business Crime	Up to £250

PROJECT COSTS YEAR 1 = £13,650

Vote YES to get the area clean.

THEME F — ENVIRONMENT & STREETScape

What you said:

- ⇒ 84% of you felt there were inadequate places to stop and sit and 60% of you felt the road and pavements were poorly maintained.
- ⇒ 62% of you disagreed there was sufficient artwork and colour.
- ⇒ 60% of you disagreed the road and pavement were well maintained
- ⇒ You deemed street cleaning (86%), areas to stop and sit (81%) and creating a Christmas display (79%) to be the most important proposals.

ACTIVITY	TIMELINE	KEY PARTNERS	MEASUREMENT	BENEFIT TO LEVY PAYER	COST
CHRISTMAS DISPLAY: Creating a larger Christmas display - Tree and further lighting.	2015–2020	BID Company, BRIG, Community Councils	* Amount of trees lit by pea lights and amount of displays. * Installation of a fixed Christmas tree.	* Makes area more attractive and festive. * Raises standards in the area * Encourages late night shopping and activity	Up to £10,000
VISION: Working with BRIG & GCC to prepare and implement a vision/strategy for the improvement of the public realm / street-scape.	2015–2017	BID Company, GCC, BRIG	* Delivery of a placemaking vision document for Byres Road.	* Provides a cohesive, logical and planned look and feel for the area that reflects business interests and a number of improvement projects.	£0
GREEN SPACES: Working with BRIG/GCC to deliver green, attractive civic spaces to improve quality of visitor experience on Byres Road	2015–2017	BID Company, GCC, BRIG,	* Amount of new spaces and seating created and the quality of these spaces.	* Provides more incentives for consumers to spend more time lingering on Byres Road. * Provides more potential event spaces.	£0
BIN SHELTERS: Working with GCC and aligned with the collective waste contract to deliver shelters and recycling shelters on street, corners and lanes to hide the visibility of trade bins.	2016–2020	BID Company, GCC, BRIG	* Amount of bin shelters created	* Makes area more attractive. * Raises standards in the area	£0 (Project starts year 2)
STREET CLUTTER: Working with BRIG/GCC for a cohesive strategy to remove excess street clutter (unused poles and repeat signage)	2015–2020	BID Company, GCC, BRIG	* Amount of excess street clutter removed and space created.	* More attractive area * Raises standards in the area.	£0
PAVEMENTS: Working with BRIG/GCC/University/SPT to apply for GCC funding to secure funding for new/improved street paving as part of implementation of the Placemaking vision.	2015–2020	BID Company, GCC, University, BRIG.	* Amount, length and type of new paving installed.	* Retail environment improved for customers. * More attractive area * Easier to walk down the road and encourages more family days out.	£0
HIGHLIGHTING LANES: Investigating a solution to highlight the visibility of the lanes (Ashton, Cresswell, Downside and Ruthven)	2015–2020	BID Company, BRIG	* Amount of solutions delivered to highlight the lanes.	* Lanes and hidden assets promoted. * Increases foot flow down the lanes and enhances reputation of the area.	Up to £2,500
ART: Artwork / murals on eye sore locations e.g. Iceland wall, substation, Vinicombe corner.	2015–2020	BID Company, GCC	* Amount of permanent or semi permanent art works completed.	* Retail environment improved for customers. * More attractive area	Up to £2,000
COVER VACANT WINDOWS: Work with landlords to deliver vinyl advertisements / artwork at vacant shop frontage / windows.	2015–2020	BID Company, Landlords, facilitator (e.g. Poster Associates)	* Number of vacant businesses with art work or vinyl advertising installed.	* Number of vacant businesses with art work or vinyl advertising installed.	£0
SHOP FRONT IMPROVEMENT SCHEME - Creation of a fund managed by the Mgt Board - on a matched funding basis.	2015–2017	BID Company	* Achieve minimum of 10 applications in year one.	* Enhance appearance and attractiveness	£3,000

PROJECT COSTS YEAR 1 = £17,500



Vote YES to improve your business environment

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9. BID BUDGET INCOME & EXPENDITURE

It's important to note that the projects and services delivered by the BID **DO NOT** replace any of the services provided by the Police, Glasgow City Council or other statutory or non statutory services. They are **NEW, ADDITIONAL** projects and services from those you currently receive through the payment of your business rates.

Through having an empowered business community, with a unified voice and own funding, it is possible to add value to existing service provision, encourage an uplift in that service provision and lever in additional funding for improvements.

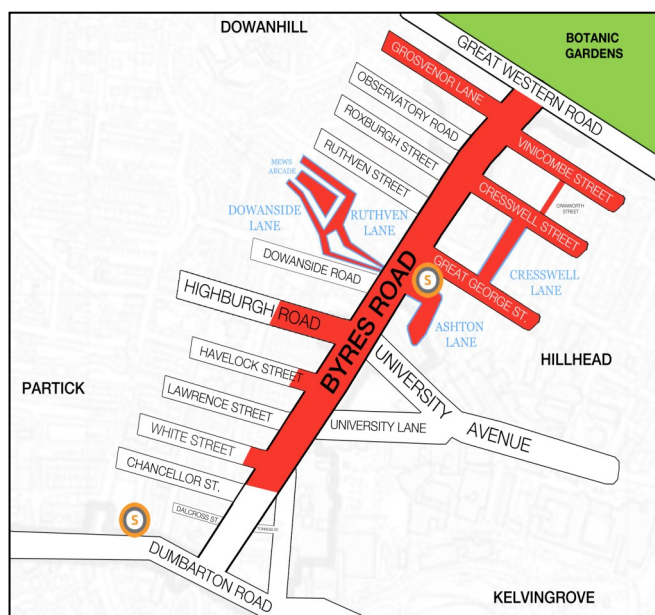
From BID research to date, it is clear that businesses, residents, visitors, the Council and others with a stake in the Byres Road area, such as the University, share the view that Byres Road is in need of investment and improvement. Funds and services can be maximised, grown and targeted through working together, in partnership, to achieve change on the ground.

INCOME	2015	2016	2017	2018	2019	TOTAL
Income from BID Levy	£115,710	£115,710	£115,710	£115,710	£115,710	£578,550
GCC Contribution	£30,000	£30,000	X	X	X	£60,000
University of Glasgow Contribution	£3,000	£3,000	£3,000	£3,000	£3,000	£15,000
						£653,550

EXPENDITURE	2015	2016	2017	2018	2019	TOTAL
Theme A—Accessibility	£5,000	£50	£50	£0	£0	£4,750
Theme B—Facilitation	£36,190	£37,360	£35,592	£35,193	£35,190	£177,523
Theme C—Marketing, PR & Promotion	£31,115	£26,325	£21,555	£21,430	£22,140	£137,834
Theme D—Events, Festivals & Markets	£35,655	£35,262	£31,200	£31,840	£31,275	£170,542
Theme E—Clean, Green & Safe	£13,650	£15,650	£11,650	£11,846	£11,824	£56,620
Theme F—Environment & Streetscape	£17,500	£24,500	£9,100	£9,000	£9,000	£60,539
Bad Debt (7%)	£8,100	£8,100	£8,100	£8,100	£8,100	£40,665
Additional Contingency	£1,500	£1,463	£1,463	£1,463	£1,463	£7,352
						£653,550

The BID board may adapt or alter the projects and services from year to year to reflect any change in economic circumstances or new opportunities that may arise which are in the best interest of the businesses without recourse to an alteration ballot.

10. THE BID AREA



Why this Area?

The following area was chosen to be included in the BID as the EKOS report and one to one consultations highlighted several areas of concern that could be addressed by a BID.

Great Western Road	Great George Street
Grovesnor Terrace	Ashton Lane
Byres Road	Ruthven Lane
Vinicombe Street	Dowanside Lane
Cranworth Street	Highburgh Road
Cresswell Street	Havelock Street
Cresswell Lane	White Street

There are circa 204 eligible properties in the BID area.

Vote **YES** to work together

11. WHAT WILL IT COST ME?

The BID Levy is an entirely separate investment, it is not a new funding stream for Glasgow City Council. BIDs are developed, managed and paid for by the private sector through a modest but compulsory levy. The levy money collected is “ring fenced” in a separate account for which the BID company directors are responsible for (see next section Funding and Management).

The investment represents £115,710 worth of investment per annum. In addition to this, Glasgow City Council will contribute £30,000 per annum for the first two years and the University will contribute £3,000 per annum. This means that following a successful ballot:

.....well over £148,000 would be invested in Byres Road and its lanes in 2015–2016.

The Byres Road BID Steering Group agreed to the below fee structure for the following reasons:

- ⇒ The levy payment must add up to the amount required to deliver the business plan.
- ⇒ A banding system was chosen as it is a fair, transparent and easy way for businesses to identify their levy payment.
- ⇒ A minimum of £120 is believed to be affordable for the smallest businesses.
- ⇒ A maximum of £3,000 is believed to be affordable for the businesses at the higher end of the banding.
- ⇒ Everybody benefits, therefore everybody in the BID area should contribute.

Band	Rateable Value	Each Day	Each Month	Number of Businesses	Annual Levy
A	Arcade*	£0.41	£12.50	38	£120
B	£1,000 – £10,000	£0.82	£25.00	16	£300
C	£10,001–£20,000	£1.24	£37.50	19	£450
D	£20,001–£30,000	£1.50	£45.83	36	£550
E	£30,001–£40,000	£1.64	£50.00	24	£600
F	£40,001–£55,000	£1.78	£54.16	27	£650
G	£55,001–£80,000	£2.05	£62.50	21	£750
H	£80,001–£100,000	£2.19	£66.67	7	£800
I	£100,001–£120,000	£3.01	£91.66	6	£1,100
J	£120,001–£160,000	£3.83	£116.67	5	£1,400
K	£160,000–£300,000	£4.66	£141.67	3	£1,700
L	£300,000+	£8.24	£250	2	£3,000

*Ruthven Mews and adjacent arcades (37, 47, 55–57 Ruthven Lane) and De Courcey's arcade (5 Cresswell Lane).

12. LEVY COLLECTION

Glasgow City council will collect the levy on behalf of the BID as this is a transparent, safe and auditable method of collection. The levy can be paid in a singular one off payment or in ten monthly instalments over the period of each year of the BID.

13. EXEMPTIONS

The BID Steering group has agreed that the following types of business will be exempt i.e. Will not have a vote or pay the levy: Properties with RV's of less than £1000, ATM's, Advertising Billboards, Places of Worship, Garage Spaces, Non Retail Charities, Nursing Homes

14. VOLUNTARY CONTRIBUTIONS

Following a successful ballot, any business outside of the BID area will be able to make a voluntary contribution to the BID company. The suggested voluntary contribution will be calculated by the board of directors when the BID is operating. For the agreed amount, a business can become a BID member and will be able to access some or all of the benefits the BID will provide.

15. FUNDING AND MANAGEMENT

INCOME

The total minimum income over the BID's five year duration will be to **£653,550**. This is the total levy funding (**£115,710 per annum**) plus an annual investment of **£30,000 per annum** for the first two years from GCC as well as a contribution of **£3,000 per annum** from the University of Glasgow. The contribution from GCC for years 3–5 of the BID will be reassessed after the end of the second year of BID.

GCC VALUE IN KIND

In addition to Glasgow City Council's financial investment, GCC are also contributing a value in kind office based at 61 Byres Road, managing the ballot process and collecting the levy free of charge, for which we are very grateful.

FURTHER FUNDING:

When the BID becomes operational, the BID company would seek further funding from the Scottish Government, Europe, Grants, sponsorship, advertising and other sources.

"As of March 2013, evidence shows that for every £1 of levy collected, £0.92 is levered in from other funds and income sources should the BID progress." *Ian Davison Porter (Director of BID's Scotland)*

This would mean that potentially, well over £1,000,000 would be invested in the future of Byres Road over the five year period.

ATTRACTED FUNDING TO DATE

As a result of Byres Road Placemaking workshops and traders starting to come together with a unified voice, GCC have committed an additional £450,000 for public realm improvements in the street for 2014-2016. Some has been spent on upgrading Ashton and Cresswell Lane cobbles and the rest will be spent on providing civic green space in two further locations. It is important that there is a representative voice for the business community that is able to work in partnership with other stakeholders to lever in similar additional funding and influence how its spent locally. A BID is the perfect vehicle for this.



COMPANY STRUCTURE

Following a successful ballot, a not for profit company limited by guarantee and with a charitable arm will be formed with a board of up to 12 directors. Including a Chair, Vice Chair, Financial Director and Secretary.

..... Each and every levy payer has the opportunity to nominate themselves or someone else as a director of this new company. Nomination papers and criteria will be circulated to all levy payers following a successful ballot.

The board will also allocate places for non voting positions available to GCC, University of Glasgow, BRIG, Strathclyde Police and Community Councils.

These directors will be responsible for operating the company in an efficient and transparent manner ensuring that the projects and services within the Business Plan are delivered in the best interests of the Byres Road community.

The board will also have the authority to adapt or alter the projects and services from year to year to reflect any change in economic circumstances or any new opportunities that may arise. This will be in the best interests of the businesses and without recourse to an alteration ballot.

Vote **YES** for a strong local partnership

FUNDING AND MANAGEMENT CONTINUED...

MANAGEMENT TEAM

Following the establishment of the Company, there will be a management team employed who will report to the board and implement the projects and services detailed in this Business Plan.

The BID management team will manage the BID budget, ensure the project themes are delivered, monitor performance, liaise with Glasgow City Council, Police and other Stakeholders and communicate with levy payers.



MONITORING

There will be a series of Key Performance Indicators (KPI's) to ensure that performance will be monitored. These include:

- ⇒ Footfall and cleanliness monitoring
- ⇒ Annual Report to communicate performance
- ⇒ Media Coverage– keep accurate record of articles that are attributable to the BID.
- ⇒ Safety and Security – liaison with police / Community Safety Glasgow to ensure that projects have a positive impact on business crime.
- ⇒ Quarterly Analysis of Trends–Liaise and engage with businesses to monitor sales and footfall

MINIMISING RISK

The Board will take steps to minimise any risk associated with the BID by only using reputable contractors to deliver projects. The Board will also adopt best practice in governance and operational procedures whilst being open and transparent in its operation.

The company will undergo an independent evaluation, an Assessment and Accreditation Interim Review (AAIR) at two and four years, developed for Scottish BID Companies. The AAIR is:

- ⇒ A bespoke review which recognises and accords with Scottish BID legislation
- ⇒ Gives confidence to businesses and the Board of Directors that the practices of the BID Company are robust and accord with good practice
- ⇒ Supplies an audit trail to support any future evaluation of the BID Company

COMMUNICATION

The company will communicate with all levy payers and stakeholders by newsletters (quarterly), emails, media coverage, social media, meetings, open evenings and staff visits. This will ensure that levy payers are kept informed of the progress that the BID is making on your behalf.

There will also be an office (currently located at 61 Byres Road), where levy payers can visit the BID team at their convenience over the course of the BID duration.

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16. THE BALLOT PROCESS

The BID ballot is a confidential postal ballot managed and funded by Glasgow City Council on behalf of the BID team to ensure it is conducted impartially and in accordance with the legislation and regulations pertaining to Business Improvement Districts in Scotland.

Voting papers will be issued to each businesses' eligible person (i.e. the person (s) liable to pay the non-domestic rate) on **January 15th 2015**. If no details were supplied, the voting paper will be sent directly to the business address in the BID area.

The eligible voter from each business or property, simply needs to tick 'YES' or 'NO' to the single question:

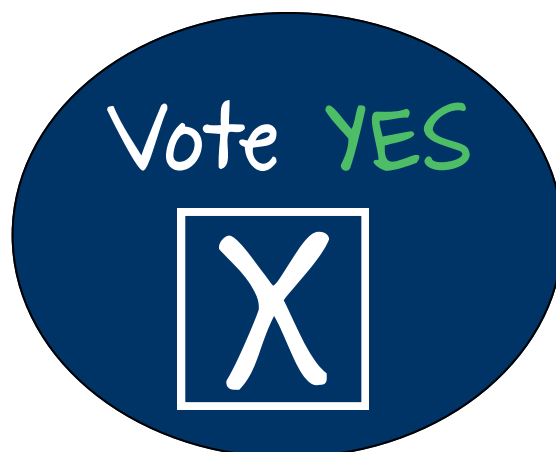
'Are you in favour of the Business Improvement District Proposals?'

THE RULES

- ⇒ If a business has more than one eligible property, it will receive a ballot paper for each property. Each paper counts as one vote and all should be completed and returned.
- ⇒ If a property is vacant at the time of the ballot, the property owner will be eligible to vote and will receive a ballot paper.
- ⇒ Ballot papers are issued on **Thursday, January 15th, 2015** and eligible persons have 42 days in which to cast their vote.
- ⇒ All voting papers must be returned by: **5pm on Thursday, 26th February, 2015**.
- ⇒ Any ballot papers received after that time will not be included.

FOR A BID TO BE SUCCESSFUL

- ⇒ **TURNOUT**: a minimum of 25% of eligible persons by number (the headcount) and rateable value in the BID area vote in the ballot.
- ⇒ **YES / NO**: over 50% of those that vote, vote in favour of the BID.
- ⇒ **RATEABLE VALUE**: those that vote in favour represent over 50% of the total rateable value of the votes cast.



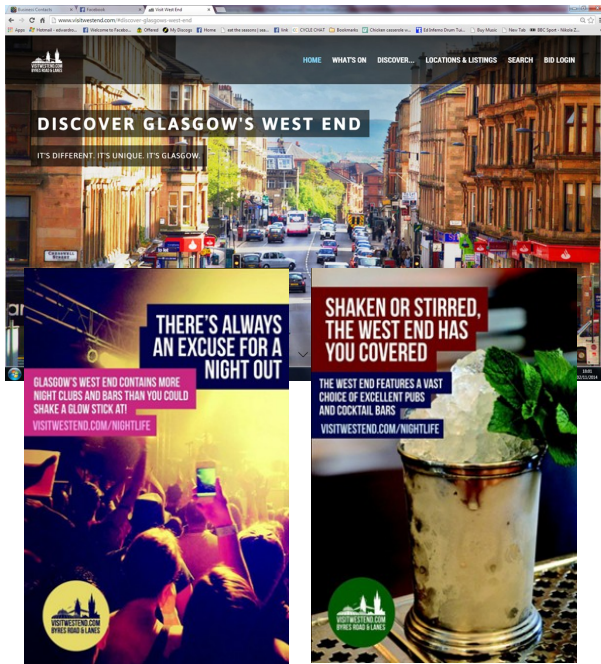
For a better Byres Road.

For better lanes.

For a better area.

17. PRE BALLOT DEMONSTRATION PROJECTS

WEBSITE LAUNCH AND SUBWAY CAMPAIGN



Just prior to the Commonwealth Games, we launched a consumer focused website which highlights local events, key assets and businesses in the area. Alongside this, subway advertisements showcased a brand identity highlighting Byres Road as THE destination in the West End with the call to action being visitwestend.com.

The adverts (12 designs in total) were visible across all subway station platforms and projected the unique selling proposition of the area telling the story of Byres Road and its lanes. These concepts will be developed and progressed online and offline should the BID vote be successful.

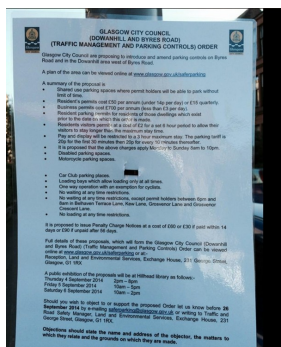
CHRISTMAS ACTIVITY



In collaboration with BRIG, we lit trees at Church Street and Ashton Road corners and assisted with the organisation of a carol concert with pupils from Hillhead primary and Notre Dame primary singing carols at both locations.

During December, we produced a What's On Festive Guide and Map for businesses who wanted to be included. The leaflet was distributed to customers and included participating businesses special Christmas offerings. The promotion also involved a consumer focused hamper prize draw for customers who liked the 'VisitWestEnd' Facebook page.

FACILITATION



The BID / BRTA applied for funding from Zero Waste Scotland to start the ball rolling for a collective waste contract. The application was accepted! This represents almost £13,000 of investment pre ballot. We are also financing a pre ballot Keep Scotland Beautiful audit which is of significant use for the operational BID.

The BID team also organised a formal objection strategy to the parking proposals that appeared in August. This included a special parking focused meeting in early September (with the kind support of the Hilton). We raised support from elected members, the chamber of commerce and encouraged individual letters and petitions from businesses and



18. BID STEERING GROUP

The current members of the group are:-

- > (Chair) Paul Reynolds—Cup Glasgow (Byres Road)
- > (Vice Chair) Mark Tracey—Booly Mardy's (Vinicombe Street)
- > (Vice Chair) Jessica Nikola—Ubiquitous Chip (Ashton Lane)
- > David Howat—Pattison Sim (Byres Road)
- > Carrie Hay—Demi John (Byres Road)
- > Karam Bhogal—The Hoodie Stop (Cresswell Lane)
- > Bruce Finnie—By Distinction Art (Byres Road)
- > Tracey Kinnaird—Pink Poodle (Byres Road)
- > Sebastian Denomme—Avenue G (Byres Road)
- > Liz Williams—Ubiquitous Chip (Ashton Lane)
- > Jen Russell—University of Glasgow
- > Cllr Martha Wardrop — Hillhead Ward
- > Keri Isdale—Glasgow City Council

The Steering Group members are from a cross section of business sectors on Byres Road or represent local organisations. Each member has given up their time voluntarily to help drive the BID to the ballot stage. They use **your** input to develop the projects and decide on the fairest possible levy.

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19. WHAT HAPPENS NEXT?

JANUARY 15TH, 2015

VOTING PAPERS SENT TO ALL ELIGIBLE PERSONS IN THE BID AREA (REMEMBER , IF YOU OWN MULTIPLE PROPERTIES—SUBMIT ALL VOTING PAPERS, THEY ALL COUNT!)

FEBRUARY 26TH, 2015

LAST DAY TO VOTE

FEBRUARY 27TH, 2015

BALLOT PAPERS COUNTED AND RESULTS ANNOUNCED WITHIN A WEEK

MAY 2015, 2015

ASSUMING A SUCCESSFUL BALLOT, THE BID WILL BE ESTABLISHED AND BEGIN OPERATIONS FOR A PERIOD OF FIVE YEARS UNTIL APRIL 30TH, 2020

Think Positive. Vote Positive.

Invest in Byres Road.



20. CONTACT DETAILS & FURTHER INFORMATION

Whatever the reason, you can find out more about the BID and send your suggestions by contacting:

Eddie Roscoe (BID Project Manager)

T: 07530 432 597

E: eddieroscoe@visitwestend.com

Paul Reynolds (BID Steering Group Chair)

T: 07545 122 393

E: chair@visitwestend.com

More information on the BID and a digital copy of this document is available by visiting:

www.visitwestend.com/bid

More information on the BID's in general is available by visiting:

www.bids-scotland.com



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