SAUCHIEHALL
STREET BID
BUSINESS PLAN
01.04.14 - 31.03.19

GLASGOW
CHAMBER OF COMMERCE
Sauchiehall Street has a strong entertainment offer with a range of bars, clubs and restaurants augmented by a cultural core of arts venues and theatres. The city centre entertainment sector is crucial to the overall success and vitality of the city centre and a key factor for students deciding where to attend college or university.

A group of businesses on Sauchiehall Street, with support from Glasgow Chamber of Commerce, have worked to develop a Business Improvement District (BID) proposal focused on supporting, championing and enhancing the entertainment sector.

The BID is an opportunity to drive footfall to Sauchiehall Street through event and marketing activity and to provide a co-ordinated voice for businesses to address core issues facing businesses in the street.

The business plan has been developed following extensive consultation and input from businesses in the BID area and is designed to deliver success over the coming years.

BIDs are driven by business and will only be realised with business support. In finalising the document we want to make sure you have the opportunity to vote ‘yes’ for a project that will deliver to your business’s needs.

For an annual investment of 1% of your rateable value we can work together to make a real difference.

Brian Fulton
Chair of BID steering group
Director, CPL Entertainment Group ltd
(The Garage, 490 Sauchiehall Street)

A steering group was established to develop the vision and priorities for the business plan.
Business Improvement Districts (BIDs) are a successful and proven concept having operated in North America for over thirty years. One of the most well known is the Times Square Alliance which was established in New York in 1992. The Alliance was set up to transform Times Square – cultivating the creativity, energy and edge that have made the area an icon of entertainment, culture and urban life.

In England and Wales, BIDs were introduced in 2004 and there are now over 100 operating. Legislation introducing the possibility of BIDs in Scotland came into place in April 2007 and businesses have already voted ‘yes’ to 20 BIDs in Scotland.

Earlier this year the BID in Edinburgh, having delivered for business during its term, went to renewal ballot and won an even larger share of the vote.

WHAT IS A BID?

A BID is a business led initiative where businesses vote to invest collectively in additional local projects and services to enhance their trading performance and environment.

WHAT HAPPENS TO EXISTING SERVICES?

BIDs are committed to providing additional value so will not duplicate or replace existing services. The BID will however work with the local authority and other providers, including the police, to ensure they continue to deliver consistent and high quality services.

BENEFITS OF BIDS

• Unifies businesses to work towards common goals.

• Enables the area to compete more effectively for regional market share through the generation of greater local marketing resources and strengths.

• Creates a powerful collective voice to represent business interests to council and government agencies.

• Funds targeted projects and special events to drive footfall and sales.

• Assists in leveraging public and private resources for programme activities, development projects and other commercial revitalisation efforts.
Glasgow Chamber of Commerce has worked with businesses to provide input to the next City Centre Strategy. The leisure and night time economy is critical to the vibrancy and success of the City and key to future plans.

**SHARED VISION**

Glasgow city centre, as Scotland’s commercial and cultural hub, will build on its distinct assets and unique features to become the most innovative and progressive city centre in Europe.

Glasgow city centre will provide an excellent and sustainable quality of life and experience for citizens, visitors and investors that will drive growth in employment, population and shared prosperity.

**CONT. OVERLEAF...**
DISTRICTS STRATEGY

Nine key districts have been identified and will have strategies developed around their current and future attraction, amenity and speciality.

Sauchiehall Street is one of the districts chosen which provides an opportunity to deliver change through co-ordinated voice and action.

A BID would ensure business has a strong voice in maximising the benefit of this approach.
THE VIEWS
OF VISITORS AND BUSINESS

To guide and drive the development of the Business Improvement District, a programme of extensive research and consultation has been progressed as outlined below.

VISITOR RESEARCH

An extensive visitor perception study was undertaken in March 2013 with a sample in excess of 1,000 (qualitative and quantitative) to understand consumer behaviours towards Glasgow city centre.

The research highlighted that 40% of those visiting the city centre do so to visit a bar / restaurant / club. While the most popular reason for visiting continues to be shopping, the research shows an increasing demand for the full day out experience.

BUSINESS CONSULTATION

In April 2013, every business in the proposed BID area received information on BIDs and the proposed concept for Sauchiehall Street.

This was followed by an extensive business survey in July 2013 where over 50% of businesses took the opportunity to outline their priorities for the BID area:

- General area attractiveness including quality of public realm
- Cleansing
- Safety
- Marketing and event activity
- Parking availability
- Treatment of vacant units
DEMONSTRATION PROJECT

A demonstration project was delivered to coincide with a key footfall period for the sector - Freshers Week 2013. The project included an intense deep clean of the BID area undertaken by Glasgow City Council pre and post Freshers Week as well as the launch of a consumer facing brand identity and presence - highlighting Sauchiehall Street as an entertainment destination in Glasgow city centre.

CREATIVE PLATFORM

We have designed a series of posters which project Sauchiehall Street as THE STREET in Glasgow. The creative concepts are innovative and engaging with the call to action being #allinSauchiehall. They project the diversity and unique selling propositions which position Sauchiehall Street as a 'must-visit' destination. These concepts will be developed and designed for a multi-media launch online and outdoor. Examples of the initial concepts are included.
DANCE IN THE STREET
POP, ROCK, BLUES, ELECTRO PUNK, TECHNO, HIP-HOP, JAZZ R&B, HEAVY METAL, REGGAE DUBSTEP, HOUSE, SOUL, FOLK LIVE EVERY WEEK
#allinSauchiehall

MEET IN THE STREET
THEATRE, CINEMA, COMEDY SALSA DANCING, WRESTLING, RESTAURANTS, PUBS AND NIGHTCLUBS DAY OR NIGHT
#allinSauchiehall

HEAR IN THE STREET
RUDIMENTAL, ONE REPUBLIC THE WAILERS, MGMT, CHVRCHES THE VIEW, BEADY EYE, GLASVEGAS OCEAN COLOUR SCENE, THE EELS GANG STARR, LFO, BURIAL JAMES BLAKE, GRIMES, SUBFOCUS MAD PROFESSOR, HAIM, WILEY BOARDS OF CANADA TO NAME BUT A FEW
#allinSauchiehall

EAT DANCE MEET HEAR IN THE STREET

CREATIVE PLATFORM CONT.
VISION & OBJECTIVES

POSITIONING SAUCHIEHALL STREET AS THE UNDISPUTED PREMIER ENTERTAINMENT DESTINATION IN GLASGOW.

OBJECTIVES

- DRIVE FOOTFALL TO THE AREA THROUGH TARGETED MARKETING AND PROMOTION
- ENHANCE THE VISITOR EXPERIENCE THROUGH THE DEVELOPMENT OF A CO-ORDINATED EVENT PROGRAMME
- PROMOTE A CLEAN AND SAFE DESTINATION
- REPRESENT BUSINESSES InterESTS TO STAKEHOLDERS WITH A CO-ORDINATED VOICE
The Business Improvement District will be focused on the area outlined above and as detailed below.

The BID will be focused on properties with a frontage onto the non-pedestrianised part of Sauchiehall Street from the junction with Rose Street / Blythswood Street to the junction with Charing Cross (including properties to 4 St. George’s Road).

Properties not having a frontage onto the described area will not be included in the BID.
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 the city centre. Through close partnership working facilitated by Glasgow Chamber of Commerce, a baseline service agreement has been developed with the key public service providers in the city centre.

The following table gives a summary of the service provided. For the full baseline service agreement please visit www.glasgowchamberofcommerce.com/policy.aspx

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>SERVICE</th>
<th>PROVIDER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean</td>
<td>Street Cleansing – Day / Night Shift</td>
<td>Glasgow City Council</td>
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<tr>
<td></td>
<td>Commercial Refuse Collection – Day / Night Shift</td>
<td>Glasgow City Council</td>
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<tr>
<td></td>
<td>High pressure washing for removal of detritus (chewing gum and other spillages) &amp; deep clean</td>
<td>Glasgow City Council</td>
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<tr>
<td></td>
<td>Graffiti and Fly-posting Removal</td>
<td>Community Safety Glasgow</td>
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<tr>
<td></td>
<td>Provision and servicing of public conveniences and street litter bins</td>
<td>Glasgow City Council</td>
</tr>
<tr>
<td></td>
<td>Grounds Maintenance: herbicide application, maintenance of planters and street trees</td>
<td>Glasgow City Council</td>
</tr>
<tr>
<td></td>
<td>Community enforcement officers</td>
<td>Community Safety Glasgow</td>
</tr>
<tr>
<td>Safe</td>
<td>Street lighting programme and maintenance</td>
<td>Glasgow City Council</td>
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<tr>
<td></td>
<td>Public spaces CCTV provision and monitoring</td>
<td>Community Safety Glasgow</td>
</tr>
<tr>
<td></td>
<td>Retail Radio Network</td>
<td>Community Safety Glasgow</td>
</tr>
<tr>
<td></td>
<td>Police Resources</td>
<td>Police Scotland</td>
</tr>
<tr>
<td></td>
<td>City centre nite zone aimed at making night time transport more convenient, safer and accessible</td>
<td>Community Safety Glasgow</td>
</tr>
<tr>
<td>Marketing &amp; Promotion</td>
<td>City marketing and brand position</td>
<td>Glasgow City Marketing Bureau</td>
</tr>
<tr>
<td></td>
<td>Event calendar development and event management</td>
<td>Glasgow City Marketing Bureau &amp; Strategic Major Events Forum Partners</td>
</tr>
<tr>
<td></td>
<td>City centre festive lighting programme</td>
<td>Glasgow City Council</td>
</tr>
<tr>
<td>Transport</td>
<td>Management of Cadogan Square and Charing Cross car parks</td>
<td>City Parking</td>
</tr>
<tr>
<td></td>
<td>Management of on-street parking provision</td>
<td>Glasgow City Council</td>
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<tr>
<td></td>
<td>City centre subway provision</td>
<td>Strathclyde Partnership for Transport</td>
</tr>
<tr>
<td></td>
<td>Bus journeys to / from city centre</td>
<td>Strathclyde Partnership for Transport</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Banner initiatives with various promotional campaigns</td>
<td>Glasgow City Council</td>
</tr>
<tr>
<td></td>
<td>Council policy on control of street traders and street entertainment</td>
<td>Glasgow City Council</td>
</tr>
<tr>
<td></td>
<td>Public realm maintenance</td>
<td>Glasgow City Council</td>
</tr>
</tbody>
</table>
To deliver on the objectives as outlined, a comprehensive range of additional services have been developed. Activities have been broken down into the following sections:

- **core**: direct and paid by levy
- **partnership**: with another agency
- **voice**: lobbying and influencing

<table>
<thead>
<tr>
<th>ACTION</th>
<th>ACTIVITY</th>
<th>MEASURE OF SUCCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OBJECTIVE</strong>: Drive the footfall to the area through targeted marketing and promotion.</td>
<td>Create a brand identity and develop visual brand presence for the BID area</td>
<td>Core</td>
</tr>
<tr>
<td></td>
<td>Market strengths of Sauchiehall Street entertainment offer to key local demographic, students and tourists</td>
<td>Core</td>
</tr>
<tr>
<td></td>
<td>Develop proactive PR campaigns and manage positive media relationship</td>
<td>Core</td>
</tr>
<tr>
<td></td>
<td>Improve signage to connect and direct, recognising Sauchiehall Street as an ‘active travel route’ during the 2014 Commonwealth Games</td>
<td>Partnership</td>
</tr>
<tr>
<td><strong>OBJECTIVE</strong>: Enhance the visitor experience through the development of a co-ordinated event programme.</td>
<td>Work in partnership to develop entertainment sector focused events on Sauchiehall Street: • to coincide with peak periods • to maximise benefit from city event activity</td>
<td>Partnership</td>
</tr>
<tr>
<td></td>
<td>Work with partners to identify opportunities to utilise vacant units (including pop-up activity and art features)</td>
<td>Partnership</td>
</tr>
<tr>
<td><strong>OBJECTIVE</strong>: Promote a clean and safe destination</td>
<td>Work with Glasgow City Council and partners to attain ‘Purple Flag’ status for Sauchiehall Street as recognised by the Association of Town Centre Management - representing the standards which need to be achieved and maintained for a successful evening economy</td>
<td>Partnership</td>
</tr>
<tr>
<td></td>
<td>Work with partners to ensure ongoing ‘deep clean’ programme for BID area intensified during peak footfall periods</td>
<td>Partnership</td>
</tr>
<tr>
<td></td>
<td>Promote Safe City initiatives delivered by Community Safety Glasgow and Police Scotland</td>
<td>Partnership</td>
</tr>
<tr>
<td><strong>OBJECTIVE</strong>: Represent businesses interests to stakeholders with a co-ordinated voice</td>
<td>Influence authorities on key infrastructure projects such as traffic flow management, public transport and public realm investment</td>
<td>Voice</td>
</tr>
<tr>
<td></td>
<td>Influence authorities and utilities to ensure co-ordination of maintenance and repair works to minimise disruption</td>
<td>Voice</td>
</tr>
<tr>
<td></td>
<td>Work with private and public sector to achieve improvements to shared facilities and public realm</td>
<td>Voice</td>
</tr>
</tbody>
</table>
ELIGIBLE BUSINESSES

The BID has been developed with an entertainment sector focus on Sauchiehall Street. It will focus on the defined geographical area and concentrate on businesses considered in the sector.

For clarity, this comprises: on-sales licensed premises including bars; restaurants; hybrid licensed premises; nightclubs; casinos; take away restaurants and cafes; licensed exhibition / entertainment venues.

LEVY

The BID levy will be calculated at 1% of rateable value.

OTHER CONTRIBUTIONS

• Public sector
• Property owners: on the basis that the BID will deliver area enhancements and increase area attractiveness, contributions will be negotiated with property owners
• Companies not eligible for the levy: contributions can be made from companies not eligible for the levy
• To maximise the benefits of the BID other commercial opportunities will be pursued

LEVY COLLECTION

In line with the relevant regulations, Glasgow City Council will have responsibility for issuing the BID levy bills and collecting the levy on behalf of the BID - allocating the levy to a BID revenue account, funds will then be transferred to the BID’s bank account under arrangements set out in the Operating Agreement between Glasgow City Council and the BID.

Billing will be annually with 42 days allowed for payment in year 1 and 28 days in subsequent years. A final demand will be issued immediately after this deadline expires and will be followed by notice of recovery proceedings. The year 1 levy demand will be issued in May 2014 and in March of subsequent years.

Glasgow City Council has powers under The Planning etc. (Scotland) Act 2006 (Business Improvement Districts Levy) order 2007 to recover the levy in the event of non-payment using a summary warrant or a decree granting an action for payment.

REVALUATION

The levy paid by eligible businesses will remain at the rateable value as applicable on the day of the ballot and will not be impacted by any revaluation or other changes to rateable values that may occur during the initial 5 year life span of the BID.
NEW BUSINESSES

Any new business entering existing premises in the area during the life span of the project will be charged the applicable levy.

All new businesses that enter the valuation roll after the BID ballot will be charged the levy as from the date of entry into the roll. If businesses occupying properties enter the BID after a revaluation comes into effect (i.e. new properties, merged or split properties or properties that were nil value on day of ballot), in the interests of fairness, the levy will be based on a non-statutory valuation from the Assessor as to their written estimate of what the valuation would have been on the day of the ballot.

An operating agreement between the BID and the Assessor will be struck up to cover this arrangement. If there is a dispute of this value, the levy will be based on the rateable value when the business entered the valuation roll.

VACANT PROPERTIES

When a property is defined as vacant by Glasgow City Council, the property owner will be liable for the levy.

EXTERNAL FACTORS

The BID levy is not liable for VAT. For inflation, the BID levy will assume an annual index-related growth rate in line with the Retail Price Index to be applied on 1 April each year.
INCOME PROJECTIONS

Based solely on levy contributions, the BID will generate over £181,000 in its initial 5 year operating period.

Although the above projection is based only on levy contributions, we would anticipate a strong level of involvement from the public sector, property owners and other commercial partners.

The cost of the ballot, to be carried out by Glasgow City Council, will be covered by Glasgow City Council.

Glasgow City Council will also cover the cost of invoicing for the BID levy and have consumed the cost of changes to their rates billing system to account for the BID levy.

So all money raised by business will be spent by business.

EXPENDITURE PROJECTIONS

The below table outlines illustrative income and expenditure projections for the initial 5 year life span of the BID.

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>BID levy</td>
<td>£36,378</td>
<td>£36,378</td>
<td>£36,378</td>
<td>£36,378</td>
<td>£36,378</td>
<td>£181,890</td>
</tr>
<tr>
<td><strong>EXPENDITURE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>BID Services:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing and events (65%)</td>
<td>£23,646</td>
<td>£23,646</td>
<td>£23,646</td>
<td>£23,646</td>
<td>£23,646</td>
<td>£118,230</td>
</tr>
<tr>
<td>Safe and secure (20%)</td>
<td>£7,276</td>
<td>£7,276</td>
<td>£7,276</td>
<td>£7,276</td>
<td>£7,276</td>
<td>£36,380</td>
</tr>
<tr>
<td>Stakeholder mgt (3%)</td>
<td>£1,091</td>
<td>£1,091</td>
<td>£1,091</td>
<td>£1,091</td>
<td>£1,091</td>
<td>£5,455</td>
</tr>
<tr>
<td>Other:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations (10%)</td>
<td>£3,637</td>
<td>£3,637</td>
<td>£3,637</td>
<td>£3,637</td>
<td>£3,637</td>
<td>£18,185</td>
</tr>
<tr>
<td>Bad debts (2%)</td>
<td>£728</td>
<td>£728</td>
<td>£728</td>
<td>£728</td>
<td>£728</td>
<td>£3,640</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>£36,378</td>
<td>£36,378</td>
<td>£36,378</td>
<td>£36,378</td>
<td>£36,378</td>
<td>£181,890</td>
</tr>
</tbody>
</table>

It is expected that BID levy income in years 2-5 will remain at similar levels to year 1, with the only anticipated changes caused by new businesses or businesses leaving the area which impact on the total eligible rateable value. There will also be an annual index-related growth rate in line with the Retail Price Index to ensure that the levy income does not decrease in real terms.

Expenditure outlined does not reflect additional contributions which will be used to increase the reach and scale of projects. Expenditure from years 2-5 will be adjusted to match any income amendments to ensure consistency with the priority percentages outlined.
Assuming a successful ballot, a not for profit company, limited by guarantee, will be established. The company will be responsible for the delivery of the services outlined in the business plan, with responsibility as outlined.

BOARD OF DIRECTORS

The company’s board of directors, which will be led by a private sector levy-paying chairperson, will consist of approximately 10 directors comprising a majority of representatives from the levy-paying business community and other key stakeholder organisations as outlined.

BID LEVYING PAYING BUSINESS REPRESENTATIVES - 6
GLASGOW CITY COUNCIL - 1
GLASGOW CHAMBER OF COMMERCE - 1
GLASGOW CITY MARKETING BUREAU - 1
OTHERS - 1

The board of directors will be directly accountable to BID member companies for:

• **upholding and promoting the BID’S vision and objectives**

• **delivering the agreed programmes, efficiently and effectively**

• **promoting the conditions necessary to secure mutual and active support of business and partners**

• **consulting on proposals to renew the BID at the end of its first term**

The BID board will have the authority to instruct budgets to be transferred between projects as the needs of business dictate without resorting to an alteration ballot.

The Sauchiehall Street BID will undertake an Assessment and Accreditation Interim Review (AAIR) at 2 years and 4 and a half years into the BID term.
PROCEDURE

Eligible businesses will be asked to vote on the BID in a formal and confidential ballot.

Under BID regulations, Glasgow City Council is responsible for managing the ballot to ensure it is conducted impartially and to the highest standards.

A ballot paper will be sent to the name and address supplied by every eligible business in the BID. If no details were supplied, it will be sent directly to the business in the BID. Businesses will be asked to place a cross against ‘Yes’ or ‘No’ in response to the question ‘Are you in favour of the Business Improvement District Proposals?’ The ballot paper is then signed by the person completing it and returned in the pre-addressed postage-paid envelope.

If a business has more than one eligible rateable property it will receive a ballot paper for each unit. Each paper counts as one vote and all should be completed and returned.

FOR THE BID TO PROCEED,
THE FOLLOWING CRITERIA MUST BE MET:

• the BID ballot will be valid if there is a turnout of 25% or more of the eligible businesses, both by number and by rateable value.

AND...

• the BID will then proceed if the businesses voting in favour represent a majority both by number and by rateable value.

WHO WILL PAY FOR THE BALLOT?

The cost of the ballot, to be carried out by Glasgow City Council, will be paid for by Glasgow City Council.

Glasgow City Council will also cover the cost of invoicing for the BID levy and have consumed the cost of changes to their rates billing system to account for the BID levy.

DURATION OF THE BID

The commencement date for the BID is proposed 1 April 2014 and its initial term will be 5 years to 31 March 2019.

During the fourth year of operation of the BID, the Board may choose to seek renewal of the BID. At this point businesses will be able to evaluate the impact of the BID and vote in a further ballot. The Board will formally review and report progress to its business membership and other stakeholders on an annual basis.

ALTERATION OF BID ARRANGEMENTS

BID arrangements may be altered without an alteration ballot provided there is no proposal to alter the geographical area of the BID or to alter the levy in such a way that would cause any person to be liable to pay the levy who was not previously liable to pay or increase the levy other than for inflationary purposes outlined.
OCTOBER 2013

• Voting papers sent to all eligible businesses in the Bid area

DECEMBER 2013

• Ballot

For the Bid to proceed, the following criteria must be met:

• The Bid ballot will be valid if there is a turnout of 25% or more of the eligible businesses, both by number and by rateable value.

AND...

• The Bid will then proceed if the businesses voting in favour represent a majority both by number and by rateable value.

APRIL 2014

• Assuming a successful ballot, the Bid will be established and begin operations to deliver for entertainment sector businesses on Sauchiehall Street.
FOR MORE INFORMATION PLEASE CONTACT:

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