



**BUSINESS IMPROVEMENT DISTRICT
BUSINESS PLAN**

31 October 2012 – 30 October 2017

Your chance to give your town a brighter future

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A message from the Chairman

I am delighted to introduce the Business Plan for Oban's proposed Business Improvement District (BID).

Our consultation with business proprietors and property owners revealed a number of priorities for action, detailed in this Plan, that you have indicated would make a real difference to your trading environment. Whether you are a retailer serving local customers, a hospitality provider serving the tourism market, or operate in the service and trade sectors supporting the provision of goods and services, these priorities represent an opportunity to act collectively, enhance business profitability and attract further investment for our town.

It will also offer a unique opportunity for business to take a lead in building a more prosperous future for our town, creating a working partnership with public agencies.

I am convinced that this Business Plan represents an extremely valuable investment into the whole town's trading environment. It presents an opportunity for collaboration between all Oban businesses, giving us a collective voice which is able to influence future policy affecting our area and improve our business opportunities.

If everyone works together this can be achieved and Oban can look forward to creating a more vibrant economy and an attractive location for business to the benefit of locals and visitors alike.

I urge you therefore to carefully consider this Business Plan and ensure that your company votes 'Yes' to the Oban BID. Oban is a great place to live, to work and to visit – let's secure our town's future together.

Graham MacQueen M.B.E., D.L.
Chairman
BID4Oban Steering Group

THE AIMS AND OBJECTIVES OF THE OBAN BID

Our aim (what we want to achieve):

The Oban BID will aim to deliver a range of projects and services which will boost the local economy through increasing the footfall of shoppers and visitors, benefit all business levy payers and improve the physical environment for all those who visit, live and work in the town.

Our objectives (how we will achieve it):

- To make the best *first impression* possible to visitors and shoppers to the town by helping provide a more attractive environment
- To co-ordinate a managed programme of events and festivals throughout the year, including supporting existing events through marketing and fundraising
- To increase the number of new events in the town which will extend the season
- To maximise our assets and attract more shoppers and visitors to stay, explore and spend in the town
- To bring businesses together to help reduce business costs and act as an effective business lobbying body for the benefit of the town's future prosperity
- To improve accessibility and parking within the town for visitors by car or on foot.

The vision of BID4Oban is to create a vibrant and vital town centre, with a supportive and involved business community.

WHAT EXACTLY IS A BID?

A business improvement district is about businesses working together and investing collectively in local improvements in addition to those delivered by the statutory authorities, over an agreed period of time (normally 5 years). Stronger together than working alone.

A business improvement district (BID) is usually a partnership arrangement through which the local business community and the statutory authorities take forward projects that will benefit the local businesses and grow the local economy.

A BID is not a substitute for central or local government expenditure, but an additional investment to strengthen the local economy.

BIDs are developed, managed and paid for by the private sector by means of a compulsory levy, which the businesses within the proposed BID area must vote in favour of before the BID can be established. *The ballot for the Oban BID will be open for 42 days from the 10 August to the 21 September, the ballot day (NOTE: to be confirmed).* Each business liable to contribute to the BID will be able to vote on whether or not the BID goes ahead.

The history of the BID movement

BIDs first started in Canada over 41 years ago in a small town called Bloor West Village near Toronto. Businesses were struggling to cope with competition from a new out-of-town shopping centre, which resulted in many business insolvencies, empty shops and a neglected looking town centre. Businesses got together and devised a plan to revitalise the town and successfully lobbied for legislation for all businesses in the proposed BID area to pay a levy. The investment levy was used to make physical improvements to the appearance of the town centre and to promote the town centre. The strategy paid off and the model has successfully been copied to create BID areas throughout the world.

Over the past few years, the popularity of BIDs in the world has grown at a phenomenal rate. There are now 130 established BIDs in the UK, 11 in Scotland (Bathgate, Alloa, Inverness, Edinburgh, Dunfermline, Kirkcaldy, Elgin, Falkirk, Clarkston and Clackmannanshire Business Parks) with at least another 21 in the pipeline. Several BIDs are now going through the renewal process, with Falkirk most recently winning a resounding 'yes' vote for a second term, gaining a larger majority than it received the first time. This proves that BIDs really do work (particularly through a recession) as a tool for providing the trading environment which businesses want for themselves, their staff, customers and clients.

A BID can only proceed if:

- A minimum of 25% of businesses in the BID area vote in the ballot.
- Over 50% of those that vote must vote in favour of a BID.
- Those that vote in favour represent over 50% of the total rateable value of the votes cast.

WHY DOES OBAN NEED A BID?

If we do nothing then we will continue to decline!

Oban has recently been promoted as the **Capital of the West Highlands and Islands**. Our research has shown that local businesses recognise Oban's key assets as a hub for both tourism and business activity, with its transport links to and from the isles and stunning scenic surroundings and environmental assets.

Oban's potential as a tourism and shopping destination is currently overshadowed by:

- The pull of other competitor tourism destinations and from major cities/retail outlets.
- The impact of the recession on profitability is: the proportion of businesses who feel that Oban is a good place to do business has decreased from 83% five years ago to 53% now.
- The seasonality of tourism and a not enough events/festivals to attract visitors throughout the year

Research also suggests that:

- Oban has insufficient tourism attractions and that businesses are worried at the number of empty shop units and general untidy appearance of some areas of the town.
- Lack of car parking and on-street parking management is a key issue for local businesses and consumers alike

Recent comments posted on online site 'Trip advisor' demonstrate the challenge we face:

"In its favour the location right on the harbour is spot on although the whole of Oban is pretty run down these days and has certainly gone downhill in the 20 years since I was last there. Shame really, it used to be such a great place".

"Unfortunately Oban is suffering the recession it seems and some parts rather run down".

The town has only one opportunity to make the best first impression possible – we don't want to lose visitors and customers because our town 'looks tired'. The BID is your vehicle to reverse that decline and make change happen - to do nothing is not an option!.

WHAT BENEFITS WOULD A BID OFFER?

- **A more attractive town**
- **Increased events and activities year-round**
- **Co-ordination of what's happening around the town**
- **More marketing and greater footfall**
- **Better access**
- **Drawing in more funding for the town**
- **An improved reputation!**

A BID would support Oban to maximise its key assets and improve its tourism and retail offer – on which our local economy is dependent - in a sustained, pro-active way. Although much of BID project activity would focus on the town centre, **all businesses sectors and trades** in the town would benefit from the projects and services that the BID would deliver through supporting a sustainable economic future for all.

As a Business Improvement District we will be a:

- “One Stop Shop” for all sectors of our business community covering Retail, Support services, Hospitality, Leisure.
- Credible self-funding organisation that represents the business community of Oban.
- Strong voice under one umbrella.

If Oban businesses do not vote in favour of a BID to make the improvements identified by its users, then we will find that:

- Shoppers and visitors may vote with their feet (and their cars) and go elsewhere
- More businesses may disappear
- There is no incentive to locate to and do business in Oban
- No one is promoting a united Oban for business
- There will be fewer opportunities for our children
- The town will look shabby
- There will be an increasing lack of civic pride.

THE BID AREA AND THE BID MAP

The proposed BID area is the entire town falling within the 30 mph speed limits. This starts at the entrance to the top of the town on A85 at the Bealach an Rìgh, to Ganavan along Esplanade, along Gallanach Road just past Glenmore Road, along Glencruitten Road past the golf course, along Glenshellach Road near the police houses, to the A816 exit to Lochgilphead on Soroba Road.

	Oban Street Names
	Ardconnel Road
	Creag An Airm
	Shore Street
	Glenshellach Terrace
	Drimvargie Road
	Dunuaran Road
	Glenshellach Road
	Glenmore Road
	Tower View
	Crannaig-a-Mhinister
	Pulpit Rock
	Villa Road
	Sinclair Drive
	Quarry Road
	Miller Road
	Glencruitten Drive
	Angus Terrace
	Knipoch Place
	Dalintart Drive
	Mossfield Avenue
	Mossfield Drive
	Polvinster Road
	Drummore Road (part)
	Corran Brae
	Bayview Road
	Lismore Crescent
	Castle Road
	Lorn Avenue
	Iona Drive
	Laggan Road
	Cruachan Crescent
	Kerrera Terrace
	Ulva Road
	Islay Road
	Jura Road
	Mull Terrace
	Shuna Terrace
	Scarba Terrace
	Lochavullin Drive
	Crannog Lane
	Lynn Court
	Millpark Road
	Millpark Avenue
	Millpark Place
	Lynn Gardens
	Burnside Place
	Scalpay Terrace
	Colonsay Terrace
	Lunga Road
	Grianach Gardens
	McCaig Road
	Lonan Drive
	Aray Gardens
	Orchy Gardens
	Nant Drive

	<p>Creran Gardens</p>
<p>Oban street names (contd) Ure Gardens Coe Gardens Etive Gardens Feochan Gardens Lawe Road Nelson Road Campbell Crescent</p>	<p>Gibraltar Street Market Street Lochside Street Star Brae Lochavullin Road Soroba Lane High Street Campbell Street Station Road and Queen's Park</p>

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Glencruitten Road Albany Street Gallanach Road Alexandra Road Corran Esplanade Ganavan Road Rowan Road Deanery Brae Croft Road Croft Avenue Longsdale Crescent Longsdale Terrace Hazeldean Crescent Longsdale Road Dalriach Road Dalriach Park Terrace Benvoullin Road Duncraggan Road Laurel Road Laurel Crescent Rockfield Road Ardconnel Terrace Hill Street Tweeddale Street Stevenson Street Argyll Street Stafford Street Craigard Road Albert Road John Street Nursery Lane Albert Lane Park Hotel Lane Breadalbane Street Breadalbane Lane William Street North Pier Airds Crescent	Place Soroba Hill Road Lynn Road Mill Lane. Lochavullin Glencruitten Court Glengallan Road The Greens, Glencruitten Pulpit Drive Pulpit Road Glenshellach Business Park Roads Taylor's Brae Jacob's Ladder School Brae Ben Cruachan View Haggarts Brae (Footpath) Glengallan Drive Balvicar Road Craighouse Avenue Soroba Road Combie Street Argyll Square Morvern Hill Glenshellach Industrial Estate Road Glenshellach Buisness Park Footpath Glencruitten Rise Creag Bhan Village No's 1-28 Creag Bhan Village No's 29-60 Skerryvore Gardens Hyskeir Gardens Hynish Crescent Benvoullin Gardens McCall Terrace Corelli Court Davaar Gardens Fladda Road Polvinster Gardens Rhuvaal Road
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WHO WILL PAY THE LEVY AND HOW MUCH WILL IT COST?

A BID Improvement Levy is an equitable and fair way of funding additional projects and services which the local authority are not required to provide. Improving your trading environment could be made possible through a successful BID generating c £148,000 per annum for business improvements.

- Improvement Levy payments will be made by those liable to pay non-domestic rates with a rateable valuation of £3,000 or above and will be made by the occupiers (as the eligible persons) only, with the exception of vacant premises when the property owner will be liable for the Levy payment.
- The Improvement Levy is not linked to what businesses actually pay in rates but are based on the rateable value of the property.

The following table shows the modest cost which your business would have to pay and would be based on the SSA Valuation Roll rateable valuation of your property on the ballot date.

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RV range	Annual levy per business	Cost per week
£3,000 - £8,399	£150	£2.90
£8,400 - £13,399	£250	£4.23
£13,400 - £39,999	£380	£7.30
£40,000 - £65,999	£530	£10.20
£66,000 - £99,999	£890	£17.12
£100,000 - £179,999	£1030	£19.80
£180,000 - £499,000	£2300	£44.23
£500,00+	£5000	£96.15

The table has been developed based on calculating the average median value for all rateable properties in the area which is £9,900: we believe that £250 per year is a reasonable and affordable Levy charge for the 'average' business but have acknowledged that very low rateable values should pay below this rate. Broad 'uplifts' for bandings above this level have then been set to

reflect the size of the business and have allowed for all multiple retailers to be included as levy payers.

- The Levy must be paid in one payment for accounts of £150 per annum. Accounts over £150 per annum can be paid in one payment or in 10 instalments by direct debit. Payment must be made within 28 days from the date the levy invoice is issued.
- The BID Board will decide whether or not to index-link (CPI) the Levy payment to take into account inflation but for calculation purposes in this business plan no increase has been allowed.
- If there is a change or several changes in the occupier of the property within the BID area, no rebate of under £150 will be given to any outgoing occupier since this would be uneconomic to administer. The property owner will then be responsible for paying the Levy until a new occupier is found.
- Any new commercial development or new business with a rateable valuation coming into the BID area during the 5-year term of the BID will be liable for the Investment Levy.
- If a property is empty on the date the Levy is issued, the property owner will be liable for the full Levy amount, which must be paid within 28 days.
- As charity shops and charitable hospitality providers will benefit from the BID in the same way as other retail/accommodation outlets, there will be no exemption from paying the Levy.
- Council and government agencies will also pay the Levy.
- The only exceptions will be places of worship, non-retail charities and not-for-profit community organisations, educational and social care establishments, NHS and other emergency services.

WHO WILL COLLECT THE LEVY?

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Argyll and Bute Council will be appointed to issue businesses in the BID area with a separate levy invoice under the heading Business Improvement District Levy. All income collected under the 'BID levy' will be kept in a separate BID Revenue Account and passed to the BID Company to be used only for BID projects and services. The BID levy **cannot be used as an additional source of revenue for the Council.**

Any non-payment of the BID Investment Levy will be strongly pursued and statutory powers will be enforced to ensure fairness to those businesses that have paid the Levy.

MAKING SURE THE BID ADDS VALUE

To ensure that all projects and services delivered by BID monies are additional to those delivered by Argyll & Bute Council, Strathclyde Police and Transport Scotland, there will be a Service Level Agreement between the BID and these bodies.

A Service Level Agreement is a baseline of information which details what the Council, the Police and Transport Scotland (which is responsible for the A85 trunk road running through the town) currently deliver. It also gives an assurance to the levy payers that the current statutory level of service to the BID area will not be reduced after a successful ballot.

The services already provided by Argyll & Bute Council:

- Street Furniture: benches, finger posts (directional signage), bins, bollards
- Planting and Grounds maintenance: seasonal planting, maintenance of grassed areas and ground maintenance plots
- Waste removal: charged trade waste collection and disposal service
- Street Lighting: installation, management and maintenance
- Road & pavements maintenance: repairs and including winter road and footpath maintenance
- Car Parks: Council operated off-street car parking
- Christmas: erection of Christmas decorations/lighting
- Public conveniences
- Piers maintenance: maintenance of North Pier, Oban Times slip and Port beag.

Services already provided by Transport Scotland (currently delivered through Transerv, with new contract currently been tendered, to be awarded in September 2012).

ALL relating to trunk road:

- street lighting on trunk road
- road and pavements maintenance on trunk road
- winter maintenance of trunk road
- grass cutting and weed control at side of trunk road
- gully cleaning to ensure free flow of storm water

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The services already provided by Strathclyde Police

- provision of dedicated town centre officers at peak times, to address particular issues or to cover specific events
- increasing town centre foot patrols over the busy festive period to ensure that crimes in Oban are prevented
- provision of the Shopwatch scheme to assist with early identification and alert of possible shoplifters and
- working closely with licensed premises to ensure that the town centre is a safe place to be at night.

The number of officers on duty at any time, varies dependent on recognised demands and initiatives but targeted action will always be taken to impact on the policing priorities identified by the community, including the BID, to ensure that officers are in the right place at the right time.

THE BID BALLOT PROCESS

- The BID ballot is a confidential postal ballot commissioned by the Returning Officer of Argyll & Bute Council on behalf of the Oban BID and in accordance with Scottish BID legislation.
- Prior to the ballot taking place, a 'Notice of Ballot' will be issued to all businesses in the BID area.
- Voting papers will be issued to every eligible business located in the BID area and addressed to the person responsible for casting a vote for that business.
- Voting papers will be issued from Friday 10 August 2012 (tbc)
- The final date for all ballot papers to be returned is 5pm Friday 21 September 2012.
- Voting papers are easy to complete, simply place a cross on either 'yes' or 'no' to the question 'Are you in favour of a BID?'. The ballot paper must be signed by the person eligible to vote and returned in the pre-paid envelope.
- For the ballot to be successful, there must be a minimum of 25% 'turnout' by number of businesses **and** by combined rateable value.
- Of those that vote, over 50% by number and 50% by combined rateable value must vote in favour of the BID.
- All eligible voters (i.e. those persons liable to pay non-domestic rates) will have one vote or where an eligible voter has more than one business premises

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(rateable subject), that individual shall be eligible to cast more than one vote and will also be required to pay the levy for each of the properties that they occupy. Where the property is vacant (i.e. with no tenant in place) then the property owner will receive the ballot paper as the eligible person.

- The ballot papers will be counted on Monday 24 September 2012 (tbc) and the results announced within one week.
- If the ballot is successful, the BID will commence on 31 October 2012 and will run for a period of five years until the 30 October 2017 (tbc)

WE ASKED YOUR OPINION

Throughout September to December 2011 businesses within the BID area were visited or mailed and asked to complete a Business Questionnaire. The purpose of the questionnaire was to consult with you, the business community and find out what you like and dislike about doing business in Oban. Businesses were also asked about the impact they would like to see a BID have and which aspects of Oban they would most like to see improved in the next 5 years.

Businesses were also invited to give an indication of whether they would support the BID, in principle. Of those who responded **46% indicated that in principle they would be in favour of a BID**, whilst 51% either didn't answer or were undecided and wanted to see the Business Plan before making a decision. **Only 3%** stated that they would vote against a BID.

YOU TOLD US!

46% of town businesses responded to our questionnaire, which was independently analysed by *IBP Strategy & Research*. Businesses also gave us additional feedback through the many one-to-one business visits undertaken and through our open business meetings.

Our consultation found that whilst businesses are generally happy with safety in the town and think that the town centre is well lit, that shops and buildings are generally well presented and that there are enough police patrols, you were less happy about the state of roads and pavements, lack of car parking, the number of events to attract visitors throughout the year and the number of available tourism attractions in the town.

Strengths and Weaknesses

Businesses resoundingly recognised that the main strengths of doing business in Oban are the town's location as a hub for the West Highlands and islands, its scenic surroundings and its role as a tourism destination. The town's weaknesses are seen as:

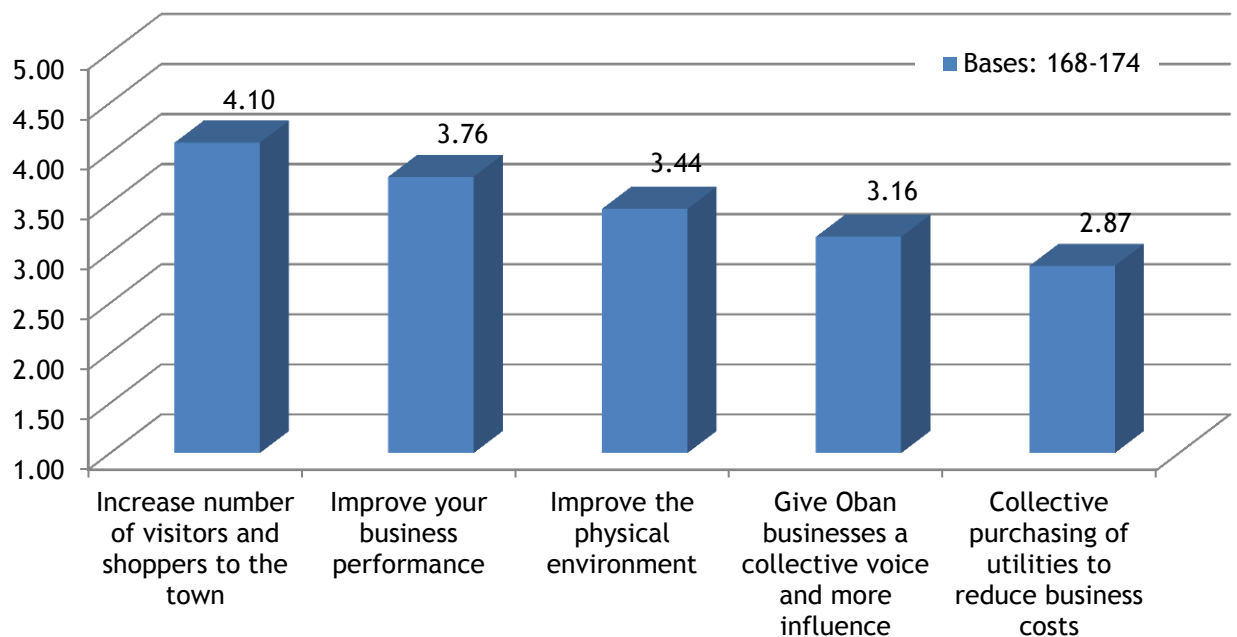
- lack of parking/cost of charges
- traffic congestion/access to the town

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- Being dependent on seasonal business
- Cost of living/high rent & rates/ rural fuel costs.

What should a BID focus on?

We asked you what impact you would like a BID to have, with businesses giving a rating from 1 to 5 in terms of importance (5 being most important). The table below shows the average score for each impact, showing the highest rating for **increasing the number of visitors and shoppers to the town**, followed by improving individual **business performance** and improving the **ambiance (physical environment) of the town**.



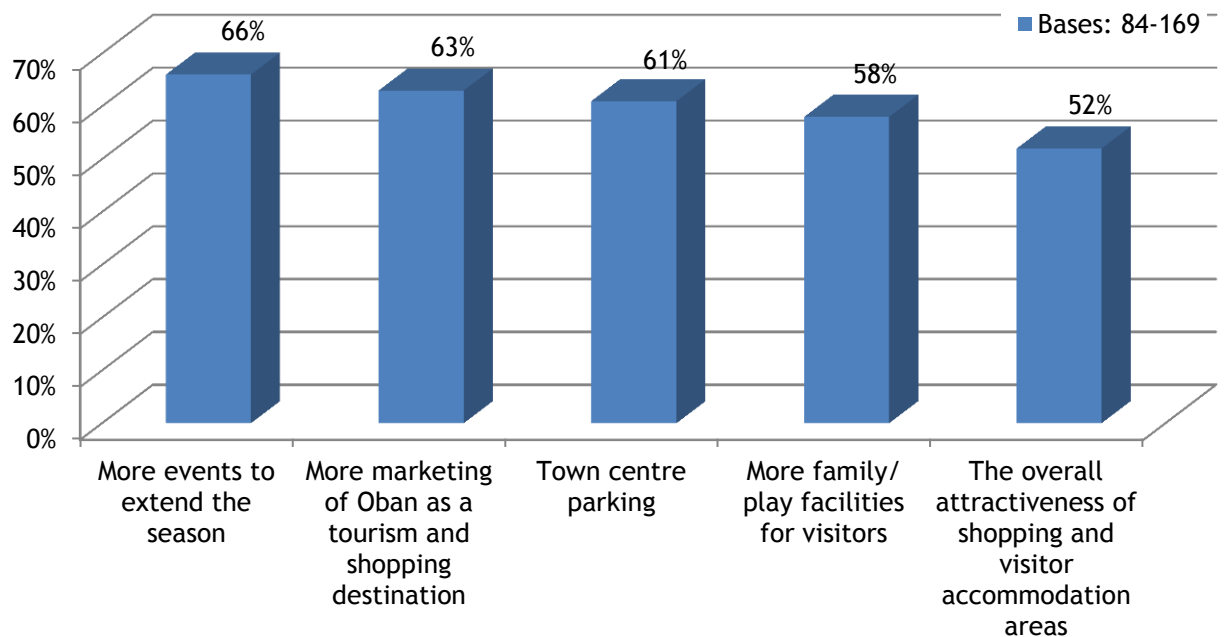
What a BID should do

Three clear priorities emerged from the consultation (as seen in the table below):

- Address seasonality with more events to extend the season throughout the shoulder months (66% of businesses ranked this as a 4 or 5 (5 being most important). One-to-one consultation with businesses also provided a clear message that there was a role for greater co-ordination and support for the many events and initiatives already happening in the town, such as 2011's first Winter Festival with the BID acting as a facilitator and co-ordinator.
- Increase footfall through more marketing of Oban as both tourism and shopper destination (63%) which will continue to strengthen and support the strong work of the existing Oban and Lorn Tourism Association
- Improve town centre parking (61%) through lobbying and working with the local authority.

Businesses also supported the provision of more family/play oriented facilities (and activities) for visitors, and wanted to improve the overall attractiveness of the town

centre 52%).



When viewed alongside the results of several customer and visitor surveys carried out over the last 2 years, a clear picture begins to emerge of the priorities for Oban's proposed BID. These have been developed into a set of clear objectives and projects which are found on pages 17-22 of this plan.

WHAT OUR CUSTOMERS/POTENTIAL CUSTOMERS THINK

More events

A number of Oban-focused surveys have been carried out in the past few years which provide a clear indication of both what potential customers are looking for in a tourist destination and what actual visitors and consumers resident in the area think about the town. Two surveys were commissioned by Oban & Lorn Tourism Association in 2009 and 2011 showed the importance of events tourism to the local economy with **77% of those surveyed** stating that they would be willing to visit the Oban area if there were more festivals, activities and events available. The research made several recommendations which OLTA have implemented, but significant among these is that the town should:

- Create a more diversified product of activities and outdoor oriented events
- Develop and implement an events and activities programme for all ages.

What visitors think about Oban

An in-street visitor survey commissioned by the Council in 2010 found that the majority of visitors to the town are short-stay visitors (2-4 nights) who visit to shop (38%), catch a ferry (31%) or eat (27%). The survey results have much in common with our own business consultation in terms of what visitors like and dislike about the town: visitors most value Oban's scenery, friendly town atmosphere and harbour area. Visitors most disliked:

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- the difficulty in finding parking spaces
- lack of signposting – especially to McCaig's Tower
- too many empty shops
- litter
- apparent lack of public toilets.

The Council also commissioned a postal survey of local area residents which showed that they would visit more if there were better/more variety of shops (23%); 58% disagreed that there is a good quality and variety of shops.

A majority of those surveyed did not find it easy to park in the town centre (68%) and 62% did not agree that the appearance of buildings and street furniture is good (although 64% agree that public spaces are good).

Adverse comments were also made about the number of empty shop units, lack of visitor facilities and maintenance and cleanliness of key seafront areas. These themes have also been reported in the recent (2012) Community Council survey carried out throughout the town.

Again, all of these themes compliment the results of our own business questionnaire survey. Having reviewed all the research conducted about our town the Steering Group has developed 6 key objectives and a series of costed projects based on what you and our potential customers have told us.

OUR OBJECTIVES: A FIVE YEAR PLAN

Based on the feedback provided by the businesses and consumer surveys carried out in Oban, the following themed objectives have been approved by the BID Steering Group:

Objective 1: Making the best first impression

To make the best first impression possible to visitors and shoppers to the town by helping provide a more attractive environment

Project	Cost met from BID Levy	Timing	Measurement	Benefit to levy payer
Welcome features to town at A85 & A816 entrances	£10 000	2013	No. of completed features.	Maximum positive impact of Oban as a tourism destination
Floral enhancements: 200 baskets plus free standing displays for wider town centre area	£15 000	2013-2017	No. of displays; all key retail areas of town are included in project.	'Whole town' solution, not just George Street; improved visitor experience & enhanced customer loyalty
Annual Big Tidy (by zone) <i>Additional £1k equivalent contribution from Council</i>	£1 000	2013-2017	Amount of litter collected.	Business involvement through volunteer taskforce; cleaner more attractive environment.
Power washing of pavements (<i>Council will deliver to £5k equivalent</i>)	£0	2013-2017	Cleanliness of pavements.	Cleaner, more attractive environment for customers & workers.
Decorative street lighting (inc. new posts) from North Pier to War memorial	£40 000	2013 - 2017	Decorative lighting in place	Improved presentation of town's key asset – esplanade – for visitors & locals – encourage repeat visits & sense of pride in town.
Christmas Lights – replacement for 2013 & extension to Combie & High Streets AND Top of town Christmas tree & decorations	£40 000	2012-2016	Lighting installed; area lit extended.	Investment in lighting that flexible to be used all year round. Improve attractiveness of town centre for key events. Equipment 'library' for use by other events/ businesses.
Painting of railings North Pier & War Memorial (<i>Council will deliver to £25k equivalent</i>)	£0 000	2014 – 2017	Total area of railings painted/repaired	Improved presentation of key asset, from the sea, Pulpit viewpoint & McCaigs Tower as well as from Oban town itself
Business Frontage scheme: for businesses established for 3 years or more, maximum 50% of costs capped at £1k per site.	£60 000	2013-2017	Total number of businesses receiving grant	Properties improved at reduced cost to owner; improved presentation of town businesses; enhance visitor/consumer experience.
Empty Shop Fund; dressing of empty shops with pop up screens; keeping windows clean	£14 000	2013-2017	Number of 'dressed' empty units	Improved visual appearance of town centre and key events/areas of interest promoted on screens.
Black Lynn Burn Regeneration: making a	£10 000	2014 - 2017	Length of burn cleaned up and	Improved presentation of town; enhance retail/visitor

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feature of river through town (<i>Council will deliver works to equivalent of additional £20k</i>).			regenerated	experience & encourage footfall through whole of town.
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Making the best first impression = £190, 000

In addition:

- **Argyll & Bute Council will deliver projects to equivalent value of £51,000 during lifetime of BID.**
- The BID will co-ordinate its improvement activities with the work of the Council through CHORD and other Council led initiatives, and in conjunction with Transport Scotland where appropriate, to maximise the benefit that future projects will contribute, on a complementary basis, towards town centre regeneration and improvement. Future Council led project options may include decorative street lighting for the harbour area alongside with other harbour/bay area improvements.
- The BID will work with SNH, SEPA and Argyll Fisheries Trust and other agencies on Black Lynn regeneration and seek to draw in additional funds for this project.
- The BID will work with the Council to explore commercially viable solutions for the future of the **Harbour Bowl site** on Shore Street, with the aim of improving the appearance of the town centre and providing an attractive recreational area in the town centre

Objective 2: Let's shout about what's happening in Oban!

To co-ordinate a managed programme of events and festivals throughout the year, including supporting existing events through marketing and fundraising support.

Project	Cost met from BID Levy	Timing	Measurement	Benefit to levy payer
Oban Events Manager & fundraiser	£87,500	2012 -2017	Commercial town diary launched; increase in number of events posted; new of new events/ initiatives supported by manager; additional funding accessed	Increased footfall in Oban, increased number & effective promotion of activities to encourage repeat visits
Town Centre ambassadors x 2 (seasonal) to welcome & direct visitors to town	£75 000	2013 -2017	No. hours worked by seasonal ambassadors; Number of visitors assisted.	Enhance welcome to town and improve visitor experience to encourage increased footfall.
New events grants budget (in season)	£50 000	2013-2017	Number of organisations/individuals assisted; Number of attending events.	Increase footfall into Oban; provide increased no. of activities for visitors.
Town Diary (self - funded after initial set	£0 sponsored	2013-2017	Number of events posted; number of businesses	Improved communication &

up costs of £4,000 to expand and commercialise – recoverable over 4 years)	by local businesses		utilising for advertising.	provide co-ordination: Central point of reference for events in town.
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Let's shout about it = £212,500

Objective 3: Extend the season!

To increase the number of new festivals and events in low to mid-season periods that will increase visitors to the town throughout the year.

Project	Cost met from BID levy	Timing	Measurement	Benefit to levy payer
New events/ festivals budget for Out of Season; drawing in additional Events Scotland funding	£90 000	£2013-2017	Number of new events funded out of season.	Increase footfall & spend at low season periods; more attractions in Oban; Oban an all year round destination

Extend the season = £90 000

In addition:

- The BID will work with Argyll & Isles Strategic Tourism Partnership and Oban & Lorn Tourism Association to ensure that the funded programme of events fits wider local strategy & priorities.
- The BID company will act as a facilitator to source funding and get new events up and running, complementing the invaluable support already offered by other agencies such as Argyll Voluntary Action and the Council.

Objective 4: Making Oban the place to stay, explore and spend

To maximise our assets and attract more shoppers and visitors to stay, explore and spend in the town

Project	Cost to BID	Timing	Measurement	Benefit to levy payer
'Love Oban' Gift voucher & promotional voucher booklets – tie in with cruise liner/bus tours	£24 500	2013-2017	No. of participating businesses; gift vouchers purchased; number of vouchers redeemed	Encourage local spend and customer loyalty in 'Oban' brand.
Town piper contract (seasonal)	£17 500	2013 - 2017	No. of hours worked and key points in town benefiting.	Support street ambassadors in welcoming visitors (at ferry, cruise liners, from train etc.)

				Improve visitor / consumer experience.
Marketing grant: advertising & promotions focused on family oriented & water-based outdoor activities *	£50 000	2013 - 2017	Number & quality of campaigns supported by grant	Increased awareness of Oban as a tourism destination for families and water/marine based activities; increase footfall & potential customer spend.

Making Oban the place to stay, explore & spend = £92,000

In addition:

- The BID Company will work with *Oban & Lorn Tourism Association (OLTA)* to deliver on this objective, particularly in benefiting from the marketing grant scheme which will strengthen OLTA's existing successful activity in promoting the town & potentially draw in further funding for the town through Visit Scotland's Growth Fund.
- * The BID will develop a constructive partnership with the proposed *West of Scotland Watersports Hub* to market water-based activities, whilst also supporting Stramash's proposed Coastal Communities Project.
- The BID will work with other local initiatives to improve family oriented/play facilities such as *Oban Community Playpark*.

Objective 5: Working together for a more prosperous future

To bring businesses together to help reduce business costs and act as an effective business lobbying body for the benefit of the town's future prosperity.

Project	Cost to BID	Timing	Measurement	Benefit to levy payer
Create an Oban Business Forum, working with the Oban Chamber of Commerce to act as umbrella for all business sector interests	£0	2013-2017	Number of open business forums	Improved networking opportunities; collective & unified business voice on key town issues
Joint procurement of utilities (offered through BIDs Scotland), particularly focused on independent small businesses.	£5,000	2013-2017	Number of businesses taking up the offers; reduced bills for levy payers	Direct cost savings to businesses which in some instances will cover the cost of the BID levy.

In addition:

- The BID Company will specifically lobby for improved & co-ordinated transport services to and from Oban, using the strength of its 'umbrella' status for all local businesses and working with the Council and Hi-trans on shared objectives

Objective 6: Making our town easier to visit

To improve accessibility and parking within the town for visitors by car or on foot.

Project	Cost to BID	Timing	Measurement	Benefit to levy payer
Develop multi-functional street wardens (alongside ambassadors) to manage on-street parking/street scene issues in town centre.	£0 Self-funded	2014 - 2017	Street wardens 'pay' for themselves through parking income;	Turnover of customers parking in town increases through 'policing' by wardens; Businesses have direct contact point for resolving street scene issues
Improve town signage into town centre & towards key attractions /facilities to complement CHORD improvements (£30k equivalent funding to be met by Council)	£0	2014-2017	Number of new signposts installed	Maximise assets & existing visitor attractions and encourage footfall to town centre.

Making our town easier to visit = £0

The development of multi-function street wardens should be seen in the context of the Council's overall review of parking and decriminalisation of parking offences.

A town signage strategy will also be developed in partnership with the Council to ensure consistency and high quality visitor experience.

In addition the Council will contribute through its CHORD programme:

- Development of a long stay parking solution for the town
- Improved town signage around the transport interchange, improvements in accessibility and taxi ranks and improvements to bus shelters.

BID BUDGET INCOME

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income from BID Levy	£148 000	£148 000	£148 000	£148 000	£148 000	£740 000
Argyll & Bute Council <i>proposed</i> contribution	£20 000	£20 000	£20 000	£20 000	£20 000	£100 000
Income total	£168 000	£168 000	£168 000	£168 000	£168 000	£840 000

BID Company income over 5 years = EIGHT HUNDRED AND FORTY THOUSAND POUNDS

These figures do not reflect any **additional income/sponsorship** that the BID will rigorously seek to source from other funding bodies (for example, Events Scotland, Visitscotland, European and lottery funding).

In addition to the financial contribution towards project costs, Argyll & Bute Council will also contribute a total of **£81,000** in-kind project support over the 5 year period, as well as its own £4,500 annual contribution as a BID Levy payer. **In total the Council will be committing £203,500 in kind and cash contributions to the BID's delivery over a 5 year period.**

BID BUDGET EXPENDITURE

Expenditure	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Making best first impression	£46 000	£42 000	£41 500	£37 000	£23 500	£190 000
Let's Shout about it	£42 500	£42 500	£42 500	£42 500	£42 500	£212 500
Extend the season!	£10 000	£20 000	£20 000	£20 000	£20 000	£90 000
Oban the place to visit, explore & spend	£18 500	£18 500	£18 500	£18 500	£18 000	£92 000
Working together	£1 000	£1 000	£1 000	£1 000	£1 000	£5 000
Easier to visit	£0	£0	£0	£0	£0	£0
BID Manager & Admin support (both part time)	£32 500	£32 500	£32 500	£32 500	£32 500	£162 500
Operational costs inc. charge for admin. of Levy & renewal ballot 2017	£12 500	£12 000	£12 000	£12 000	£14 500	£63 000
Contingency	£5 000	£5 000	£5 000	£5 000	£5 000	£25 000
TOTAL	£168 000	£173 500	£173 000	£168 500	£157 000	£840 000

GOVERNANCE OF THE BID

The BID Company structure

Since 2010, the proposed BID has been developed under the direction of the BID4Oban Steering Group. If the BID ballot is successful, it is proposed that a **company limited by guarantee** is formed. The Steering Group will act as a *shadow board for the first three months* following a successful ballot, to ensure continuity and minimise delay in implementing the Business Plan.

The new board of directors will comprise of a **maximum of 12 directors** and include a chair, vice chair and a financial director. Positions on the board will be voluntary and will be unpaid. The directors will be responsible for:

- The strategic direction of the BID
- Operating the Company in an efficient and transparent manner
- Financial management and prudence
- Oversight of the delivery of the projects and services in the BID Business Plan
- Making adaptations to the projects delivered, should new opportunities or changes in economic circumstances arise in the best interest of the business community
- Decision-making relating to grants programmes operated by the BID
- Monitor performance and publish in the company's Annual Report.

10 places on the board will be appointed through nomination and an election held where places are contested. Places will be open to all business owners/managers (who pay the levy) who are willing to give their time and expertise freely for the benefit of their town. The Directors where possible will be appointed to reflect the various businesses categories located in the town, as well as the different geographical areas of the town (town centre, industrial estates etc.) from both national companies and privately owned local businesses. If the Company does not receive enough nominations to the Board, directors can be co-opted to fill the vacant positions.

A further 2 places will be allocated to Argyll & Bute Council for their nominated representatives on the Board.

The Board of Directors will reserve the right to consider creating a charitable arm of the Company to enable it to secure additional funding that can only be sourced with charitable status.

Minimising risk

The Board will take all steps necessary to minimise any risk associated with the BID (financially or otherwise) by only using reputable contractors to deliver BID projects. The Board will also adopt best practice in governance and operational procedures whilst being open and transparent in its operations. The Company will undergo an evaluation

*ALL CONTENTS SUBJECT TO A&B COUNCIL CONSIDERATION AND DECISION
ON 28 JUNE 2012*

of its activities at the half way point and at 4 years of its 5 year term to ensure that it is delivering all the projects and services as detailed in this plan.

BID Management and delivery

Following establishment of the new company structure, a BID Manager and Events Manager will be recruited together with an Administrator (all part-time posts). It is also proposed that 2 street ambassadors and one piper be employed seasonally. All posts will be accountable to the new Company board through the BID Manager.

Roles and responsibilities of the BID team will be to:

- Deliver the objectives of the Business Plan
- Act as a central co-ordinating bureau for events & festivals in the town
- Act as fundraiser for projects which contribute towards delivery of the BID's objectives
- Establish and facilitate an Oban Business Forum for the town
- Maintain direct communication with BID levy payers and key partners
- Manage the finances of the BID
- Monitor compliance with Argyll & Bute Council's, Transport Scotland's and Strathclyde Police's baseline service agreements
- Ensure compliance of the Operating Agreement between the Oban BID Company and Argyll & Bute Council

Monitoring BID performance

The BID Company will formally measure performance through the following Key Performance Indicators (KPI's):

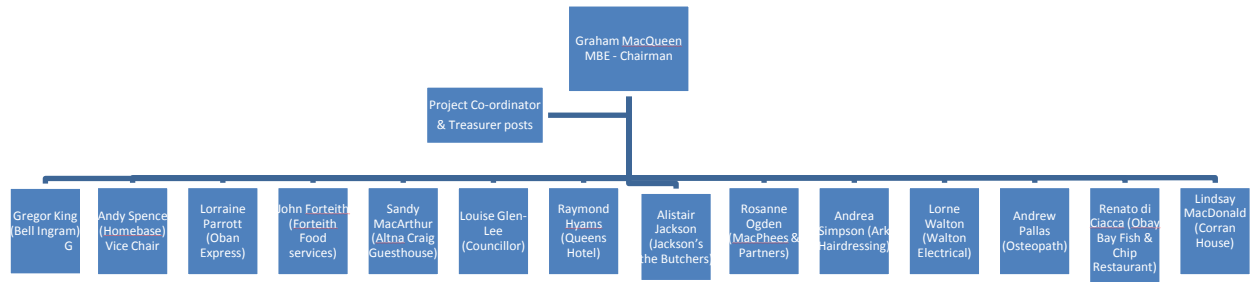
- Footfall research at key events funded by the BID
- Visitor / shopper satisfaction perception surveys (using findings from OLTA and CHORD commissioned research)
- Annual survey of BID levy payers
- Sales performance research
- Vacancy rates
- Media coverage
- Crime Statistics

Communicating progress to Levypayers

Progress will be reported back on a regular basis to BID levy payers through:

- An Annual Review of progress and performance
- AGM
- Record of Quarterly board meeting
- Quarterly newsletters
- Regular website update
- Monthly e-bulletins and press releases.

Current Steering Group



Note that all the following business sectors are represented on the Steering Group:

- Retail/ wholesale
- Hospitality, food & drink
- Professional services (legal)
- Distribution
- Leisure services
- Trade services

Oban Town Traders' Association and Oban Licensed Traders' Association are both represented on the Steering Group.

Contact details:

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