



# A Business Improvement District for Mull, Iona & Ulva Business Plan

28<sup>th</sup> March 2013 - 27<sup>th</sup> March 2018

Led by local businesses for the benefit of local business

Together let's make our islands the best  
destination in Scotland



# Contents

Topic	PAGE
Welcome	3
What exactly is a BID	4
Do BIDs work?	4
Why do our islands need a BID?	5
What benefits would a BID offer?	6
How do we know this is what you want?	6
What you said a BID should focus on	8
What you said a BID should do	8
What our visitors, your customers, think	9
MI BID vision, aims, objectives, and core values	10
The BID Area	11
Who will pay the levy and how much will it cost?	11
What will I get for my money?	13
What will it cost to deliver these projects?	18
What will the investment levy raise?	20
The BID ballot process	20
How will the BID operate?	20
Who will collect the investment levy?	21
Making sure the BID adds value	21
Mull, Iona & Ulva BID Steering Group	22
What happens next?	23
What else you might be thinking	23
Contact details	23
Appendices	23

## Acknowledgements

We would like to thank the following for their assistance in the production of this plan: **Aglarond Design** for design and layout of the plan and also for providing a number of the photographs. **Alan Parker** for his provision of additional photographs. All the **Steering Group** members for volunteering their time and expertise in developing the plan.



## Copyright

The photographs on the cover (apart from lobster lunch picture) and on pages 4, 5, 6, 10, 11, 13, 14, 15, 18, 21, 23, the USCA Fete photo on page 22 and on the back cover the photo of Loch na Keal post-sunset and the stag and islands are all © **Aglarond Design**. The photographs of Salen show on page 22, of Dervaig church, Iona Abbey & The Boathouse, Ulva on the back cover are all © **Alan Parker**. The lobster lunch photograph used on the cover is © **Maria Rossini**.

# Welcome to Mull, Iona & Ulva BID

## January 2013

Just about every business on Mull, Iona and Ulva relies to a greater or lesser degree on Tourism. Tourism is the lifeblood of our islands and if we are to ride out the current economic downturn, we believe we need to invest and develop our industry.

Over the past year or so, a number of like-minded business people have been researching the possibility of creating a Business Improvement District (BID) for the Isles of Mull, Iona and Ulva. This plan is the result of all that work. Our mission: to champion, promote and develop the visitor economy of these islands.

A BID is a way of raising funds: led by local businesses for the benefit of local businesses. The plan is voted for by these people and the money raised is used to support the agreed objectives. The levy paid by each business is an investment. This document is the result of consultation meetings, conversations and emails with hundreds of businesses prior to and following the publication of the first full draft of the plan during the summer.

The steering group listened carefully and many things have changed from the draft plan. For instance it's clear that day trippers are more important to some retail businesses than longer stay visitors, so we need to develop this market. Focus is essential if we are to make the most of our limited resources, so we've set clear and realistic targets for the first year (see p.17).

What this won't be is a talking shop. The proposed BID is different from any other initiative our islands have seen, because over four hundred businesses will be contributing; the plan and the budget will be there from day one, with staff employed to get things done. And everyone who has invested will have a real interest in making it work.

During the consultation, we've heard again and again about how wonderful our islands are. Our business community wants to keep Mull and Iona alive; to encapsulate what's special, and preserve and invest in it. If you feel as we do, then please vote 'Yes' in the ballot.

Neil Hutton  
Druimnacraish  
Dervaig  
and Chair, MI BID Steering Group

Richard Nealon  
Western Isles Hotel  
Tobermory  
and Vice-Chair, MI BID Steering Group





“A Business Improvement District ('BID') is a geographically defined area where businesses join together and decide to invest in projects which they believe will improve their business environment...”

**Business Properties by Sector**



- Holiday Accommodation 66%
- Retail 20%
- Miscellaneous 6%
- Other Tourism 4%
- Food Processing 2%
- Construction 2%



## 1. What exactly is a BID?

A Business Improvement District ('BID') is a geographically defined area where businesses join together and decide to invest in projects which they believe will improve their business environment, over an agreed period (normally 5 years). By working together businesses can reduce costs, share risks and create new and sustainable economic growth for the local economy.

BIDs are developed, managed and paid for by the private sector via a compulsory investment levy (supported by legislation), which the businesses within the proposed BID area must vote in favour of before the BID can be established. Each business liable to contribute to the BID will be able to vote on whether or not the BID goes ahead.

The BID levy is an investment by the businesses in their own future development and growth. Unlike your business rates, the money doesn't go to the Scottish Government but is ring-fenced for the use of the local Board of Directors of the BID Company to deliver the projects and services detailed in the business plan.

BID projects are not allowed to replace statutory services that are already provided by the local Council and other public bodies. Managed by and for businesses, they enable additional improvements to be made to strengthen the local economy.

After 5 years, businesses will have the opportunity to review how the BID has performed and decide, through a renewal ballot based on a new proposal, whether the BID will continue for a second term.

For the purpose of a BID, an eligible business is defined as one which appears on the Scottish Assessors Valuation Roll (having rateable value) on the date of the ballot. On Mull, Iona and Ulva, this overwhelmingly involves tourism and retail businesses (aquaculture and agricultural businesses do not have rateable value) and as a result our bid will focus on the retail and visitor economy.

## 2. Do BIDs work?

Yes! The first BID started in a small Canadian town over 40 years ago where businesses working together devised a plan and successfully lobbied for legislation to ensure all businesses in the area paid an investment levy to support the plan. The investment re-generated the town by improving the physical appearance and through promotions. In the decades since, this model has been successfully copied across the world.

Following the enactment of the BID legislation in Scotland in 2006, there are now 14 BIDs operational in Scotland, with a further 19, including 3 tourism BIDs, in development. Across the UK there are now over 130 Business Improvement Districts.

For our islands, it's difficult to make direct comparisons with established BIDs as to date all Scottish BIDs are town or city centre; however, in development are tourism, cultural, rural and business park BIDs. In California, USA for example, BIDs are the default framework for destination marketing organisations in both rural and city centre locations.

Scottish BIDs that are tourism based include the developing Lochaber Tourism BID and Loch Ness and Inverness Tourism BID. Other UK BIDs already in operation with major tourism components



“This is local businesses’ chance to decide what really matters to them and to act on it- adding value to the investment being made by others and attracting more inward investment to our islands.”

Marilyn Granger, An Caladh Bed and Breakfast, Bunessan

include Swansea, South Wales ([www.swanseabid.co.uk](http://www.swanseabid.co.uk)) and Newquay, Cornwall ([www.newquaybid.co.uk](http://www.newquaybid.co.uk)).

In Argyll and Bute, the Oban BID is now in operation following a successful ballot in October 2012 ([www.bid4oban.co.uk/welcome](http://www.bid4oban.co.uk/welcome)). Dunoon is in development ([www.pa23.org.uk](http://www.pa23.org.uk)).

Four Scottish BIDs are now approaching the renewal ballot having been in operation for five years with Falkirk most recently winning a resounding ‘yes’ vote for a second BID term, gaining a larger majority than the first time around.

The proof is at the ballot box...BIDs really do work for local businesses particularly small independents. By working together and benefiting from the collective effort of all, we can improve the local business environment.

### 3. Why do our islands need a BID?

Our island visitor businesses have benefited from a decade or more of growth with increasing visitor numbers, a national consumer spending boom and major publicity boosts through mainstream TV coverage (notably Balamory and Springwatch). These factors have been largely unplanned and not influenced by the businesses themselves.

The picture is now quite different...

- Visitor numbers have fallen over the last few years (see Calmac carrying figures on MI BID website: [www.mi-bid.co.uk](http://www.mi-bid.co.uk)). Within the overall figures some markets may have grown and others declined but we have no clear data to demonstrate this.
- There is no new, big media story.
- Mull is likely to be the last to get Road Equivalent Tariff (RET) on the Craignure ferry route and there is much uncertainty with the ferry operations review.
- Marketing funding to promote the islands is currently scarce with effort heavily dependent on volunteer input.
- There is increasing competition from other destinations with media attention moving elsewhere and particularly the promotion of new wildlife destinations, as Mull is no longer the only 'Eagle Island'.
- Off-season, low visitor numbers make many businesses unviable, and for others overheads are barely covered.
- Existing events are not well publicised with a consequent loss of opportunity to bring more visitors onto the islands.
- Whilst there are a number of organisations on the islands that work hard to help businesses, there is a strong argument in favour of having a single representative body, a common purpose and a significant budget to deliver action on the ground.
- The wider economic downturn and public spending cuts all have their effects.

### 4. What benefits will a BID offer?

A BID will add significant value, supporting our islands to maximise their key assets in a sustained and pro-active way to deliver the following benefits:

- Raising our profile with better destination promotion and more events and festivals bringing increased visitor numbers in the

“Mull, Iona & Ulva BID is an ideal opportunity to improve the islands for locals and visitors alike by means of support from all business owners working together for a more prosperous future.”

Neil Morrison



- less busy (shoulder-season) periods and helping generate greater footfall and sales.
- Increasing the vibrancy of the islands through a co-ordinated and well-publicised programme of events.
- Providing more local control, influence, co-ordination and better communication of what's happening across the islands resulting in more opportunities for business-to-business cross and up-selling and reduced running costs.
- A new and significant ‘seed corn’ fund, drawing in more external funding for the islands.
- Offering a more attractive location for visitors and residents by improving the physical surroundings and facilities/services.
- Promoting an improved reputation and increase in return visits.
- Over 400 island businesses working together with a £128,500 annual budget represents a powerful influencing body to local, regional and national governments - MI BID can be influential in helping the islands’ businesses prosper as well as being a credible business voice. No such organisation has ever existed on our islands.
- Professional management and strong, stable funding to develop the visitor economy - historically, not having paid staff has resulted in piecemeal development and very little in terms of strategy or co-ordination in the marketing of our islands.

### 5. How do we know this is what you want? We asked your opinion and you told us!

This proposal has been developed from your input. Many valuable ideas have been submitted: ideas and feedback which have influenced the content of this proposal. We have sought your views on what the BID should do through a formal consultation process in which all businesses were invited to take part.

**Nov 2011:** A small working group comprising local businesses set up to consider the BID.

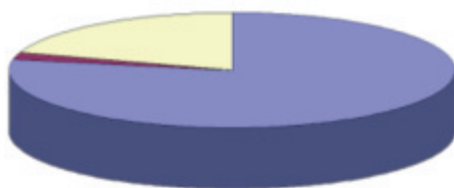
**Jan - March 2012:** 32 small group consultations and one-to-one meetings held across the islands with representatives from 175 businesses. These meetings allowed people to learn more about BIDs and gave the businesses the opportunity to ask questions and voice their opinion about the BID opportunity. At the same time these businesses completed a survey to determine whether there was an appetite for the BID to be developed and to establish what kind of improvements the businesses would like to see and would be prepared to contribute towards.

**April 2012:** A letter, BID information leaflet and survey were sent to all other businesses who had not attended the consultations providing information about the BID and inviting questions and opinions. The business survey was also sent with this communication, plus an invitation to join the Steering Group.

**Results:** 125 surveys returned. 78% said 'yes' in principle to supporting a tourism-focused BID for Mull, Iona and Ulva, with a further 20% saying 'unsure'. Only 2% were not in support of progressing the BID.

**Strengths & Weaknesses:** The businesses resoundingly recognised the main strengths of the islands as a visitor destination as being the landscape, location, remoteness and wildlife. The main weaknesses were seen as the state of the roads, public

Support a BID in Principle



- Yes 78%
- Unsure 20%
- No 2%



“A body that is fully accountable to the businesses, which co-ordinates the islands’ business interests and pooled funds, is a positive step. That’s why we’re voting ‘yes’ in support of the BID.”

Michael Gordon of Iona Craft Shop.

transport, the ferry service, lack of facilities and access to local produce (limited availability), and relatively high prices.

**April 2012:** As part of the consultation meetings, businesses were invited to join a Steering Group. As a result a Steering Group was established of 50 businesses, with representatives from most types of businesses involved in the visitor economy and most areas across the islands. The group continues to meet monthly.

**June 2012:** The key findings from the business survey were published in the local paper and on the BID website in Sept 2012.

**July 2012:** Market research on levy investment levels undertaken with a section of the small self-catering businesses to establish price sensitivity amongst the smallest businesses. The small sample contacted provided a useful insight helping us establish what we believe is a realistic investment levy proposal.

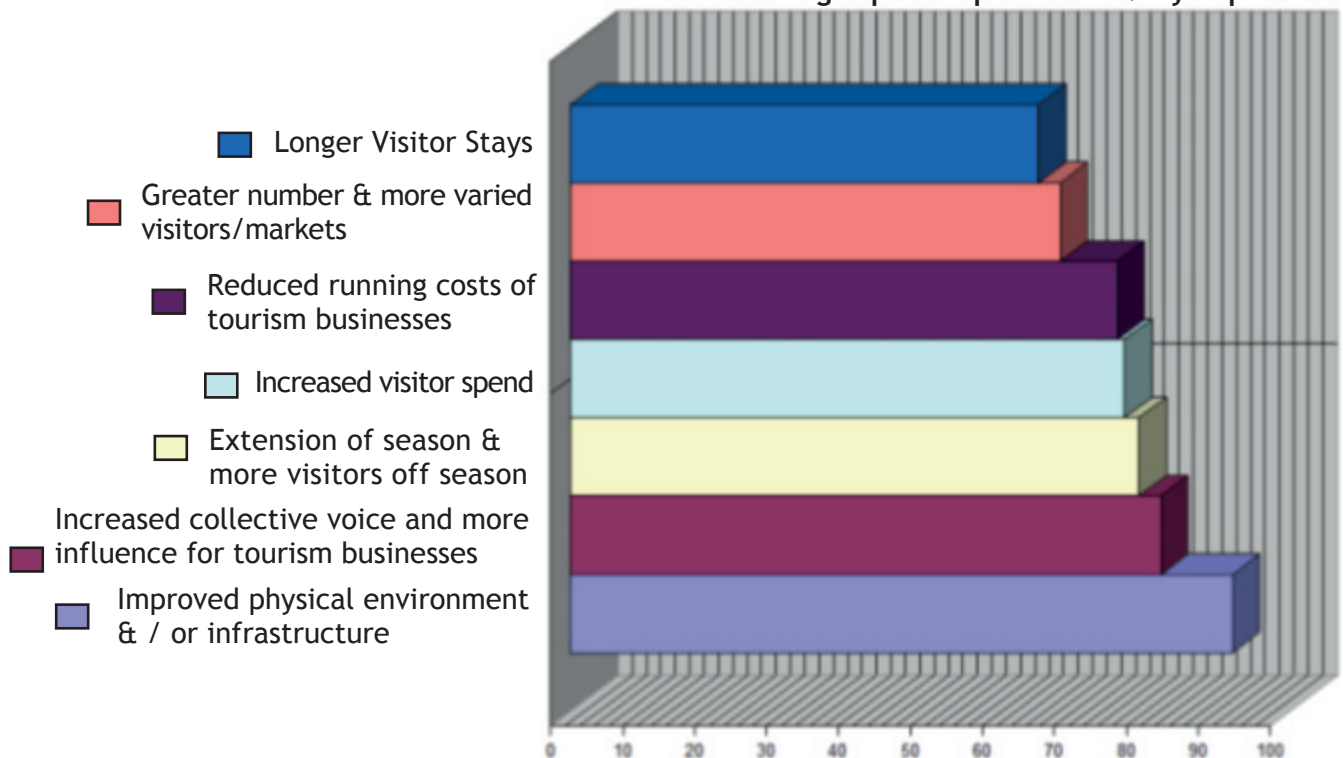
**Sept 2012:** A draft plan developed by the Steering Group was published and circulated to all businesses along with a feedback form inviting comments on the project ideas.

**Oct 2012:** 9 open-day meetings held across the islands (to which all businesses were personally invited), at which further feedback on the draft plan was received. Feedback was also received in the post, by email and through telephone correspondence.

### 6. What you said a BID should focus on

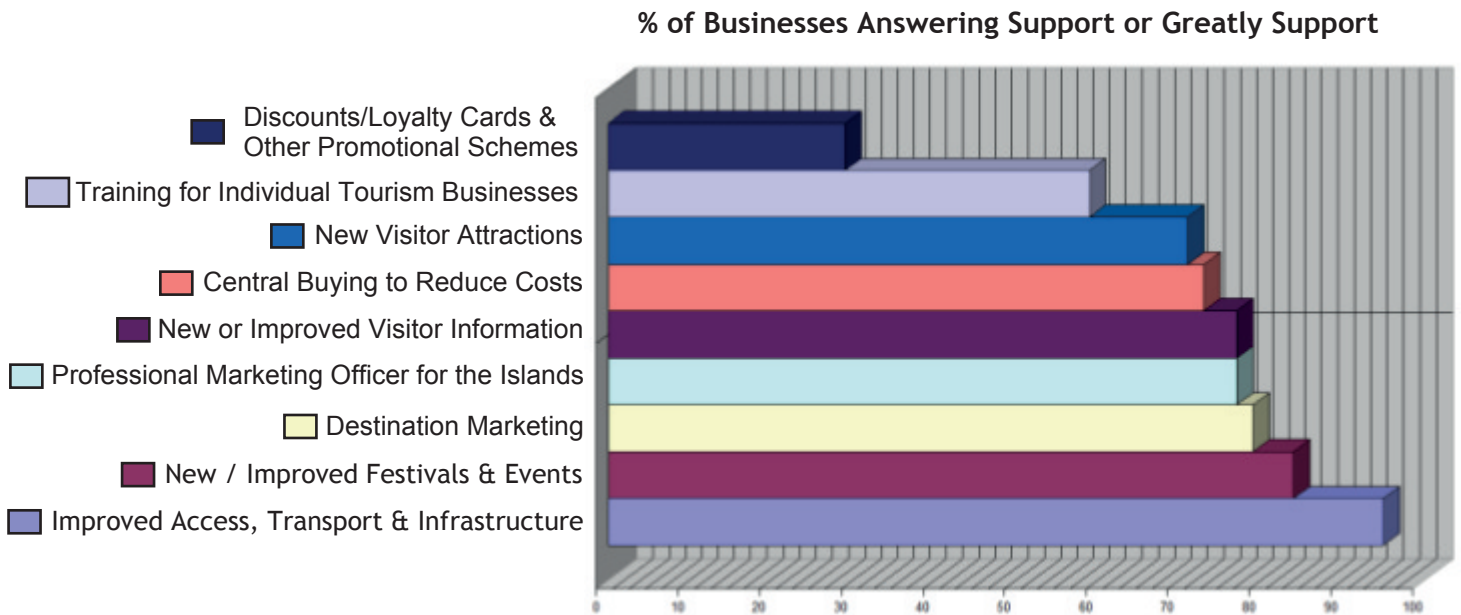
We asked you what would strengthen and develop the visitor economy, with businesses giving a rating of 1 to 5 in terms of importance (1 being the most important).

% of Businesses Ranking Aspect Important or Very Important



## 7. What you said a BID should do

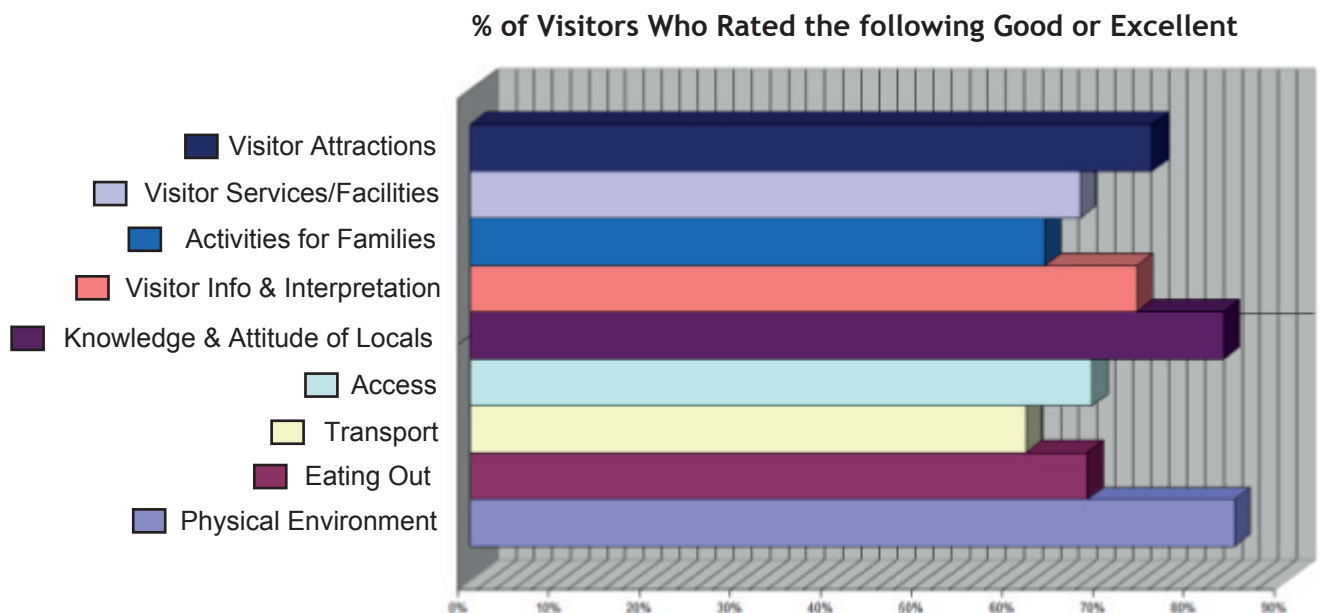
The following priorities emerged from the consultation:



When viewed alongside the visitor survey results a clear picture begins to emerge of the priorities for MI BID's proposal. These have been developed into a set of clear objectives and projects which are found on the following pages.

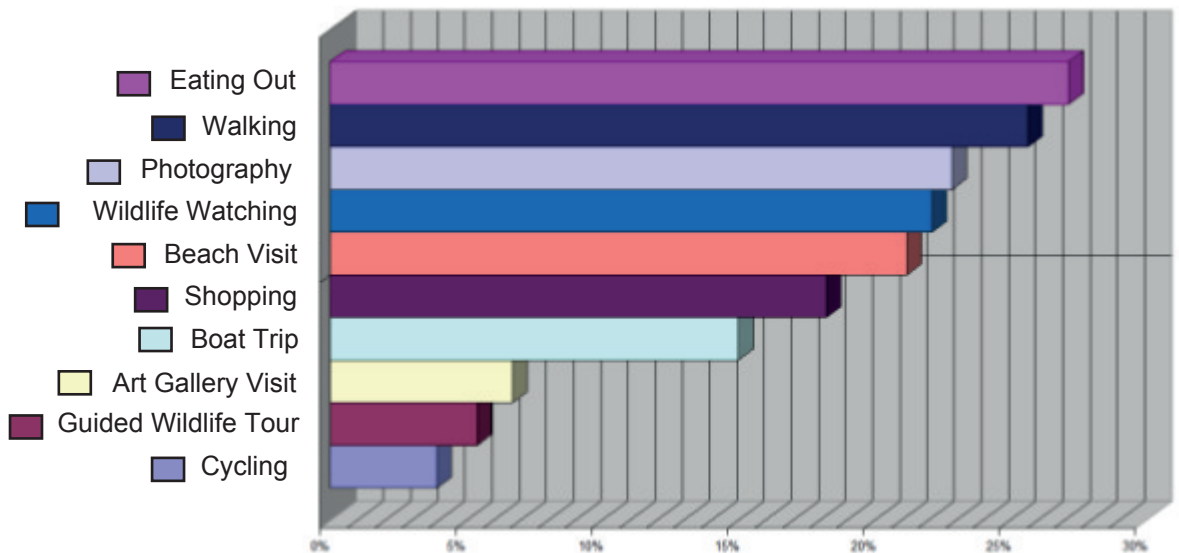
## 8. What our visitors, your customers, think

Local visitor feedback data is limited so as part of the BID development work a survey was carried out during May and June 2012. Visitors waiting in the ferry queue at Craignure were asked to fill in a questionnaire, with 209 being completed. This method was adopted to maximise the numbers of views captured but unfortunately meant that day trippers and foot passengers were excluded from the sample. Nevertheless, we believe the exercise provided useful information with the key highlights of the survey shown below.

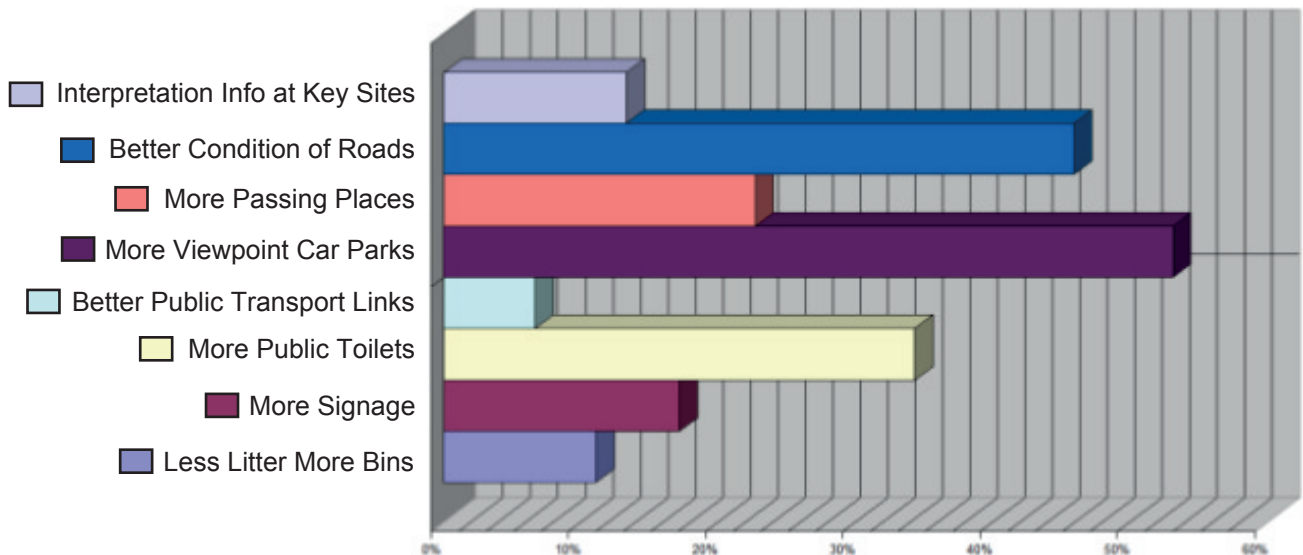




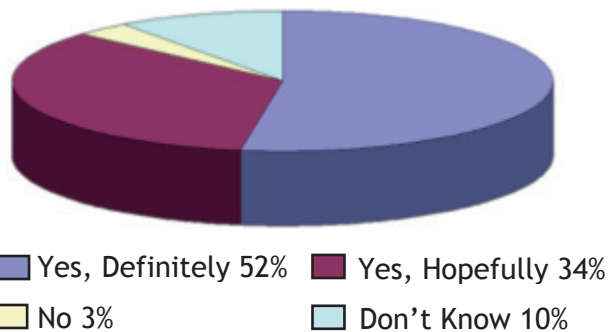
**What Activities Did You Undertake While You Were Here ?**



**% Said the Following Would Improve Their Visit**



**Do You Expect to Visit Mull & Iona Again?**



"As a retailer, I'm particularly attracted to the BID projects which target the day tripper and cruise markets, to encourage higher visitor spend and return visits. This alone is worth my 'yes' vote." Stewart Cattanach, Isle of Mull Soap Co.

The results also reflect those of VisitScotland's 2011 Argyll regional visitor survey (which included visitors on Mull). Visitors rated enjoyment of the scenery and natural beauty most highly, while quoting logistical factors and better information as needing improvement.

"This is not like other schemes: the BID gives us local control, and we will be contributing our own cash as well, so have a vested interest in making it work. This is no talking shop - there's a worked out plan from day one, and enough of a budget to employ professionals to get things done."  
Carolyne Charrington,  
Treshnish Holiday Cottages.

## 9. MI BID - Vision, Aims, Objectives and Core Values

**Our vision** (where we want to get to): our islands to be recognised by Scots and visitors as the very best holiday destination in Scotland.

**Our mission** (why we exist): to champion, promote and develop the visitor economy of the Isles of Mull, Iona and Ulva.

**Our objectives** (what we want to achieve and how we will achieve it):

### 1. *To attract visitors by:*

- developing and delivering a well-researched destination marketing plan and PR campaign.
- planning and co-ordinating a new programme of events and festivals.

### 2. *To improve the visitor experience by:*

- undertaking a number of projects aimed at improving the physical environment and facilities/services for visitors.

### 3. *To provide a collective voice for island businesses. Businesses and public sector organisations working together to:*

- maximise impact of our collective voice.
- reduce business costs.
- improve cross-selling.
- improve communication/information sharing.
- support skills development.
- promote collaborative working.

**Our core values** (what's important):

- Preserve and enhance the special and unique character of our islands
- Appropriate, sustainable development and 'Green' tourism
- Return on investment for businesses and public sector partners over the medium and longer terms
- A thriving business community
- Collective and collaborative working
- Equality across the BID area
- Staying ahead of the competition; innovation and being at the forefront of market trends
- High quality products; good value for money
- Professionalism, transparency, democracy and accountability





## 10. The BID area

The BID area will encompass the islands of Mull, Iona, Ulva, Gometra, Erraid, Calve, Staffa and the Treshnish Islands archipelago in their entirety.



“The BID is about fair collective investment by Mull and Iona businesses. Decisions about how to target the funds will be made democratically and as a result far greater benefit will be derived all round than by individuals trying to tackle challenges on their own. We are stronger together.”

Andrew Stevens, Cill-Mhoire, Self Catering, Dervaig

## 11. Who will pay the levy and how much will it cost?

A BID investment levy is an equitable way of funding additional projects and services which the local authority and other public sector organisations are not required to provide. The contributions will be fair and modest for most businesses (60% of businesses paying less than £5 per week). Generating some £125,000 per annum in core funding via the investment levy, it will improve our visitor economy and your business environment.

### ***Business Premises Paying the Full Investment Levy (circa 360)***

Investment levy payments will be made by those liable to pay non-domestic rates working in the visitor and retail economy irrespective of rateable value. As detailed on the Scottish Assessor Valuation Roll (see [www.dab-jvb.gov.uk](http://www.dab-jvb.gov.uk)) they are: Camping Sites, Caravan Parks, Exhibition Houses, Guest Houses, Hotels, Museums, Public Houses, Restaurants, Retreat Houses, Self-Catering Units, Shops, Hostels, Filling Stations, Kiosks and Information Centres.

Other premises liable for the full investment levy:

- Other visitor economy businesses will also be liable to pay the full investment levy. See appendix 1 on the MI BID website for the detailed list.
- Argyll and Bute council properties (except those noted below)



“Collective investment and collaborative working by local businesses - who themselves then decide where to target the funds - will bring far greater benefit than individuals trying to tackle challenges on their own.”

Colin Morrison of Turus Mara and Am Birlinn Restaurant, Dervaig

### ***Business Premises Excluded (circa 130)***

- Business premises not included in the categories above with a rateable value less than £1,000
- Schools, social care buildings and graveyards
- Coastguard, dentist, veterinary, fire, police, RNLI, NHS, lighthouses and doctors' surgeries

Community Resources: The definition of Community Resources is “Community or Charity owned enterprises which provide services to the local community. They may incidentally have a proportion of their income from visitors, but they exist first and foremost to serve the community.” Examples are most churches, village halls and sports facilities. See appendix 1 on the MI BID website for the detailed list.

### ***Business Premises Entitled to a 50% Discount on the Levy (circa 40)***

The remaining premises are entitled to a 50% discount on the levy as they are not visitor businesses (ie do not take revenue directly from visitors) but never the less receive indirect benefit from a strong visitor economy and its associated infrastructure, as well as direct benefit through BID Objective 3. A further test is that a business in this group would likely exist in much the same form if there was no visitor economy. See appendix 1 on the MI BID website for the detailed list.

### **Other key points to note**

- The investment levy is paid by the occupier (as the eligible person liable to pay the non-domestic rates), **only with the exception of vacant premises when the premises owner will be liable for the investment levy payment.**
- **The investment levy is not linked to what businesses actually pay in rates but is based on the rateable value of the premises.** For example if you have relief under the small business rate relief scheme this does not apply to the BID.
- Those occupying (or in the case of vacant premises, those owning) multiple premises will pay the investment levy on each of their premises.
- If there is a change in premises occupier or the premises becomes vacant during the term of the BID, until a new occupier is found, the premises owner will be responsible for paying the levy. In the case of this change happening part way through a year a pro-rated rebate will be given.
- Subject to the rules above, any new commercial development, sub-division of existing premises, merging of premises or new premises with a non-domestic rateable valuation, coming into the area during the 5 year term of the BID (28<sup>th</sup> March 2013 - 27<sup>th</sup> March 2018) will be liable for the investment levy. In the case of the entry and/or change to the valuation roll happening part way through a year, a pro-rated payment or rebate (depending on the circumstances) will be due.
- During the term of the BID, if the premises is removed from the non-domestic rates valuation roll, there is no longer a liability to pay the BID investment levy on this premises. In the case of a removal happening part way through a year, a pro-rated rebate will be given.





- Although the entitlements stated above are fixed throughout the BID term, the BID Board will annually review those businesses classed as Community Resources and those entitled to 50% exemptions. In the interests of maintaining fairness across the business sectors, the BID Board will reserve the right to re-classify businesses, where necessary, to allow for changes in their business operations. The Board will review the trading activities of each business on the lists, using where necessary their Companies House return. A meeting with the businesses involved will also be held if needed. Final decisions on any re-classifications will be taken by the BID Board.
- Council and government agencies will also pay the investment levy.

### **Visitor Businesses without Rateable Value**

**It is recognised that there are some businesses without premises which are part of the visitor economy** (e.g. small B&Bs, land and sea-based tours), and others which would particularly benefit from the "collective voice" but do not have rateable premises. As a result of the legislative constraints the investment levy cannot be made compulsory for them.

However, if the BID is established, membership will be open to all businesses and those non-rateable businesses will be actively encouraged and incentivised to join. Once established, the BID Board will set the levy for these businesses and allow provision on the BID Board for their representation.

The following table shows the modest cost which your business would pay, **based on the SAA Valuation Roll rateable valuation of your premises on the final ballot date**. Assumptions have also been made about the likely partial and full exemptions as detailed above.

Rateable Value Range	Annual levy per business (premises)	Cost per week	Number of business premises*
Under £1,000	£150	£2.88	73
£1,000 - £1,999	£250	£4.81	135 (Band where average rateable value falls.)
£2,000 - £4,999	£350	£6.73	122
£5000 - £9,999	£450	£8.65	41
£10,000 - £19,999	£550	£10.58	25
£20,000 - £29,999	£650	£12.50	4
£30,000 - £39,999	£750	£14.42	5
£40,000 - £49,999	£850	£16.35	2
£50,000 - £59,999	£950	£18.27	2
£60,000 - £69,999	£1,050	£20.19	1
£70,000 - £79,999	£1,150	£22.12	0
£80,000 - £89,999	£1,250	£24.04	0
£90,000 - £99,999	£1,350	£25.96	1
>£100,000	£1,450	£27.88	0

“A ‘yes’ vote for the BID is an investment in the future of our islands. It’s a fantastic opportunity for us to work together to make our islands an even better place to do business, to visit, and to live.”

Hylda Marsh, Baliscate House (Self Catering) and Island Holiday Cottages, Tobermory

\* As the non-domestic rates register is continually being updated these numbers are approximate and are based on an assumption about the amalgamation of a number of multiple listings. Some business people are due to retire whilst others have converted to domestic rates (long-term rentals). This also includes the Argyll and Bute Council owned premises.

There will be no change to the investment levy amounts as a result of the revaluation of non-domestic rates in 2017. However, where applicable, changes will be made in line with any revaluations as a result of appeals and/or change of use (premises categorisations) during the term of the BID.

In order to protect the BID programme budget and ensure it continues to be viable, the MI BID board reserves the right to index link the levy (using RPI), to take account of inflation.

The table has been developed based on the following factors:

- The cost of delivering the improvement projects needed to achieve the objectives.
- The average investment levy value for all rateable properties in the area is £295 per annum.
- Market research of a sample of smaller self-catering businesses with rateable values of less than £2,000.
- Acknowledgement that very low rateable values should pay below the average.
- Larger businesses paying more, so bandings above the average have been set to reflect the size of the business.

## 12. What will I get for my money? The BID objectives & projects: A 5 year plan

Based on the feedback provided by the businesses and visitor surveys the following objectives have been developed:

### Objective 1: Attract visitors

**Project 1: A well-researched destination marketing plan:** this is about promoting the destination as a whole, utilising the marketing skills and experience of the BID members and working with a dedicated BID marketing officer to conduct further market research (via an annual visitor survey and collection of secondary survey data). This will inform the development of a detailed marketing plan for the islands with a focus on maintaining and growing our traditionally strong market segments (e.g. eco/wildlife tourism) as well as extending into new markets with growth potential (e.g. quality food and drink, kayaking, cycling, walking and attracting new international visitors).

It is recognised that the visitor economy is complex with many complementary and interdependent aspects, such as visitor attractions, retail, accommodation etc. Specific markets such as day trippers and cruise visitors will be targeted, to encourage higher visitor spend and return visits.

The importance of a strong web-based presence as central to any destination marketing/PR campaign is noted. Should the MI BID Destination Marketing Plan require visitor-facing web presences, these will be designed to support the marketing objectives and will not contain “business listings” or carry advertising giving direct links







“The Isles of Mull and Iona are already recognised globally in many ways through Scottish history, Christianity and of course tourism to name but a few. Yet we, the business community, have still to properly harness the potential of that global recognition. I believe that a successful BID outcome will herald the start of a local collaboration that will unlock the potential and secure a tremendous future for all our businesses.”  
Paddy Crerar CEO Crerar Hotels (Isle of Mull Hotel).

to member businesses or aggregating websites. The islands are currently well served with such websites and the BID aims to add value to local businesses, rather than compete with them.

**Project 2: A PR campaign:** a dedicated BID marketing officer will work with the BID members, professional PR agencies and Visit Scotland to target the UK and European press, magazines and TV producers to promote the islands' high strength products. Activities would include hosted visits for journalists and media representatives; researching and building on-going relationships with the media, plus developing and managing the islands' online reputation via Social Media.

**Project 3: A new programme of festivals and events:** dedicated BID staff will work with other organisations to:

a) plan, organise and stage:

- two larger annual festivals, for example, food and wildlife (including the development of island food 'trails' and emphasising the year round attractions).
- smaller scale 'themed weeks' focused on the islands' key attractions and developing markets, for example walking, photography, culture/history, music, arts/crafts and Hogmanay.

b) help promote existing events more effectively.

c) create an online annual events calendar (with feeds to other websites) to help raise awareness amongst visitors and businesses of 'what's on' and promote via the BID PR and marketing campaigns.

This marketing effort plus the new events programme will aim to fill revenue dips for all visitor businesses (e.g. in the shoulder-season) and will leverage our collective efforts using PR and marketing channels. It will also contribute towards objective 2.

### **Objective 2: Improve the visitor experience:**

The BID will undertake projects to improve the physical environment for visitors and businesses.

The visitor and business survey feedback does highlight potential areas for improvement (see list below). However, a further scoping exercise is needed to clarify the details and priorities.

#### Example Project Ideas from the Consultations

- Cycle/walking/mountain bike paths/routes (some family friendly)
- Adventure playgrounds and more outdoor pursuits
- Geo-caching
- Visitor interpretation - roadside viewing, better welcome at Craignure, signposted walking trails, 'support on the ground' to walking: books/guides
- Improvements to parking and toilet facilities
- Litter and beach cleans
- Bunessan - a village footpath, moorings, interpretation board and webcam



- Iona - access to the village for visitors with mobility problems, information on services to coach operators and a pier-redevelopment feasibility study
- Fionnphort - village and beach access improvements
- Improved access to information for cyclists, canoeists and other interest groups
- Improved visitor 'welcome' and information in Tobermory.

With support from the BID Manager, 6 local working groups will be set up to work with other local service delivery organisations, to define in detail the specific projects and priorities for their area. The annual visitor and business surveys will also help inform spending in this area.

The 6 groups will be defined as follows: 1. North-West Mull and Ulva (incl. Isle of Ulva, Dervaig, Calgary, Ulva Ferry Areas); 2. Tobermory (incl. Glengorm and Aros Park); 3. Mull Central (incl. Salen, Aros, Gruline, Killiechronan, Gribun); 4. South-East Mull (incl. Fishnish, Craignure, Loch Don, Loch Buie and north Glenmore); 5. The Ross of Mull (incl. Tiroran, Pennyghael, Buinessan, Fionnphort); 6. Iona.

Each working group will submit project proposals for the full BID Board to assess against pre-defined criteria. The criteria will ensure fair distribution of the project budget across the islands, over the lifetime of the BID programme, while maximising the opportunities to bring in external funding.

The groups will be set up by October 2013, with projects defined and prioritised by January 2014, for implementation in years 2-5 of the BID programme.

Certain environmental improvements will benefit the wider community (not just businesses) and therefore some projects may be funded in collaboration with other organisations. For example, the visitor infrastructure consultation recently undertaken by the Community Trust suggests a number of roadside viewpoint and interpretation improvements as well as public toilet provision.

Some projects are also likely to be subject to securing additional (external) funds and statutory approvals.

### **Objective 3: 'A collective voice' - local businesses and public sector organisations working together**

Over 400 businesses working together in a BID will have a strong collective voice. Working with other groups and individuals (both on and off the islands) the BID will seek to:

- influence decision makers, focusing on transport infrastructure, including: provision to better support weekend visitors particularly during the shoulder and off seasons (e.g. summer timetable extensions); also RET/flexible fares.
- provide a pro-active and co-ordinated response to statutory consultations on behalf of the BID businesses.
- develop and maintain relationships with key public and private sector organisations.

The BID will work to facilitate better cross-selling of local products and services, networking, joint working and information sharing

“Projects on this scale won't happen without private funding and whilst there will always be committed and enthusiastic individuals, if we don't set up a BID we lose out on the opportunity to create a strong business-led organisation that is set up solely to represent our interests.”

Rob MacManaway, The Argyll Hotel, Iona



amongst the BID member businesses. To enable this, the BID will organise two annual networking events (to coincide with the season start and end). The BID will also use web technology for business to business advantage. These web presences may include links to member businesses but will not present a 'shop window' for visitors (either by opting out of search engine crawls or by user authentication).

Also under this objective, the BID will research collective buying schemes for member businesses. This will include the BIDS national procurement scheme for utilities, insurance and telecoms as well as the potential to establish new local purchasing schemes.

Finally under this objective, the BID will work with Highlands and Islands Enterprise (who have confirmed funding for this specific project), to develop an economic and business growth strategy for the islands (covering broadening the islands' business base and wider collaborative working).

### 13. What will MI BID achieve in the first year?

- MI BID company set up with directors and staff in post
- Two business to business networking events held (BID launch May 2013 and March 2014)
- 'What to do/where to go' leaflets designed and produced (with map and monthly prize draw to gather email contact details for return visitor marketing). Targeted at the day tripper market - distributed from August 2013
- Strategy for the future economic development of our islands and business growth developed
- An online events calendar developed and in use
- Organise, advertise and run a food and drink festival - Sept 2013
- Food and drink trails developed out of the festival
- Recruitment plan for non-rateable businesses developed
- Local 'Objective 2' working groups formed - Oct 2013
- Detailed 'Objective 2' project plan agreed - Jan 2014
- External funding plan produced
- MI BID destination marketing and PR plans produced
- PR agency appointed
- Second annual visitor and business surveys completed
- Two members' newsletters sent
- Database of members' emails for internal business to business networking compiled
- BID Board annual review of achievements - April 2014
- In the current economic climate, maintaining visitor levels and market share will be a positive outcome. However, by the end of the BID's five year term we would hope to see a reversal of the current decrease in visitor numbers as evidenced in the Calmac carrying figures.
- The focus is on a medium-term return on investment for individual businesses, with some returns visible in the first year, but the majority of benefits will be delivered later on in the term.

“As a collective body we can achieve what would be impossible to do alone. That’s why we’re voting ‘yes’ in support of the BID.”

Alex Penman, Craignure Inn.



“The BID is a fantastic opportunity for Mull, Iona and Ulva to work together towards making our islands even better places to work and live. This process will encourage dialogue and partnership between businesses which normally operate in isolation from each other. This is why I’m happy to support the scheme and back the BID.”

Mhairi Killin of Aosdana, Iona

In the end, the BID will be judged successful by the member businesses at the renewal ballot after the initial five years.

- While additional, external funding cannot be guaranteed and is subject to successful funding applications, most BID projects are likely to attract external funding from the funders listed above. The investment fund established by the BID businesses will provide an extremely attractive proposition for external funders. Their return on investment is very high as every £ they contribute is at least matched by the businesses. It makes their contribution go much further and more benefits can be achieved. This, combined with the legislative nature of the BID (where activities are fully auditable) will give the BID a significant advantage when competing with other organisations for funding. The BID will rigorously seek to secure this external funding in order to do more and achieve better value for money/benefits for the BID businesses. All external income received will be invested in projects which make a positive difference to our visitor economy and deliver better results against the plan.
- Early discussions with VisitScotland, Event Scotland and Calmac indicate their support and availability of funds towards BID activities (as listed above).
- Also note the BID Company Board would need the ability to adapt or alter projects, year on year, to reflect any change in economic circumstances or new opportunities (including to maximise external funding) without recourse to an alternation ballot. Any adaptations made would be in the best interests of the BID Company and the business members.



Objective	Project/Activity	Annual Cost met by BID levy (based on Yr 1 figs. below)	Timing	Measurement	Benefit to Businesses	Potential External Funding
1	<b>Destination Marketing:</b>  Research, Design & Produce Detailed Plan  Day Tripper Leaflet  Food & Drink Trail  Implement Full Plan	£19K	Yr 1  Yr 1: Aug 13 Yr 1: Sep 13  Yrs 2 - 4	No. of marketing activities completed  Visitor feedback  Footfall/occupancy levels  Ferry carrying figures  Amount of media coverage (including Social Media)  Business survey results  External funding secured	Increased profile (online activity)  Increased bookings/footfall	Visit Scotland  Calmac
1	<b>Destination PR:</b>  Research, Design & Produce Detailed Plan  Implement Full Plan	£14K	Yr 1  Yrs 2 - 4	As above	As above	As above
1	<b>New events/festivals:</b>  Food & Drink Festival  Online Events Calendar  Marketing Support to Existing Events  <i>Continued Below</i>	£16K	Yr 1: Sep 13  Yr 1  Yrs 2 - 5	Visitor feedback  Business survey result  Ferry carrying figures  Occupancy/footfall particularly in less busy periods  External funding secured	Increased profile (online activity)  Increased bookings/footfall particularly in less busy periods	Events Scotland  Creative Scotland  Private sector sponsorship  Argyll and Bute Council  <i>Continued Below</i>

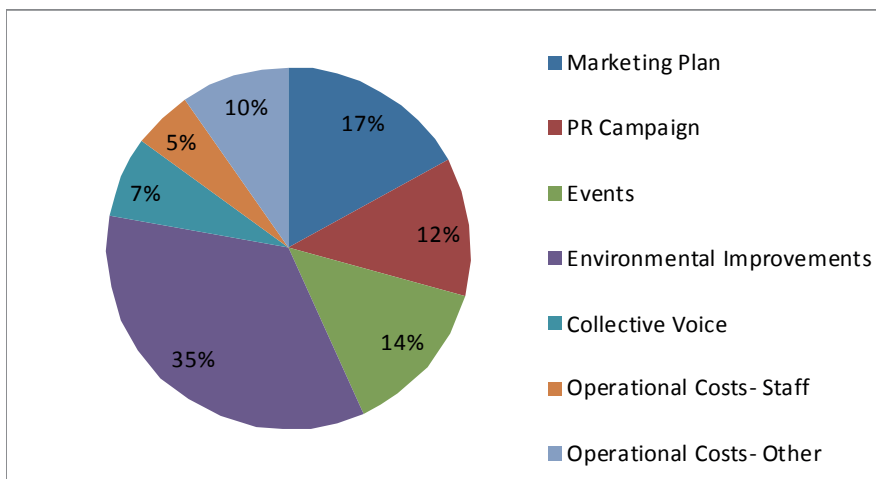
Objective	Project/Activity	Annual cost met by BID levy (based on Yr 1 figs. below)	Timing	Measurement	Benefit to Businesses	Potential External Funding
2	<p>From Above</p> <p>Festival &amp; Events Plan for Yrs 2 - 5</p> <p>Deliver 2 Major Festivals</p> <p>Deliver Themed Weeks</p> <p><b>Enviromental Improvements:</b></p> <p>Working Groups Formed</p> <p>Project Plan Agreed</p> <p>Plan Delivered</p>	<p>From Above</p> <p>Varies.</p> <p>Yr 1 £10K</p>	<p>Yrs 2 - 5</p> <p>Yrs 2 - 5</p> <p>Yrs 2 - 5</p> <p>Yr 1: Oct 13</p> <p>Yr 1: Jan 14</p> <p>Yrs 2 - 5</p>	<p>From Above</p> <p>As above</p>	<p>From Above</p> <p>As above</p>	<p>Mull and Iona Community Trust (MICT)</p> <p>European (e.g. LEADER, SDRP, ERDF)</p> <p>BIG Lottery</p> <p>Argyll and Bute Council</p> <p>HIE</p> <p>Trust Funds</p>
3	<p><b>Collective Voice:</b></p> <p>Two Business to Business Networking Events</p> <p>Strategic Economic Development Plan for Business Growth</p> <p>New Business Forum</p> <p>Develop &amp; Deliver programme of Collective &amp; Collaborative working</p>	£8K	<p>Yr 1: May 13 &amp; March 14</p> <p>Yr 1</p> <p>Yr 1</p> <p>Yrs 1 - 5</p>	<p>Number of responses to &amp; results of business consultations</p> <p>Business survey results</p> <p>Footfall/occupancy figures</p> <p>Number of businesses using support</p> <p>Number of businesses benefitting</p>	<p>Collective &amp; unified business voice on key issues</p> <p>Increased footfall &amp; sales opportunities</p> <p>Better communications, networking &amp; training opportunities</p> <p>Reduced costs - in some cases likely to cover the cost of BID levy</p> <p>Improved business support</p>	HIE



**14. What will it cost to deliver these projects? The BID budget (expenditure)**

The budget below is completely supported by the investment levy, plus the external funds already secured, so although the BID will rigorously seek to secure additional, external funding in order to do more and achieve better value for money/benefits, this plan can be delivered without any external finance.

<u>Expenditure</u>	Year 1	Year 2	Year 3	Year 4	Year 5	Total (5 years)
<b>Marketing Plan</b> Implementation	£14,000	£14,000	£14,000	£14,000	£14,000	
Staff costs (Marketing Officer)	£5,000	£5,000	£5,000	£5,000	£5,000	
	<b>£19,000</b>	<b>£19,000</b>	<b>£19,000</b>	<b>£19,000</b>	<b>£19,000</b>	<b>£95,000</b>
<b>PR Campaign</b> Expenses	£2,500	£2,500	£2,500	£2,500	£2,500	
Agency Costs	£9,000	£9,000	£9,000	£9,000	£9,000	
Staff costs (Marketing Officer)	£2,500	£2,500	£2,500	£2,500	£2,500	
	<b>£14,000</b>	<b>£14,000</b>	<b>£14,000</b>	<b>£14,000</b>	<b>£14,000</b>	<b>£70,000</b>
<b>Events</b> Staging Costs	£8,000	£8,000	£8,000	£8,000	£8,000	
Staff costs (Marketing Officer)	£3,000	£3,000	£3,000	£3,000	£3,000	
Staff costs (Bid Manager)	£5,000	£5,000	£5,000	£5,000	£5,000	
	<b>£16,000</b>	<b>£16,000</b>	<b>£16,000</b>	<b>£16,000</b>	<b>£16,000</b>	<b>£80,000</b>
<b>Environmental Improvements</b>	£4,000	£41,587	£41,587	£41,587	£36,587	
Staff costs (Bid Manager)	£6,000	£6,000	£6,000	£6,000	£6,000	
	<b>£10,000</b>	<b>£47,587</b>	<b>£47,587</b>	<b>£47,587</b>	<b>£42,587</b>	<b>£195,350</b>
<b>Collective Voice</b> Projects	£7,000	£2,000	£2,000	£2,000	£2,000	
Staff costs (Bid Manager)	£6,000	£6,000	£6,000	£6,000	£6,000	
	<b>£13,000</b>	<b>£8,000</b>	<b>£8,000</b>	<b>£8,000</b>	<b>£8,000</b>	<b>£45,000</b>
<b>Projects Sub-Total</b>	<b>£72,000</b>	<b>£104,587</b>	<b>£104,587</b>	<b>£104,587</b>	<b>£99,587</b>	<b>£485,350</b>
<b>Operational Costs</b>						
Staff - Supervision & Admin	£6,000	£6,000	£6,000	£6,000	£6,000	
Running Costs/ Office Expenses	£13,230	£13,230	£15,230	£13,230	£18,230	
Set-up Costs	£6,500	£0	£0	£0	£0	
<b>Operations Sub-Total</b>	<b>£25,730</b>	<b>£19,230</b>	<b>£21,230</b>	<b>£19,230</b>	<b>£24,230</b>	<b>£109,650</b>
<b>Contingency</b>	<b>£12,000</b>	<b>£12,000</b>	<b>£12,000</b>	<b>£12,000</b>	<b>£12,000</b>	<b>£60,000</b>
<b>Total</b>	<b>£109,730</b>	<b>£135,817</b>	<b>£137,817</b>	<b>£135,817</b>	<b>£135,817</b>	<b>£655,000</b>





- Projects costs include allocated staff costs (Marketing Officer 3 days/week, BID Manager 2.5 days/week). BID Manager spends 1 day/week on supervision and administration. Staff time may be increased as external funding is secured.
- Set up costs in year 1 only are PC equipment for staff.
- Operational costs include office and travel expenses, accountancy, insurance, levy collection costs. Year 5 operational costs also include allowance for second term ballot costs.
- It's essential the plan is achievable and realistic and can deliver without external additional funds (in a worst case scenario) therefore the level of staff input is appropriate for this programme of works. Salaries are set at market rates to ensure the positions attract well experienced and qualified individuals.
- Having reviewed the BID programme risks (particular attention given to the ground-breaking nature of this BID) a contingency of 10% is deemed to be necessary. Although estimates, these budgets are robust and realistic, ensuring the BID successfully delivers.

### 15. What will the Investment levy raise & what additional funding is already secured?

#### The BID budget (income)

Subject to confirmation of the number of levy payers at the ballot date, any future changes to the levy payer list and levels of bad debt, the table below sets out the BID income:

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Business Investment Levy	£117,500	£117,500	£117,500	£117,500	£117,500	£587,500
Argyll and Bute Council Investment Levy	£7,500	£7,500	£7,500	£7,500	£7,500	£37,500
Argyll and Bute Council Funding Towards Project Costs*	£5,000	£5,000	£5,000	£5,000	£5,000	£25,000
Additional Funding Secured: Other Sources**	£5,000***	<b>Under Discussion</b>				
<b>Income Total</b>	<b>£135,000</b>	<b>£130,000</b>	<b>£130,000</b>	<b>£130,000</b>	<b>£130,000</b>	<b>£655,000</b>

\*Towards the cost of projects which promote tourism and quality food and drink. Annual food and drink festival and new food and drink trails.

\*\* Other sources of funding may also be available in year 1. A plan for securing additional, external funding for years 2-5 will be developed by the end of year 1.

\*\*\*£5,000 worth of consultancy time secured from HIE to produce an economic and business development strategy for the islands under objective 3 in the plan.

### 16. The BID ballot process

- The BID ballot is a confidential postal ballot commissioned by the Returning Officer of Argyll and Bute council, on behalf on MI BID and in accordance with Scottish BID legislation.

"Holiday Mull and Iona fully supports the objectives of the BID and recommends that all eligible members vote YES when required to vote in February/March 2013".

- On 6<sup>th</sup> February 2013, 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 (the occupier, liable for the non-domestic rates).
- When the premises is vacant (i.e. with no occupier in place) then the premises owner will receive the ballot paper as the eligible person.
- All eligible voters will have one vote or where an eligible voter has more than one rateable premises they will receive a ballot paper for each premises. It is important that every ballot paper received is completed and returned. For turnout purposes, the individual's vote will only be counted once but the combined rateable value of their premises will count towards the total.
- For the ballot to be successful there must be a minimum 25% turnout (headcount) by number of businesses and by combined rateable value.
- Voting papers are easy to complete, requiring a cross on either 'yes' or 'no' to the question 'are you in favour of the proposed Business Improvement District'. The ballot paper must be signed by the person eligible to vote and returned in the pre-paid envelope.
- All ballot papers must be returned by 5pm on 21st March 2013.
- Of those who vote, over 50% by number and 50% by combined rateable value must vote in favour of the BID.
- The ballot papers will be counted on 22nd March 2013 and the result announced within one week.
- If the ballot is successful, the BID will commence on 28th March 2013 and will run for a period of five years until 27th March 2018.

## 17. How will the BID operate?

### **BID company set up and structure**

Following a successful ballot, members of the BID Steering Group will act as a 'Shadow Board' (members of the Shadow Board highlighted in section 19) for the first three months following the ballot, to ensure continuity and minimise delay in implementing the business plan. They will set up a 'not for profit' company (limited by guarantee) to deliver the BID plan. A board of twelve directors (voluntary, unpaid) will be nominated by and elected from among the investment levy payers.

Where possible the directors will reflect the various business categories included in the BID, as well as geographical areas; one of the twelve places will be reserved for an Argyll and Bute Council representative. In addition, the Board also reserves the right to co-opt both voting and non-voting members onto the Board.

In order to maximise external funding opportunities the BID Board will review the requirement to set up a charitable arm of the company.

### **Minimising risk**

The Board will take all steps needed to minimise any risk associated with the BID (financially and otherwise) whilst being open and transparent in its operations.

The Board will also adopt best practice in governance and operational procedures (including an independent evaluation

I would like to take this opportunity to formally confirm the support of Argyll and the Isles Strategic Tourism Partnership and Argyll and the Isles Tourism Ltd in The Mull and Iona Tourism BID's application. We look forward to working with the Mull and Iona Tourism BID's company, and offering them HMI's seat on the partnership at an appropriate juncture".  
Mike Story, on behalf of AISTP and AIT Ltd



"Mull Community Council fully supports the BID's scheme for Mull, Iona, Ulva and associated islands. It is a progressive and proactive concept which will enable the islands to help achieve their potential for growth in these financially straitened times. For a modest outlay, contributing businesses will have the collective clout to generate greater income both for the island in general and their own business in particular. Mull Community Council would urge the business sector on the islands to fully endorse this scheme."

"Mull and Iona Chamber of Commerce fully supports the initiative for MI BID and has taken a conscious decision to take a back seat and suspend any of our own initiatives during the BID process to avoid any confusion and conflict that may arise. When the BID succeeds next spring, we would expect to mothball the Chamber."

Assessment and Accreditation Interim Review (AAIR) of its activities at the half way point).

### ***BID management and delivery***

As business people, we know that staff constitute a significant part of our expenditure and yet without them, we can't run our businesses effectively. It is no different for the new BID Company so we intend to appoint a part-time BID Manager and BID marketing officer to deliver the programme. That said, we are mindful of the need to direct as much income as possible into core projects. Therefore it will be the BID Manager's and Board's responsibility to increase the value of the BID income by securing additional, external funding. Both staff will be accountable to the Board through the BID manager. This section has more details online at [www.mi-bid.co.uk](http://www.mi-bid.co.uk).

### ***Working with other established groups***

MI BID will work in partnership with other organisations to directly support and add value to the existing marketing and tourism initiatives where appropriate. As part of the MI BID consultation discussions were held with the following organisations: Holiday Mull and Iona, Mull and Iona Chamber of Commerce, Mull Ferry Committee, Mull Community Council, Argyll and the Islands Strategic Tourism Partnership, the Community Trust and VisitScotland. All organisations are very supportive of the BID proposal. The BID will positively impact on these groups and in some cases initiatives will be replaced by those of the BID. Both the Chamber of Commerce and Holiday Mull and Iona actively support the BID and are reviewing their future function to ensure duplication is avoided.

Also during the consultation a meeting was held with the local visitor-facing website operators where the principle of the BID web presence, to avoid duplication and competition with individual businesses, was agreed.

MI BID and Argyll and Bute Council will continue to engage and build on their positive relationship to ensure opportunities for partnership working are fully explored throughout the lifetime of the BID programme.

### ***How will we know it's working: monitoring performance (also see project list above)?***

The BID Board of Directors will monitor and oversee the efficient delivery of the BID projects and will formally measure performance using the following indicators:

- Footfall research at the new events organised by the BID and other established events
- Annual visitor survey
- Annual BID levy payer survey
- Calmac passenger carrying figures
- Media coverage (including Social Media contacts)
- Where possible, sales and footfall performance research

### ***How will we communicate progress to BID members?***

Progress will be reported back on a regular basis through:

- An annual review of progress and performance
- AGM
- Record of Board meetings

- Quarterly newsletters
- Regular website updates
- Quarterly e-bulletins and press releases

### 18. How will the investment levy be collected?

"As an organisation committed to the best possible customer service, VisitScotland commends the work you have done so far, and fully supports the principle of investment in the future by businesses engaged in delivery of the visitor experience. By developing a cohesive and coherent marketing plan to take account of market intelligence, the destination has a real prospect of matching products and services to consumer requirements and maintaining the area's competitive advantages. The BID is a clear route to achieving consensus on destination development, and to improving the business environment for the benefit of islanders; and it has my full support."  
David J Adams McGilp  
Regional Director,  
VisitScotland.

Argyll and Bute Council will issue businesses in the BID area with an invoice under the heading 'Business Improvement District Investment Levy'. All income collected under the 'BID Investment Levy' will be kept in a separate BID Revenue Account (which can be audited under the BID legislation) and passed to the BID Company for use only to deliver the BID projects as agreed in the business plan. **The BID investment levy cannot be used as an additional source of funding for the Council.** This arrangement will be formalised in an operating agreement signed by both the BID Company and the local authority.

The investment levy 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.

Any non-payment of the BID investment levy will be strongly pursued, using statutory enforcement powers to ensure fairness to those businesses that have paid the investment levy.

### 19. Making sure the BID adds value

To ensure that all BID projects are additional to those delivered by Argyll and Bute Council and other public organisations, there will be a 'baseline services' agreement between the Council and the BID company which will clarify what services the Council provides through the non-domestic rates. Summarised below are the services provided by Argyll and Bute Council and Strathclyde Police:

#### Argyll and Bute Council:

- Road signage and street furniture: road signs, benches, finger posts (directional signage)
- Planting and grounds maintenance: seasonal planting, grass cutting, hedge trimming, sweeping of paths; tree, children's play area and cemetery maintenance
- Street lighting: provision, management and maintenance
- Road, car park and pavements maintenance: including repairs and winter road and footpath maintenance
- Public conveniences: provision, cleaning and maintenance
- Pier ownership and maintenance
- Airstrip ownership and maintenance
- Bus service provision (via private contractor)
- Business Gateway: support and training for business start-up and development
- Street cleaning and litter bin emptying
- Commercial waste collections: charged trade waste collection and disposal service.

#### Strathclyde Police:

- Dedicated island officers who routinely police the islands addressing particular issues of concern and covering specific events such as the Mull Rally and the Mull music festival



- Flexible summer and winter shift patterns in line with the increased visitor population during summer months. Joint working takes place with other agencies to ensure directed action takes place to address local issues
- Work with licensed premises to ensure that responsible licensing action takes place and enforcement action is taken when appropriate
- 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 our officers are in the right place at the right time

Further details on the summary above and full statements from other public organisations (Scottish Natural Heritage, Historic Scotland, Forestry Commission Scotland, VisitScotland, Highland and Islands Enterprise and Calmac) can be found online at: [www.mi-bid.co.uk](http://www.mi-bid.co.uk)

## 20. What Happens Next?

- **6<sup>th</sup> February 2013:** The ballot papers issued.
- **5pm, 21<sup>st</sup> March 2013:** The final returns for the postal ballot due.
- **28<sup>th</sup> March 2013:** Subject to a majority of YES votes, BID company set up.
- **May 2013:** Staff and directors in post.

## 21. What else you might be thinking...

Whatever else you're thinking in response to this plan, there is a fair chance someone else is thinking the same, and the answer may already be out there. We have set up a Frequently Asked Questions section on the MI BID website ([www.mi-bid.co.uk](http://www.mi-bid.co.uk)) which you can visit.

## 22. Appendices

The website [www.mi-bid.co.uk](http://www.mi-bid.co.uk) will be updated with more information as it becomes available, as well as more technical details of the plan, including the following appendices:

**Appendix 1: Who will pay the levy?**

**Appendix 2: Baseline Services**

**Appendix 3: BID Company director responsibilities**

**Appendix 4: BID staff responsibilities**





### 23. Contact Details

**Sian Scott (BID Project Manager): 01680 812904 or info.mibid@gmail.com**

**Neil Hutton: 01688 400274 or mail@druimnacroish.co.uk**

**Richard Nealon: 01688 302012 or richard@westernisleshotel.co.uk**

**MI BID Website: www.mi-bid.co.uk**

**BIDS Scotland Website: www.bids-scotland.com**

### 24. The BID Steering Group & Shadow Board

This document has been prepared with input, oversight and a wide range of views from the following Steering Group members, whom we thank for all their help. Highlighted below are the Shadow Board members. Additional Steering Group members may also join the Shadow Board.

Paddy Crerar - Isle of Mull Hotel, Craignure	Brendan Reade - Isle of Mull Cheese, Tobermory	Marilyn Renfrey - Keel Row, Fionnphort	Flora Corbett - Self Catering, Lochbuie
Rebecca Gallagher - Park Lodge Hotel, Tobermory	Graham Brown - Tobermory Distillery	Dianne Farley - Scoor Self Catering, Bunessan	Cally Fleming - HWDT, Tobermory
Martin Rowley - Rowley's Garage, Salen	<b>Hylda Marsh - Island Holiday Cottages &amp; Island Crafts, Tobermory</b>	Carla Lamont - Ninth Wave, Fionnphort	Alex Penman - Craignure Inn
<b>Debbie Hanson - Bellachroy Hotel, Dervaig</b>	Jim Spence - Self Catering, Dervaig	Cathy Jones & Maggie Walker - Ardachy Hotel, Bunessan	Reuben O' Connell - Self Catering, Craignure
Matthew & Julia Reade - Calgary Self Catering/Gallery	Carolyn Charrington - Self Catering, Treshnish	Michael Wagemaker - Self Catering, Fionnphort	Jo Rowlands - Pennyghael Hotel
Steve Willis - Mull Community Council	<b>Andrew Stevens - Self Catering, Dervaig</b>	Janette McKilligan - Killoran House, Dervaig	Alex Black - Kilfininen Self Catering
Colin Morrison - Turus Mara / Am Birlinn, Dervaig	Claire Ralston - Salen Hotel	Kim Russell - The Laundry, Tobermory	Stewart MacDougall - MacDougall's Garage, Fionnphort
Gordon Maclean - An Tobar, Tobermory	Arlene & Ishbell Robbie - Craignure Cafe & MBS	Naomi Knight - TSL & Guesthouse, Craignure	<b>Rod Walpole &amp; Jennifer Hunt - Bunessan Bakehouse</b>
Steve Davies - Self Catering, Dervaig	Laurence Mackay - Tiroran House Hotel	Alan Parker - Self Catering, Tobermory	<b>Andrew Robertson - Self Catering, Garmony</b>
Rob MacManaway - Argyll Hotel, Iona	Mhairi Killin - The Gallery, Iona	<b>Michael Gordon - Craft Shop, Iona</b>	<b>Dot Stewart - St Columba Hotel, Iona</b>
Glen MacDonald - Iona Campsite	Mike Story - Argyll & Islands Strategic Tourism Partnership	<b>Neil Hutton - Self Catering &amp; Guest House, Dervaig</b>	<b>Richard Nealon - Western Isles Hotel, Tobermory</b>
Tom Nelson - Glengorm & Tobermory Bakery	Joe Reade - Island Bakery, Tobermory	<b>Neil Morrison - Macgochans, Tobermory</b>	Kerrie Walker - Mull Theatre, Tobermory
Dave Currie - Highland Cottage Hotel, Tobermory	Peter Butterworth - Aros Lodge & Cycle Scotland	Diane Mellor - Self Catering, Salen	Fiona Cherry - Killiechronan Estate
Roc Sandford - Gometra Farm	Sam Jones - Islandscape Photography, Tobermory	Will Thorne - Thorne Wymess Architects	Ian Stevens - Tobermory Hotel
Tim Dawson - Holiday Mull & Iona			

# Vote 'YES'

- ... | f you believe a thriving tourism industry will make Mull, Iona and Ulva better places to run our businesses.
- ... | f you are convinced that we should fight our way out of the economic downturn by investing to stay ahead of the competition.
- ... | f you agree that by all working together, we can make a bigger difference.

What you should do now:

- Read this plan and contact us with any questions (see page 27 for contact details)
- Complete all the ballot papers sent to you (it's very important every ballot paper you receive is completed and returned)
- On each of your papers, place a cross on **either** 'Yes' or 'No' to the question 'Are you in favour of the proposed Business Improvement District'
- Sign each ballot paper
- Return all your ballot papers in the pre-paid envelope provided

**All papers must be returned by 5 pm on Thursday 21<sup>st</sup> March 2013**