

APPENDIX 3  
DUNOON PRESENTS BUSINESS PLAN  
APRIL 15, 2023 – APRIL 14, 2028

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## Foreword

As the Dunoon BID board, we are delighted to present this third term renewal proposal which outlines the priorities of the business community. We are all passionate and optimistic about the future of the town and we are excited about how we can continue to improve Dunoon by working together.

The projects and ideas that are detailed in this business plan came from the levy payers, gathered from our surveys, meetings, and consultations. They shaped the overall strategy that will allow us the opportunity to revitalise the town.

We have all been involved in Dunoon for many years between us now and know a lot of the local business people. The town in that time has become a regular host for major event activity which has stimulated hundreds of thousands of pounds into the local economy. These events have been the catalyst for new tourists and visitors to the area from across Scotland and further afield and we believe the town is on the cusp of major positive change in many ways. The work of the BID has been pivotal to the evident progress, and this now needs to be taken to the next level, with the BID working alongside key local stakeholders to bring about much needed progress in local infrastructure and public realm projects.

Supporting the Dunoon presents BID for a third term is a great opportunity to collaborate and make improvements that would not happen otherwise. We are asking you to commit to this at a time where many costs are rising however with this levy, we can access external funding not available to individual businesses and we can implement projects that will help Dunoon prosper.

Ballot papers will be distributed by post no later than 19 January 2023. You will have 6 weeks to cast your vote before the ballot closes at 5pm on 02 March 2023. Ballot papers received after this date and time will be null and void. We passionately believe that the town will continue to thrive and evolve with another BID five-year term.

## **What is a Business Improvement District (BID)?**

A Business Improvement District (BID) is a geographically defined area, where businesses come together and agree to invest collectively in projects and services the businesses believe will improve their trading environment. BID projects are new and additional projects and services; they do not replace services that are already provided by Argyll and Bute Council and other statutory bodies.

BIDs are developed, managed, and paid for by those who are liable to pay non-domestic rates (NDR) by means of a compulsory levy, which the eligible persons in the proposed BID area must vote in favour of, before the BID can be established. Each eligible person liable to pay the BID levy will be able to vote on whether the BID goes ahead.

“Business” or variations of the word “business” are used throughout this document. The word “business” in this context refers to property owners or tenants and occupiers of properties who are liable to pay the non-domestic rate (NDR), whether they pay business rates or not. This includes all properties listed on the Scottish Assessors Association Portal (website) with a non-domestic rateable value, many of whom may be a charitable organisation, public sector organization, social enterprise or community group who may not consider themselves to be a business.

A baseline service agreement ensures the BID does not use the levy money to duplicate any services provided by Argyll and Council and Police Scotland. The services directly delivered by the BID additional to any statutory services. The baseline services agreement gives an assurance to businesses that the levy payment will only be used for additional projects which they voted on in the BID ballot. Additionally, a baseline agreement avoids the risk that public agencies including Argyll and Bute Council will not reduce its statutory level of service to the BID area following a successful ballot. This document is available on request.

## **Why Does Dunoon Need a BID?**

If we do nothing, then nothing will be done and the progress that we have made over the last 10 years will be lost.

Dunoon has started to emerge from a long period of decline but now the work to allow the town to keep progressing must intensify even more. The primary focus of Dunoon presents has been all about the events and we have curated a programme that is working well for the area however it is now time to diversify our business plan working with key local stakeholders to deliver a wider range of projects including shopfront/premises improvements, streetscape enhancements and improved marine facilities.

We are really excited about The Dunoon Community Project as it will have a positive impact on the retail businesses and holiday accommodation providers. We want to make sure that visitors coming to the area for these activities will spend as much time in our town centre as possible so we need to develop plans to make the most out of the opportunities that will arise. This multimillion-pound community led leisure development, progressing rapidly around Bishop's Glen was inspired by the work of the Dunoon Presents BID and made our team realise that this was the way forward for the future of the town. Dunoon Presents have and will continue to work closely with the consortium developing this major piece of infrastructure, to ensure real and lasting legacy

The BID board fully understands that times have been hugely challenging, and this is continuing with local businesses increasingly worried about the availability of staff and rising costs including energy and raw materials. Certain things we can't fix however what we can do is

- work together to increase footfall, encouraging more people to Dunoon who spend money in the local economy.
- Encouraging people to spend more time in the town by making sure it is looking clean and attractive
- Promote the businesses better through social media, advertising and on the website
- Improving the perception of Dunoon as a place to visit with a variety of marketing activities

We know that there is so much work still to do and the BID provides a unique opportunity for businesses across all sectors to work together, invest collectively and undertake projects which can contribute positively to improving the economic viability of businesses in Dunoon and securing investment in the area. The BID has levered over £2.8million into the Dunoon economy in the last nine and a half years. It's a winning formula that will see a further £1.75million of growth in the Dunoon economy over the next five years; providing the BID continues.

## **BID ACHIEVEMENTS TO DATE**

The Dunoon BID has majored on a highly successful strategy of high end, adrenaline driven and competitive focused outdoor events and music events. In doing so we have created a completely new consumer and visitor offer for the town and crucially, a renewed and modernised sense of identity.

The events strategy in place takes account of feedback from the first BID term and that was: 'to develop more events that generate multi night stays in Dunoon'. This is clearly not possible at every event but has become a much more significant feature of the events calendar.

**Drive in Cinema:** Immediately following the easing of the first lockdown in July 2020 a hugely successful, full weekend sell out drive in/outdoor cinema was staged at the gasworks site in Dunoon town centre with the significant assistance of the landowner, who also owns/runs a local business. This was the first open/air drive in cinema staged in Scotland since the easing of the lockdown. The event almost broke even commercially and generated a tangible feel good emotion around the town and was only able to take place with a huge amount of hard work from a dedicated team of local people.

**European Water Ski Racing Championships:** Dunoon hosted this prestigious event for the first time, in Autumn 2018 and around 300 competitors stayed in Dunoon for a full week generating approx. 1300 bed nights. The event started immediately following the finish of the Cowal Highland Gathering and therefore the local economy benefited for an extra week, with this influx of people. This led to an ongoing relationship with the World Water Ski racing federation and the world championships remain a future possibility.

**Markets:** Throughout the first year 2020 of lockdown, it still proved possible to stage four seasonal outdoor markets within Argyll Gardens which were and managed safely alongside strict covid protocols. The town now hosts five outdoor markets annually and this is an established and popular aspect of community activity.

**Argyll Rally:** In June 2021 at the start of the easing of the second major lockdown, the third Argyll Rally was able to be successfully staged. This was made possible by a detailed submission from Dunoon Presents as main event sponsors, to Motorsport UK, the sport's governing body. This detailed the close collaboration between DP and Mull Car Club and the positive and safe impact the event would have on the town and surrounding areas, outlining the wider benefits to spectators and competitors' mental health and finally, not least the much-needed economic impact the event would generate into the local economy. Local history was made by the event going ahead as it also marked the staging of the first ever town centre closed road stage of the rally, a new introduction and one which has subsequently set the rally apart from any other in the UK. The Argyll Rally is now established on the Scottish Motorsport calendar, having first run in 2017. This event is estimated to attract over 600 competitors/crew alone, generating well over 1,100 bed nights over the course of three days.

**Dunoon Ultra Marathon and Relay:** This endurance running event has been running six years and annually attracts around 200 runners from all over the UK to Dunoon and is now

firmly established in the UK ultra-marathon running scene. The event starts at Benmore Gardens and finishes on Dunoon Pier

**Doon the Watter Revival Music Festival:** This annual small festival comprises approximately 400 attendees who are almost entirely visitors to Dunoon from the central belt and beyond, generating around 600 bed nights over the course of a full weekend

**Dunoon Dazzles Winterfest:** The annual Dunoon Christmas lights switch on event has grown into a weekend of multi activities, live music, family entertainment and gigs. This community event is one which does not specifically attract an audience from beyond Dunoon but is however a very much anticipated annual highlight for the entire town.

**Enduro Mountain Biking:** Dunoon now regularly hosts a round of the Scottish Enduro Series Mountain biking championships over a full weekend between Spring and Autumn. The work done by Dunoon Presents to collaborate with external partners has been the key to Dunoon becoming a well-known and respected location in Scotland as a fast-emerging mountain biking destination and this is continuing to develop as the Dunoon Community Project emerges. After a successful bidding process in summer 2022 Dunoon is back on the national championship circuit again for late April 2023 and this will attract approx. 350 elite competitors to the town for a full weekend of racing, generating approx. 500 bed nights. This event also includes a spectacular closed road, town centre urban stage of competitive racing, staged on the Saturday evening within Castle Gardens and attracts many hundreds of spectators into the town centre to watch the action.

**Aqua Adrenaline Power Boat Championships Round 6:** September 2022 saw this high-octane spectacle return to Dunoon for the first time in almost two decades and racing took place in the East Bay all day on Saturday 10<sup>th</sup> September, with large crowds gathered on the town promenade to beyond Kirn, enjoying this free to watch family friendly and highly visual event. Discussions are now ongoing to decide whether this event can become an annual town fixture

**Sunset Ceremony:** This Thursday evening pre Cowal Games family entertainment event is now under the stewardship of Dunoon Presents and by doing so, the future of an event, valued and close to the hearts of a great many locals is secured

**Cowalfest:** Dunoon Presents introduced this local event for the first time in August 2021 in an effort to address the fact the Cowal Highland Gathering (CHG) was not taking place as a result of ongoing covid issues. This was staged in Argyll Gardens and comprised a full day of family entertainment, music, children's shows and dancing. Blessed by good weather, this inaugural event proved a huge hit with locals and was repeated again in 2022 in close collaboration with the CHG organisers to ensure no conflict. We believe this event will now become an established annual fixture in the town and ensure the final day of the CHG continues into the late evening, within the town centre.

**Dunoon Giftcard:** This was introduced in late November 2020 and is administered by Dunoon Presents. Card(s) can be purchased in several businesses and can only be used/redeemed locally and are now accepted in the majority of local businesses as a method of payment. Monies owed are refunded to the business accepting the card within days. The scheme has been a huge success and to date and has generated almost £19k in local sales and is now a permanent and popular gift option around the local area.

**Punk on the Peninsula:** This small indoor festival, which had been staged previously in the town, was significantly upscaled in 2022 with the involvement and investment from DP which resulted in the weekend of the event transforming into an outdoor festival with stage and significantly increased attendance numbers as a result of the higher profile of bands who were attracted, included headliners The Skids.

### **Switch of BID activity during Covid:**

Due to the nature of the Dunoon BID being solely events focussed, a rapid and distinct departure from the normal modus operandi was required during both main lockdowns and this was evident in how the BID became the key 'go to' source of vital covid related information cascaded to businesses around trading restrictions, emergency grants assistance, online training seminars, issue of safety equipment such as hand sanitisers, amidst many other aspects. DP also provided Covid related external street signage to advise of safe distances to operate and signage which proclaimed the 'clean hands save lives' public health message during the height of the pandemic. A significant element of this activity around the end of the first lockdown and at the point staycations were at their peak, was a Dunoon destination marketing campaign targeting the central belt, comprising social media campaigns and roadside billboard ads. This and much of the Covid related activity was funded from monies applied for and awarded by, the Scottish Government Recovery Resilience Funds scheme, created to kickstart local economies.



## **The Next 5 years**

To develop our business plan, we consulted the businesses through surveys, meetings and one to one consultation to identify the priorities for Dunoon over the next 5 years. In summary, businesses want us to continue delivering the projects that have been developed over the last 2 terms but want us to expand on these, to work more effectively with partners and to improve communication with the BID businesses. If successful the BID board will take the time to review our procedures, update 'good practices' and start the new 5-year term with fresh vibrancy and efficiency to deliver more for your business.

Dunoon Presents recognises that local businesses and people who work in them are very concerned about rising costs, some are still recovering from COVID enforced lockdowns and Government restrictions. We feel it is important for us to continue to work together in an effort to navigate the difficult and uncertain times ahead whilst at the same time planning and looking forward to economic recovery for Dunoon.

We have addressed your priorities over 4 main themes:

### **Events**

Dunoon Presents has grown to become a recognised brand synonymous with high quality events. At renewal, the BID will build on this firm foundation, generating ever increasing visitor numbers to the benefit of local trade and your bottom line by continuing to host events that attract high spending customers who stay in the area for multiple night stays.

- Increases footfall and dwell time
- Increases economic spending
- Raises the profile of Dunoon
- Attracts visitors from further afield
- Benefits retail and accommodation providers, also indirectly supports their local suppliers.
- We have been asked to promote the events to a wider audience more effectively
- Continue enhancing the reputation of Dunoon as a base for high-octane, outward looking, participation sports events. This is our 'unique selling proposition', running, Mountain Biking and Triathlon events attract athletes from the west coast, central belt and beyond. Competitors and visitors to these events provide by far the biggest annual spend. Participation and spectator events such as the Argyll Rally bring another exciting dimension to the town.
- Dunoon Presents will seek to support sporting, music, cultural and community events with regional appeal. The aim is to attract a fresh new audience and demographic profile - more visitors with more disposable income. Dunoon Presents will act as an enabler and may offer match funds to new, professionally run events meeting the BID criteria, pulling people into Dunoon from beyond the immediate area with measurable benefit to the retail and service economy.

- We will deliver a series of community events to draw local people into town more often. The BID will continue to develop the town's Christmas offering including the street market, fairground and musical attractions.
- The objective is to build on Dunoon's success and attract new audiences.
- We will evaluate the events with questionnaires to local businesses and also to the visitors so we can gather data about those attending along with monitoring the economic impacts.

## **Identity**

At the outset in 2012, available research highlighted a public perception that there was nothing to do in Dunoon. We have been working tirelessly for the last 10 years to curate a programme of exciting events that people will travel each year to visit and attend. We have amazing natural resources, the water, forests, and the hills that make Dunoon and the wider Cowal the special place that it is, lets continue to develop activities that show off our strengths and work with others to improve the perception of the area. Ambitious events focusing on sport, music and culture will continue to confirm Dunoon as an exciting place to live, visit and return again and again to help create the right conditions for continued business growth in Dunoon.

- Prioritising the development of a marketing strategy for the next five years including a revamp of the existing website and social media presence.
- Be creative and use a wider network of resources and specialist media outlets to put Dunoon on the map. Good stories sell and bring visitors to sample the Dunoon experience for themselves.
- Dunoon Presents will develop stronger relations and lines of communication with other successful BID Towns to share information and best practice with a view to maximising the positive impact of Dunoon Presents on the local community.
- Generate maximum PR in regional terms and via special interest titles creating regular news features about Dunoon and its sporting, cultural and community events.
- Marketing campaigns will set out to welcome and encourage more event participants and visitors to Dunoon.
- Work with tourism partners to bring visitors from a wider catchment and with higher disposable income.
- Targeted marketing will focus on communities of interest to generate new business and bring increasing numbers to sporting, music, cultural and community events.

- Explore printed and online business directories

### **Collaboration**

The pre ballot survey indicated the need for greater collaboration with the appropriate local groups and external funders to bring about more rapid progress on infrastructural projects that need to be brought forward/expedited. This will hopefully bring about additional funding opportunities by working in partnership this way.

- The business community need to have an active voice with future projects in Dunoon
- Looking to secure additional external funding with the support of local groups
- Continue to lobby our local authority and Government for improved changes to Dunoon
- Save money through joint procurement
- New focus on sustainability, helping businesses through changes that will be implemented by the Scottish and UK Government to deliver net zero.

### **Space**

With improvements to the Queens Hall, Argyll Gardens and Dunoon CARs scheme , along with numerous events, festivals and other projects in the pipeline, the town is reestablishing itself as a leisure tourism destination, bringing more people to the area. Dunoon presents are aware that there is a need to do more. We need to continue to improve the physical appearance of our town centre and waterfront area for this to have the maximum positive economic impact for local businesses.

- Continue with shopfront/premises improvement grants
- A renewed focus on cleanliness
- Troubleshooting problem areas with assistance from Argyll and Bute Council
- Exploring additional plants/flowers with community partners
- Improving Marine infrastructure and gateway to the town
- Creating digital 'What's on' community notice board
- Introducing vertical banners from lighting columns

## BID INCOME & EXPENDITURE

INCOME	YEAR 1	YEAR 2	YEAR 3*	YEAR 4*	YEAR 5*	TOTAL
BID LEVY	£130,000	£130,000	£143,000	£143,000	£143,000	£689,000

EXPENDITURE	YEAR 1	YEAR 2	YEAR 3*	YEAR 4*	YEAR 5*	TOTAL
EVENTS	65,000	65,000	72,500	72,500	72,500	347,500
SPACE	11,000	11,000	14,500	14,500	14,500	65,500
COLLABORATION	0	0	0	0	0	0
IDENTITY	10,000	10,000	12,000	12,000	12,000	56,000
OPERATING COSTS	38,000	38,000	38,000	38,000	38,000	190,000
CONTINGENCY	5,000	5,000	5,000	5,000	5,000	25,000
KPI INDICATORS	1,000	1,000	1,000	1,000	1,000	5,000
TOTAL	130,000	130,000	143,000	143,000	143,000	689,000

\*The income and expenditure tables show figures if a 10% increase in levy is made by the BID board in years 3.4 and 5

### BID LEVY

A BID levy is an equitable and fair way of funding additional projects and services, which the local authority and other statutory bodies are not required to provide. There are approximately 430 commercial properties in the BID area which will generate a BID investment levy income of approximately £130,000 per annum and an estimated total levy income of £689,000 over 5 years.

It has been agreed by the BID Board: -

- The levy structure will be based on a banded fee structure fixed on the rateable value (RV) of the property on the day of the ballot 02/03/2023
- There will be no increase in the levy throughout the BID term because of a non-domestic rateable revaluation occurring during the BID term.
- The board have agreed that there should be no increase in levy within the first two years of a third term, but consideration shall be given to an increase in years 3,4 and 5 that would be capped at a maximum of 10% of the levy amount.
- The BID levy will be paid by the property occupier - the person liable to pay the non-domestic rate.
- All eligible occupiers (of eligible properties) i.e., the eligible person liable to pay the non-domestic rate that are listed on the Local Assessors Valuation Roll on the ballot date will be liable to pay the levy.
- The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property.
- The levy must be paid either in 1 payment, 2 payments in June & December within 28 days from the date of the levy invoice or in 10 instalments by arrangement with Argyll and Bute Council.
- If there is a change, in occupier to a property, until a new occupier is found, the property owner will be responsible for paying the levy.

- Any new commercial development, subdivision of existing properties or merging of properties or new business with a non-domestic rateable valuation coming into the area during the 5-year term of the business improvement district will be liable for the BID Improvement Levy.
- If a property is vacant on the day the levy invoice is issued or any subsequent vacant periods, the property owner will be liable to pay the levy.
- Self-catering holiday accommodation which is not the sole or main residence of any person, and which is available (or intended to be available) for letting on a commercial basis, with profit in mind, for short periods totalling more than 140 days in the financial year remain liable for non-domestic rates for the whole year and will be included.
- The levy will apply to properties with a rateable value of £999 and above. Levy bandings will be applied with a maximum banding at £111,000 and above.
- The BID levy will **not** be index-linked to the Retail Price Index (RPI) or the Consumer Price Index (CPI) to take account of inflation, so that those liable to pay the levy can budget accordingly for the full five-year term.

Businesses outside of the BID Zone, or otherwise exempt from the BID Levy, can choose to make Voluntary Contributions. VCs from businesses will be determined by their rateable values and will be paid on an annual basis. These businesses will thereafter be entitled to benefit from being members of Dunoon Presents. Any business making an VC will require to at least match the Levy threshold of £220 prior to becoming a member of the company. There will be no limit on Voluntary Contributions from individuals. Together with the Levy Payers, organisations making VCs can become a Member of the Company. Membership benefits include access to Company information and log-in to the business section of the website.

### **Exclusions**

The BID Board decided to exclude premises that have a rateable value of less than £999.00. These premises can pay a voluntary levy and become an “associate member” should they wish.

The BID Board decided that there is no benefit from being part of the BID to the following categories of property and therefore are exempt from paying the levy – schools, places of worship, non-retail charitable organisations with a rateable value of 15K or less, Hospital, Ambulance, Fire, Coastguard, Job Centre, Careers office, voluntary clubs, the Museum, and social care establishments.

A further concession under this proposal is that all properties designated as stores, where no trade, commercial activity or direct operational/logistical support to a business takes place, will be exempt from the levy at all bands.

## The Levy Table

Rateable Value (RV)	Each Week	Each Month	Annual Levy	No of Businesses	Total
0 to 999	Voluntary	Voluntary	Voluntary	0	£0.00
1,000 to 9,999	£4.23	£18.33	£220.00	331	£72,870.00
10,000 to 15,999	£6.88	£29.83	£358.00	50	£17,900.00
16,000 to 23,999	£10.06	£43.58	£523.00	18	£9414.00
24,000 to 39,999	£12.60	£54.58	£655.00	8	£5240.00
40,000 to 48,999	£16.83	£72.92	£875.00	3	£2625.00
49,000 to 63,999	£22.98	£99.58	£1,195.00	5	£5975.00
64,000 to 110,999	£31.63	£137.08	£1,645.00	2	£3290.00
111,000 +	£42.21	£182.92	£2195.00	6	£13170.00
				423	£130484.00

The BID Board decided to continue to use a fee structure, as detailed above, to calculate the levy fee. The reasons behind this are as follows: -

- The levy payments add up to the amount required to deliver the business plan.
- A banding system was chosen as it represents a simple and easy way for businesses to identify their levy payment, provides for ease of collection and represents a fair and reasonable methodology. Everybody benefits therefore everybody pays.
- A minimum payment of £4.23 per week is believed to be affordable for the smallest businesses.
- Through consulting with the businesses, a maximum of £2195 is believed to be affordable for the businesses at the higher end of the banding.

### Collection of the BID Levy

Argyll and Bute Council will collect the investment levy on behalf of the BID, as this will be an efficient, safe, and cost-effective method of collection. Argyll and Bute Council will lodge the levy within a BID Revenue Account. The BID levy can only be drawn down by the Board of Directors of the BID to allow the delivery of the business plan.

The BID Revenue Account and levy cannot be accessed by Argyll and Bute Council, nor can it be used by the Council as an additional source of income.

**Enforcement**

In the event of any non-payment of the BID improvement levy, it will be strongly pursued by Argyll and Bute Council (as the billing body) using the recovery powers available to the Council to ensure complete fairness to all the businesses that have paid. Argyll and Bute Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.

## **THE VOTING PROCESS**

### **Pre-Ballot**

The BID Proposer must submit, at least 98 days in advance of the ballot date, the BID Proposals to the Local Authority, the Scottish Ministers, and the billing body along with a letter detailing their intention to put the BID Proposals to ballot. The local authority has then, 28 days in which to veto or not veto the BID Proposals. i.e.,  $98 - 28 = 70$  – under the legislation the prescribed period is 70 days prior to the day of the ballot. The local authority is required, under legislation, to notify the BID proposers and the Scottish Government, in writing, if the authority is or is not vetoing the BID proposals. A 'Notice of Ballot' will be issued at least 42 days before the day of ballot. The BID Proposer will make available a copy of the BID Proposal to any person, who is eligible to vote on the BID Proposals, who requests a copy.

### **The Ballot**

- Ballot papers will be posted to the eligible person responsible for casting a vote within their business at least 42 days before the day ballot. In the case of national companies, the responsibility for voting may lie with head office.
- Prior to or on the date the ballot papers are issued the BID Proposer will provide to all those eligible to vote in the ballot, with a copy of the BID Business Plan.
- The BID ballot is a confidential postal ballot conducted by Argyll and Bute Council on behalf of Dunoon Presents BID and in accordance with Scottish BID legislation.
- Where an eligible property is vacant the voting papers will be sent to the property owner.
- In the Dunoon Presents BID case, voting papers will be issued no later than 19/01/2023.
- The last date for all ballot papers to be returned is 5pm on 02/03/2023. Papers received after this date and time will be deemed null and void and not be counted.
- 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 then 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 turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who turnout, the majority must vote in favour by number and rateable value.
- All eligible persons (i.e., those persons liable to pay non-domestic rates) will have one vote or where a person is liable for non-domestic rates for more than one property, that individual shall be eligible to cast more than one vote however they will be required to pay the levy for each of the properties that they occupy.
- The ballot papers will be counted on 03/03/2023 and the results announced by the Argyll and Bute Council within one week.



- Following a successful ballot, the BID will commence on 15/04/2023 and will run for a period of five years until the 14/04/2028.

### **MANAGEMENT OF THE BID**

Following a successful yes vote, the management and operation of the BID will continue under the existing company structure and name. The Company will continue to be managed by its Board of Directors operating in an open and transparent way and answerable to the businesses in the area. The Directors are committed to the highest standards of management, governance, and accountability; recognising good governance helps deliver the strategic objects of the company. There will be a detailed set of protocols (the Operating Agreement) which will cover, as well as other items, the billing, collection, and transfer of the levy to the Company.

The Board of Directors may consist of up to 10 directors, of which there are currently 8 in office. An active campaign will be launched after the successful ballot to recruit additional directors to the Board. Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else from within the BID area to be elected to the Company Board but limited to one eligible person from each eligible property. Nominations of directors, representatives, or advisors from outside the BID, who **do not** pay the levy and **who may or may not** represent those making voluntary or other financial contributions toward the BID, will be strictly at the discretion of the Board of Directors.

The Company will continue to be run by the businesses for the businesses. This Board will be responsible for all decisions relating to staff, contracts, the delivery of the approved business plan and other activities generated by the BID. The Board will be representative of the businesses and stakeholders in the area. The Chair, Vice Chair and Finance Director will be elected from the directors of the Board. The Board will include 1 representative from Argyll and Bute Council. Other non-voting members or local groups may be co-opted onto the Board at the Board's discretion.

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

Additionally, the BID Company Board reserve the right to consider creating a charitable arm of the company to enable it to secure additional funding, which can only be sourced with charitable status.

### **What if businesses vote no?**

If the Business Improvement District is unsuccessful with the ballot, all services and activities will stop on the 1st April 2023 and the board of directors will officially wind up the company aiming for this to be done by 14<sup>th</sup> April 2023, the last day of the 5-year term.

There is no alternative organisation to fund and continue the projects that the BID has been delivering for Dunoon.

- No large-scale events will take place in Dunoon and footfall will reduce significantly
- The Dunoon Gift Card will cease to exist
- The significant potential for economic growth will be at risk
- Collaboration and partnership working will not happen on such a large scale
- External funding for any activities will no longer be able to be accessed by the businesses
- No website to promote businesses and activities
- Social Media sites will be closed
- Marketing and advertising will stop
- Lobbying in support of the businesses will stop

This is a sample of the activity that would no longer take place in Dunoon, we need you to vote for us to continue this work.

## **THE BID AREA**

The BID Area includes the major shopping and commercial streets within the town – all those included in the first BID term.

The BID area encompasses approximately 430 properties - we believe that through the BID, businesses in Dunoon are stronger together.

The BID Zone proposed reflects the main business and commercial area; all businesses were asked to contribute their ideas to the plan prior to the voting decision.

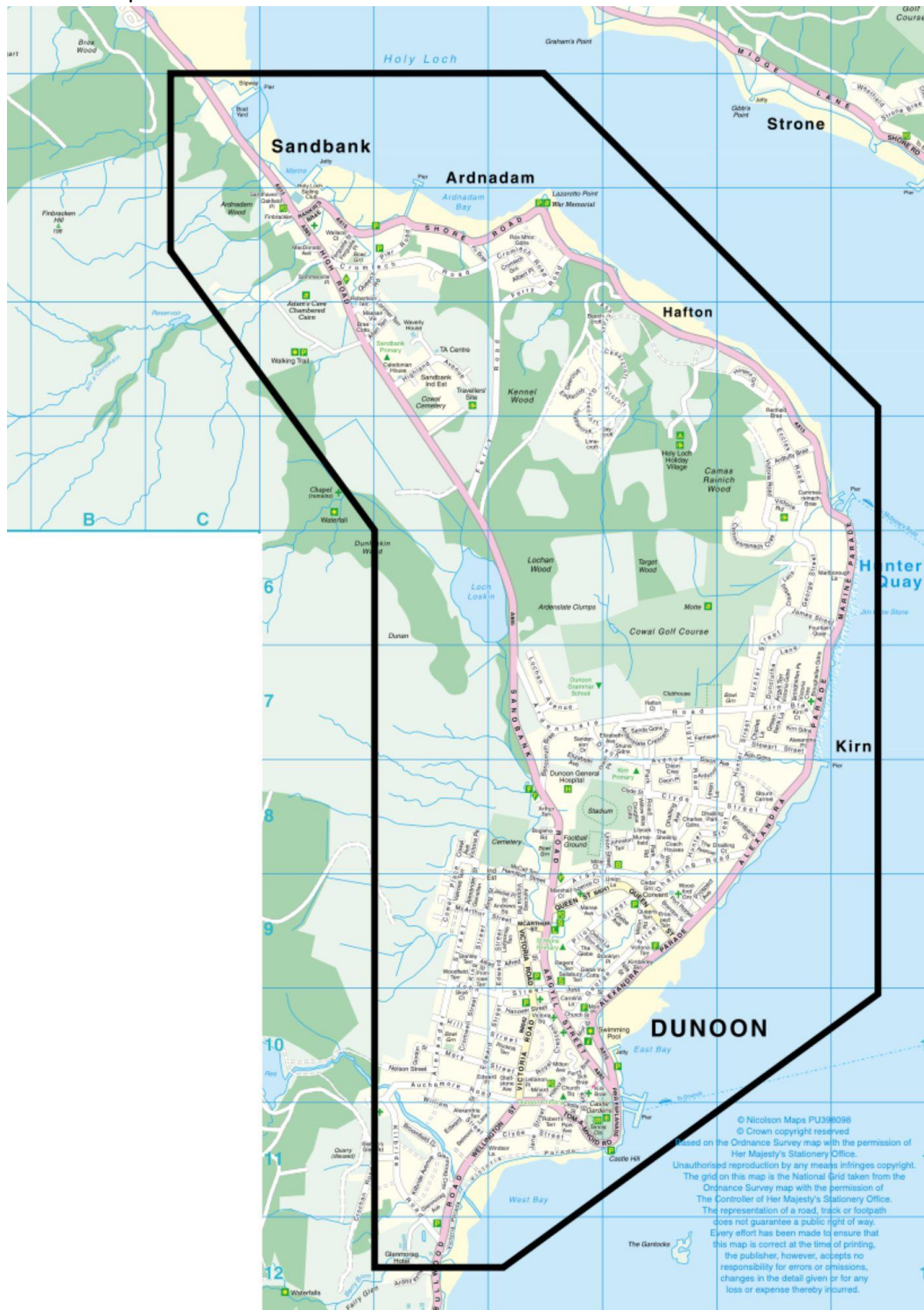
The following streets were chosen to be included in the BID area as consultations with businesses in this area highlighted several common issues of concern that could be addressed by a BID.

It is proposed to include the following principal streets

Albert Crescent	Church Square	Glenmorag	Massan View
Alexander Street	Church Street	Avenue	Miller Court
Alexandra	Clyde Street	Glenmorag	Milton Avenue
Parade	(Dunoon)	Crescent	Milton Road
Alexandra Place	Clyde Street	Gordon Street	Minard Place
Alexandra	(Kirn)	Gorsecroft	Moir Place
Terrace	Coach Houses	Greenbank Lane	Moir Street
Alfred Street	Cowal Avenue	Hafton Court	Mount Carmel
Allan Terrace	Cowal Place	Hamilton Street	Murrayfield
Ardenslate	Crawford Lane	Hanover Street	Nelson Street
Crescent	Crochan Road	Heathercroft	Nile street
Ardenslate Road	Cromlech Grove	High Road (Part)	Oakfield Place
Ardmhor	Cromlech Road	Highland Avenue	Oxford Lane
Ardtully Brae	Cromwell Street	Hill Street	Park Avenue
Argyll Road	Deercroft	Hillfoot Street	Park Road
Argyll Street	Dhailing Avenue	Hunter Street	Pier Esplanade
Argyll Terrace	Dhailing Court	Hunter's Grove	Pier Road
Arthur Terrace	Dhailing Park	James Street	Pilot Street
Ash Gardens	Dhailing Road	Jane Street	Port Riddell
Ashcraig	Dixon Avenue	Jaycroft	Primrose Terrace
Ash Croft	Dixon Crescent	Jessie Place	Prospect Avenue
Auchamore Road	Dixon Park	John Street	Prospect Terrace
Avenue, The	Dixon Place	Johnson Terrace	Queen Street
Beechcroft	Douglas	Kilbride Avenue	Queen's Road
Belmont Lane	Cottages	Kilbride Road	Queen's Terrace
Bencorrum Brae	Dunclutha Lane	Kimberley	Rankin's Brae
Bishop's Glen	Eaglecroft	Terrace	Regent Terrace
Brae	Eccles Road	King Street	Renfield Brae
Bogleha Road	Edward Street	Kirk Brae	Robert's Terrace
Brae Cottages	Edward Place	Kirk Street	Robertson
(Sandbank)	Elizabeth Avenue	Kirn Brae	terrace
Brandon Street	Erichtbank Drive	Kirn Court	Rockhill Terrace
Brooklyn Place	Eton Avenue	Kirn Gardens	Ros Mhor
Broomfield Drive	Fairhaven	Ladysmith	Gardens
Broughallan	Ferguslie Place	Terrace	Royal Crescent
Gardens	Ferguslie Street	Lebanon Place	St. Andrews
Broughallan Park	Ferry Brae	Leven Place	Square Salisbury
Broxwood Place	Ferry Road	Lilyoak	Terrace
Bullwood Road	Finbracken	Limecroft	Sanda Gardens
(Part)	Fir Brae	Lochan Avenue	Sandbank Road
Cammesreinach	Fircroft	Lorimer Terrace	Sanderson Drive
Brae	Fountain Quay	McArthur Street	Sandhaven
Cammesreinach	George Street	McCall Terrace	School Brae
Crescent	Gladstone	MacDonald	The Sheiling,
Carolina Lane	Avenue	Avenue	Shore Road
Castle Street	Glebe Avenue	Manse Avenue	Shuna Gardens
Cedar Grove	Glebe,	Marine Parade	Skye Court
Cedarcroft	The Glebe View	Marlborough	Sommerville
Charles Gardens	Cottages	Lane	Place
Charles Lane	Glenallan	Marshall Court	Spence Court
Cherryhill		Mary Street	Stanley Terrace

Stewart Street  
Tom-A-Mhoid  
Road  
Union Lane  
Union Street  
Valrose Terrace  
Victoria Crescent  
Victoria Gardens  
Victoria Parade  
Victoria Park  
Victoria Road  
(Dunoon)  
Victoria Road  
(Hunter's Quay)  
Victoria Square  
Victoria Terrace  
Wallace Court  
Waverley House  
Wellington  
Street  
West Street  
William Street  
Willow Quay  
Windsor Lane  
Woodfield  
Terrace  
Woodford Grove

## The BID Map



THERE ARE CIRCA 430 PROPERTIES LOCATED IN THE BID AREA.

Full details of the voting and levy arrangements will be available online prior to the postal ballot at [info@pa23.org.uk](mailto:info@pa23.org.uk). This can be requested by email from [colin@dunoon-presents.co.uk](mailto:colin@dunoon-presents.co.uk). Colin Moulson the BID manager can also be contacted on 07765770858.