



ARDAL GWELLA BUSNES

agbColwynbid
BUSINESS IMPROVEMENT DISTRICT

Colwyn Business Improvement District (BID) Proposal and Business Plan 2016 – 2021

KEYS



RHOS-ON-SEA ✓ MOCHDRE ✓ COLWYN BAY ✓ OLD COLWYN ✓

Colwyn Business Improvement District (BID) Proposal and Business Plan 2016 – 2020

1. Foreword

Message from the Chair of the Colwyn BID Steering Group

The Colwyn BID Steering Group was established eighteen months ago to develop a Business Improvement District. The aim of this project is to improve the conditions of the four main business communities across the Bay of Colwyn; Colwyn Bay, Rhos-on-Sea, Old Colwyn and Mochdre, and to attract more visitors, clients and customers to the area.

The key challenge the Bay of Colwyn has to overcome is a lack of identity and sense of direction about its future. Colwyn is often passed by and yet it is home to respected and internationally acclaimed businesses, a superb coastal environment and has internationally acclaimed facilities such as those at Eirias Park. We fail to take advantage of these factors or promote the fact that this area is actually a key centre of excellence in so many spheres of business life.

Businesses across the Bay of Colwyn are not alone in facing the recent challenges of the economic downturn. Increased pressures from changing lifestyles, increased mobility, more competition, greater customer choice and internet shopping have further prohibited business growth. However, the businesses which will thrive into the future are those located in places which offer a great customer, client and visitor experience. .

This BID Proposal and Business Plan sets out goals and initiatives which aim to address this and develop and project the identity of the Bay of Colwyn so that in turn the businesses here benefit. It will ultimately help the area attract more investment and provide a quality of life which retains a skilled work force.

We feel that the investment we are seeking from individual businesses in the BID programme is modest in relation to what collectively can be achieved. For the smallest company in the Business Improvement District, the daily cost is equivalent to a postage stamp and even for the very largest organisation the daily cost is less than the price of a single cinema ticket.

As a business in the Bay of Colwyn, we believe this project will make a positive difference to your bottom line. This plan has been created by business people like you, who have a wide range of business experience. They have helped to represent your interests on the Colwyn BID Steering Group, which has guided the development of this BID proposal and business plan.

Our cumulative investment will provide a business-driven focus to ensure that the Bay of Colwyn starts to take advantage of its key assets, its businesses and acclaimed educational establishments. This will help raise the area's profile and in turn provide essential support to its businesses. This investment will also set standards in the area which reflect and are in line with our own aspirations as businesses. The budget, over the five year BID lifetime is more than £1.25 million.

This is a realistic plan with realistic targets at a realistic cost. It is a chance for the Bay of Colwyn businesses to take the lead in how the area presents itself and is perceived. Don't let this unique opportunity slip by - we urge you to look carefully at the proposal and to give it your full support at the formal BID vote in November.

Chris Jackson OBE
Chair of the BID Steering Group

Current BID Steering Group Members

The Colwyn BID Steering Group was set up for the development of this BID and acts as the body which has proposed the BID for the purposes of the BID Statutory Provisions.

A totally separate and independent company will be set up, limited by guarantee, and will be responsible for the implementation of the BID plan. Membership of the board of the company will be open to all businesses in the BID area.

The current members of the BID Steering Group are as follows:

Name	Organisation	Area represented
Chris Jackson	Chair	All
Richard Baddeley	Richard Baddeley & Company	All
Teresa Carnall	TBC Marketing	All
Peter Steel	Linney Cooper	All
Rob Dix	CCBC	All
Ingrid Lewis	CCBC	All
Graham Bowser	Bay View Shopping Centre	Colwyn Bay
Sarah Jones	Cambrian Photography	Colwyn Bay
Debra Matthew	The Mayfair	Colwyn Bay
Hayley Walker	The Glass Lounge	Colwyn Bay
Jackie Crane	Alpha Business Centre	Colwyn Bay
Tina Earley	Bay of Colwyn Town Council	Colwyn Bay
Syd Gaskin	Gaskins Carpets & Beds Warehouse	Mochdre
Tony Earley	St James's Place	Mochdre
Natalie Pritchard	Colwyn Bay Motorcycles	Old Colwyn
Darren Poynton	Poynton Butchers Old Colwyn	Old Colwyn
Huw Edwards	Bone and Payne	Old Colwyn and Colwyn Bay
Harry Lloyd-Jones	Credent Insurance	Rhos-on-Sea
Maggie Bradley	Red 16 Café	Rhos-on-Sea

2. Executive Summary

BID background

Business Improvement Districts are created by businesses and organisations which come together to collaborate on initiatives that improve the location where they trade or do business. Business Improvement Districts are driven by participating businesses - who work together to draw up a proposal and business plan which is voted on. If agreed, it is then funded through a levy based on business rateable values, as well as trying to lever in additional funding where possible for investment into the delivery of projects for the benefit of businesses.

This levy is collected by the council and paid directly to the Business Improvement District company. This is a not for profit company which will be set up by the businesses and will be accountable to the businesses in the Bay of Colwyn to manage the business improvement district business plan.

The benefits of the Colwyn Business Improvement District

Colwyn Bay has been a town that has suffered decline over a number of years. Like many seaside towns changes in the tourism market from the mid 60's led to a decline in business and the conversion of many larger properties to bedsits. This accommodation attracted people dependent upon benefits and many with health problems. Consequently some residential areas, primarily around the town centre started to evidence social and economic problems which became the lasting image of the town leading to further disinvestment and decline. The economy is still slowly recovering from an economic recession, like no other and with the recovery comes new opportunities.

Lifestyles have changed, technology has progressed and the way in which people use and visit the towns and enjoy their leisure time is very different to what it was eight years ago. From a low start point it has been difficult for business to respond to these more recent changes. After a number of failed attempts to gain recognition of the issues within the town, Conwy County Borough Council, together with its partners established the Bay Life Regeneration Programme in 2005. From a slow start it has gained the support of Welsh Government, most significantly from 2008, and is now progressing steadily with major infrastructure investments laying the foundations for a more vibrant town.

The four key centres for business in this area; Old Colwyn, Colwyn Bay, Mochdre and Rhos-on-Sea make up an area across the Bay of Colwyn covering some two square miles. Despite operating quite distinctly, but the areas clearly have a desire to support each other by providing a more substantial business and leisure offer to the local resident population and to visitors and business clients from afar..

Businesses have recognised that this is an important opportunity to develop Colwyn's identity and raise its profile for the benefit of all businesses.

This proposal and business plan has been developed to ensure that it:

- is balanced to cover all business sectors
- clearly defines the role of the BID
- seeks to create and take advantage of new opportunities
- has focussed activity but remains relevant for the next five years
- has deliverable and achievable objectives

It clearly lays out a business-led programme of investment adding value to the Bay Life Regeneration Programme, which tackles issues identified by businesses with the aim of creating a positive and more profitable trading environment to potentially benefit all business sectors. To achieve this, the BID levy will be 1.8% of rateable value for businesses with a rateable value above £15,000. There are fixed levy charges for lower rateable values, and all charges rising in line with inflation each year for five years.

The Area

The Colwyn Business Improvement District covers the four business communities of Rhos-on-Sea to the west, Colwyn Bay and Old Colwyn to the east and Mochdre in land to the south. (see map in Section 5).

The Vision

Through this business-led programme of investment the vision is:

‘Creating the Bay of Colwyn: the seaside centre, perfectly placed for business and leisure’.

Strategic Objectives and Projects

1. Developing the identity and promoting business

To develop and promote the strengths and characteristics of the Bay of Colwyn as a seaside centre for leisure and business and build awareness locally and regionally for all of its business sectors..

2. Functional and Appealing

To develop a functional environment for businesses and a distinctive and attractive experience for visitors and workers in the area.

3. Area Specific

To provide support to businesses in each part of the Bay of Colwyn which is specific, relevant and appropriate to their business community.

Costs and funding

The budgeted income over the five year period of the BID is approximately £1.25 million. The yearly income will be made up of some £250,000 from the levy revenues and a sum averaging around £30,000 from voluntary, private and public sector contributions.

Subject to a successful vote in November 2015, the new BID will start on 1 April 2016.

3. What is a Business Improvement District?

A Business Improvement District (BID) is a precisely defined geographical area within which the businesses have voted to invest collectively in local improvements to enhance their trading environment.

BIDs are provided for in Part 4 of the Local Government Act 2003 and enabled by parliament through the Business Improvement Districts (England) Regulations 2004 and the Business Improvement Districts (Wales) Regulations 2005. Swansea, the first BID in Wales and the 29th in the UK, went to ballot in May 2006. The second BID in Wales was established in Merthyr Tydfil in 2012 and since then the Welsh Government has supported a number of locations through funding the development of BIDs, the Bay of Colwyn being one of these areas.

This legislation was based on the experience of some twenty years of successful BID activity in America and Canada. Since 2004, over 200 BIDs have been proposed and approved by business communities in England and Wales. These include Derby, Nottingham, Leamington Spa, Coventry, Bristol, Rugby, Birmingham, Bedford and Lincoln and 11 London boroughs and seaside locations such as Southend-on-Sea and Bournemouth.

Besides Swansea, there are a number of BID areas which have been operating for more than five years and have gone through a renewal ballot. In most cases those BIDs going on to a second term have received an even greater endorsement in the vote than they did the first time. BIDs have brought significant improvements to the trading environment of the businesses based in these locations. Further details are available on the Association of Town and City Management web site: www.atcm.org

The lifetime of the BID is prescribed by the Regulations and is set at no more than 5 years. It is possible for a BID to be extended by proposing a new proposal and business plan at the end of the BID lifetime for a fresh formal vote by the businesses.

The purposes of a BID are to provide new or expanded works and services or environmental enhancements within the prescribed BID area, funded via a BID Levy charge. All services/improvements will be additional to those already provided by Conwy County Borough Council. This charge is payable by non-domestic rate payers and is collected by the Council in much the same way as business rates. The manner in which the BID Levy charge is calculated is defined in Section 12

All works and services will be contracted by the Colwyn BID Company, the BID body for the BID area. The objectives and aspirations of the Colwyn BID are set out in this BID Proposal and Business Plan.

This proposal and business plan has been prepared in line with best practice and guidelines of the 'Industry Criteria and Guidance Notes' prepared for the British Retail Consortium (BRC) and the Inter-Bank Rating Forum (IBRF).

A set of definitions for terms used throughout this document is contained in Appendix 1.

The vote

In order for the proposals set out in this Proposal and Business Plan, to go ahead, more than 50 per cent of business ratepayers who vote have to vote 'yes'. Those in favour also have to represent at least 50 per cent of the combined 'rateable values' of those who vote. If these two criteria are met, the Business Plan is activated and all businesses in the area concerned will be required to pay the levy.

The persons entitled to vote, and be liable for the levy, are the ratepayers of non-domestic premises in the Business Improvement District. Properties with a rateable value of less than £3,000 will be excluded from the vote and levy.

The Returning Officer appointed by Conwy County Borough Council is responsible for holding the ballot for the Business Improvement District vote. Details of voting procedures and how you can confirm

persons entitled to vote can be found by contacting Conwy County Borough Council's Electoral Services on 01492 576051/2 or by e-mail electoral@conwy.gov.uk.

Alteration of arrangements

The Business Improvement District, its boundaries, the proposal and business plan and the levy percentage cannot be altered without an alteration ballot, although its board can adjust projects and spend as they feel appropriate, provided the basic tenets and budgets are not compromised.

The levy

A levy of 1.8% of rateable value is proposed for businesses with a rateable value of £15,000 or more which fall within the levy criteria laid down in Section 12. Those businesses which fall within the levy criteria laid down in Section 12 with a rateable value of £3,000 or more and less than a rateable value of £10,000 will have a charge of £180 and businesses with an rateable value of £10,000 or more and less than a rateable value of £15,000 will have a charge of £270.

This levy arrangement will generate around £1.25 million of ring fenced funding over the five year life of the BID and will also be used to lever in additional funds where possible adding a further £150,000 over the life of the BID. This will be used to fund the projects identified in this Proposal and Business Plan

Duration

Our proposal is for the Colwyn Business Improvement District plan to operate for five years and to commence, on the 1st April 2015. After five years, in 2020, it can be extended or renewed – but only after being subject to a renewal ballot.

Timescales

Action Point	Action	Revised 2015
1	Establish Register of Businesses as specified in BID proposal	End of May
2	Notice by BID Proposer to Billing Authority & Secretary of State of intention to hold ballot (at least 84 days before Ballot Holder requested to hold ballot Action Point 5)	Wed 3rd June
3	Finalise Register of Businesses as specified in BID proposal to be finalised	Wed 23 rd Sept
4	BID Proposer requests Billing Authority to instruct Ballot Holder to hold a Ballot (BID proposals need to be completed)	Wed 23 rd Sept
5	Billing Authority formally requests Ballot Holder to hold ballot	Thurs 24 th Sept
6	Ballot Holder issues Letter to Business Ratepayers to give information about the ballot and identify named person to receive ballot paper (latest date is 42 days before Ballot Day)	Target Date: Thurs 1 st Oct
7	Ballot Holder publishes Notice of Ballot (latest date = 42 days before ballot day) also to send copy to Secretary of State , a copy of the published notice of ballot, as per Schedule 2 3(d) of the 2005 Business Improvement Districts (Wales) Regulations.	Target Date: Thurs 8 th Oct Latest Date: Thurs 15 th Oct
8	Ballot Holder Issues ballot papers (at least 28 days before Ballot Day)	Latest Date:

		Thurs 29 th Oct
9	Last day to appoint a proxy (tenth day before Ballot Day)	Mon 16 th Nov
10	Replacement of lost and spoilt ballot papers (from the fourth working day before the Ballot Day)	From Fri 20 th Nov
11	Ballot Day (up to 5pm)	Thurs 26 th Nov
12	Count and announcement of result	Fri 27 th Nov

All businesses in the Colwyn Business Improvement District area will benefit from the BID initiatives.

4 The Colwyn BID - Working together will make a difference

Colwyn Bay has been a town that has suffered decline over a number of years. Like many seaside towns changes in the tourism market from the mid 60's led to a decline in business and the conversion of many larger properties to bedsits. This accommodation attracted people dependent upon benefits and many with health problems. Consequently some residential areas, primarily around the town centre started to evidence social and economic problems which became the lasting image of the town leading to further disinvestment and decline. This has then been reinforced by economic recession, lifestyles and technology changes which mean the way in which people use and visit the town and enjoy their leisure time is very different to what it was historically.

From a low start point it has been difficult for business to respond to these more recent changes. After a number of failed attempts to gain recognition of the issues within the town, Conwy County Borough Council, together with its partners, including trade representatives, established the Bay Life Regeneration Programme in 2005. From a slow start it has gained the support of Welsh Government, most significantly from 2008, when it was included within the North Wales Coast Strategic Regeneration Area. The Programme is progressing steadily with major infrastructure investments, housing and property improvements laying the foundations for a more vibrant town.

Everyone hopes that the national economic situation will continue to improve but at best this will continue to be a steady climb out of what was an extremely challenging situation. Lifestyles are changing and influencing the way in which we use our time and spend our money. Technology continues to develop and change the way we live, work and use our town and city centres both as individuals and as businesses.

Over recent years businesses in the area have disappeared but the Bay of Colwyn has not been alone. Since 2010 across the UK, over 150 medium to large national retailers have closed over 4,000 shops including familiar names such as Phones 4U and La Senza. Even in the first half of 2014, across the UK, store closures outpaced store openings.

A growing influence of online shopping has led to retailers halting store expansion and we are starting to see the full effects of the digital revolution and consequent change in customer behaviour play out on the high street. Although the rate of growth of online sales is slowing, it still far outstrips store sales growth for most retailers. Fashion retailers were among the hardest hit. This change in the way in which towns and cities are used has resulted in a decline of footfall nationally between 2008 and 2013 of 26%.

By 2018, over half the population in at least 500 towns across the UK, will be frequent e-commerce users. Nationally, e-commerce already accounts for 16% of all retail sales and will increase by 18% this year against 2014. In the UK sales via mobile phone are rising dramatically, and many retailers are reporting that at least half their on-line sales are now via mobile devices.

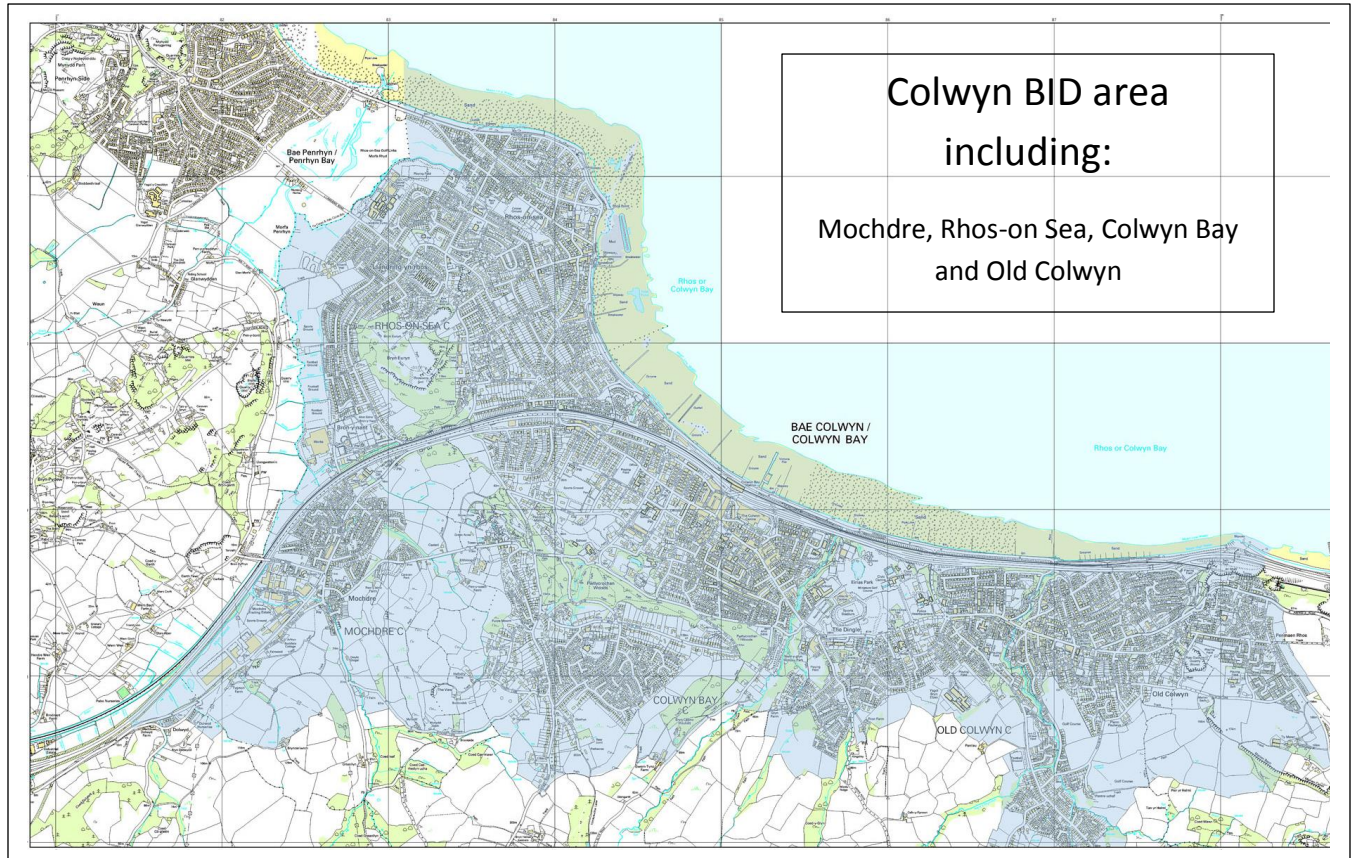
We need to think about ways in which we can work together: to create multi-media opportunities for smaller businesses, to develop the profile of the seaside and leisure offer in the Bay of Colwyn, to highlight the key businesses which are destinations in their own right as well as creating an experience which is unique and distinctively 'the Bay of Colwyn'.

The UK professional services sector is by far the largest part of the economy, accounting for about three quarters of economic activity. It is also the sector which is seeing the strongest growth as the wider economy starts to recover and sees improved confidence. This sector is an essential part of the local economy of Colwyn but is completely hidden from view. This sector provides Colwyn with an opportunity to shape its identity and to promote itself as a centre of quality and internationally acclaimed professional services businesses.

The established Bay Life Regeneration Programme recognises all of this and promotes the town's potential as a regional commercial and leisure destination. The opportunities presented by the investments at Parc Eirias, on the promenade, and the forthcoming new council office development in the town centre are immense

This proposal and business plan has taken account of the needs, challenges and opportunities faced by all business sectors in Colwyn. By working together through a Business Improvement District and with a new relationship with the Bay Life Regeneration Programme there is even greater potential to successfully overcome the challenges and take advantage of new opportunities.

5. Where will the Colwyn BID operate?



The shaded area represents the full extent of the Colwyn Business Improvement District. A list of roads and streets within the BID area is shown in Appendix 2.

A full list of streets within the BID area is shown in Appendix 2. All non-domestic hereditaments within the BID area will, if the BID is approved, be liable for the BID levy (as defined in section 12). The BID covers those businesses, whose rateable value is £3,000 or greater. Thus banks, building societies, car parks, Council facilities, the college, restaurants, clubs and pubs, estate agents, leisure operators, recruitment agents, retail and health and beauty outlets, solicitors, hotels, museums and transport and travel agents and all other non-domestic hereditaments are included within the BID and will, subject to the detailed levy criteria in Section 12, contribute to the BID's collective funding and activities flowing from the combined budget.

6. Services provided by Conwy County Borough Council

Council's Support for the Colwyn BID

Conwy County Borough Council fully supports the Colwyn BID. In particular, it endorses the fundamental principle of additionality within the BID by agreeing to maintain the provision of existing services from the Council to businesses at their current level (subject to budgetary constraints) across the Colwyn BID area. Thus, in line with BID legislation, BID services within the Colwyn BID will be additional to (not in substitution for) those provided by the Council. If there is a need for any change in service levels provided by the Council these will not be disproportionate to other parts of Conwy County Borough Council outside the BID area.

The Council's commitment to the Colwyn BID and the working relationships between the Council and Colwyn BID Company are set out in complementary documents agreed between the Council and Colwyn BID Steering Group currently acting on behalf of the Colwyn BID Company which has yet to be formed:

- A Memorandum of Understanding and Operating Agreement which defines the working relationship between the Council and Colwyn BID Company and sets out the Council's Operational Support to the BID on a number of specific issues
- A set of Baseline Agreements, each defining the benchmark for a specific services provided by the Council and other agencies to the businesses in the area

Council's Vision for the BID

Beyond its clear commitments set out in the Memorandum of Understanding, the Council welcomes the opportunity offered by the BID disciplines to develop a strong and more dynamic partnership between the Council itself and the Bay of Colwyn's businesses. The Council intends that this forward looking evolution of its relationship with businesses should take shape along the following lines during the five year BID period:

- Establishing a serious dialogue with Bay of Colwyn businesses on issues that can promote a stronger trading environment for them.
- Exploring more effective means of delivering council services to businesses. This will include more cohesive ways of tailoring and delivering specific services to the Bay of Colwyn

Council Services for Business

Businesses will continue to benefit from all the standard council services provided for the benefit of all stakeholders across the area (cleaning, access, safety, maintenance and public amenities). In addition, the Council delivers a wide range of services either directly or indirectly specifically for businesses, these include:

Grants
Planning
Business Information Service
Inward Investment
Licensing
Environmental Health and Safety
Commercial Waste and Recycling
Business Rates
Tendering for Council business
Parking Permits

Details of these services can be found on the Council's web site.

Individual Baseline Statements

In full support of the above commitments, Heads of Services within the Conwy County Borough Council, the Colwyn Bay Town Council and the Mochdre Community Council will draw up Baseline Statements on the specific services they are responsible for. These documents define the benchmarks for the provision of these services and the fact that any change will not disproportionately impact upon the BID area more than any other area outside the BID within the Conwy County Borough Council's administrative boundary. They also cover how the services will be measured. The Council attaches particular importance to the incorporation of value for money principles and measures within all the Baseline Statements.

The Baseline Services from the Conwy County Borough Council are defined below:

- Environmental Health
- Grounds Maintenance and Arboricultural services and Floral Displays
- Markets
- Off Street Parking
- Public Area CCTV
- Street Cleansing and waste
- Highways Maintenance and Signage
-

The Baseline Services from the Colwyn Bay Town Council are Christmas Lights and Events and contributions are also made to CCTV provision and Colwyn in Bloom.

Mochdre Community Council will also draw up a Baseline Statement in respect of the support they provide to Mochdre for Christmas Lights.

The process of creating the baseline agreements proves valuable to both the service providers and the BID company. The development of these partnerships and the additional focus on the services provided in the area, will give tangible benefits over and above those derived from the projects outlined below.

Council's Operational Support for the Colwyn BID

The Council's support for the BID will take practical shape in the following specific ways:

- Conducting, through the council's Democratic Services, the formal BID vote in accordance with current BID legislation and procedures
- Assuming a positive outcome to the BID vote, collecting the BID levy defined in the BID Proposal and Business Plan from Colwyn businesses and transferring the levy sums direct to the Colwyn BID Company. The Council proposes to make a charge for the BID levy collection and will pay the gross levy sums to the Colwyn BID Company within 30 days of collecting it.
- Provide a Councillor to sit as a Director on the BID Company Board
- Provide a senior council officer to act as key liaison and advisor where appropriate, to the Colwyn BID Company Board and to provide a business-focused dynamic link on all BID matters with senior Council staff
- Paying the appropriate BID levy set out in the Proposal and Business Plan in respect of all its own hereditaments within the Colwyn BID area.
- Set-up costs and software for the administration of the billing and recovery process for the BID levy bills.

Colwyn Bay Town Council will also have a representative on the Management Group to provide support wherever possible and provide a key link to the Town Council

Monitoring and Review

Conwy County Borough Council is committed to the regular monitoring of the operation of the BID Operating Agreement and reviewing its effectiveness in conjunction with Colwyn BID Company. This will be carried out as follows:

- The Council monitors performance of key services through the Corporate Plan with monitoring reported to the Cabinet. Where there is a specific issue with services delivery within the BID area the respective Head of Services will discuss this with the Colwyn BID Company.
- An annual review of the overall effectiveness of the Operating Agreement. This will be led by the Cabinet member from Conwy County Borough Council with responsibility for the BID and will reflect the Executive's commitment to address any shortfalls and propose measures to evolve the partnership to the mutual benefit of the Council and Colwyn BID. These reviews will be scheduled to best effect for the Council's and Colwyn BID Company's yearly budgeting cycles.

Colwyn Bay Town Council and Mochdre Community Council will also undertake an annual review of the Baseline Agreements with the Colwyn BID Company.

7. The Research and Consultation Process

Background

Over the last year extensive research has been undertaken across a wide range of stakeholders to ensure that the plan which has emerged has an in depth understanding of the views and aspirations of the businesses in the area as well as an appreciation of the perceptions of those who visit and those who work in the area.

Who was involved?

The research encouraged participation from all businesses across four key settlement areas of Colwyn Bay, Old Colwyn, Rhos on Sea and Mochdre:

- All businesses in the proposed BID area were mailed survey forms seeking their opinions on a variety of issues and asked to complete them.
- All businesses were included in mail shots and publicity including BID newsletters and Frequently Asked Questions Fliers.
- Approximately a third of all businesses had personal visits to discuss the BID.
- 20% of businesses across the area participated in detailed one-to-one interviews.
- In addition to two launch and information events at the start of the project, there were eight open area business meetings and three budget setting workshops held for businesses across the area, where businesses were invited to allocate funds to projects emerging from the research process.
- Numerous press releases and features in the local newspapers, including an interview with the Chair of the BID Steering Group during the development process.
- Businesses were invited to submit their views via letters, e bulletins and the Colwyn BID website.
- Active involvement and use of local and established business networks including The Colwyn Bay Town Team, Bay of Colwyn Chamber of Trade, Mochdre Business Network, Rhos-on-Sea Traders Association.
- Active participation by business representatives from the Colwyn BID Steering Group in all aspects of the development of this plan.

What were the aims of the research?

The objective of the research was to:

- Identify the key issues which directly impact upon all businesses in the area across all business sectors and to develop and achieve remedies that help businesses achieve their own internal objectives
- Identify any specific issues and opportunities by area to ensure that the impact on businesses from different environments were fully appreciated.
- Understand current perceptions for all parts of the Bay of Colwyn and identify those issues which would affect how long people stay in the area and how much they might spend and then generate solutions to them.

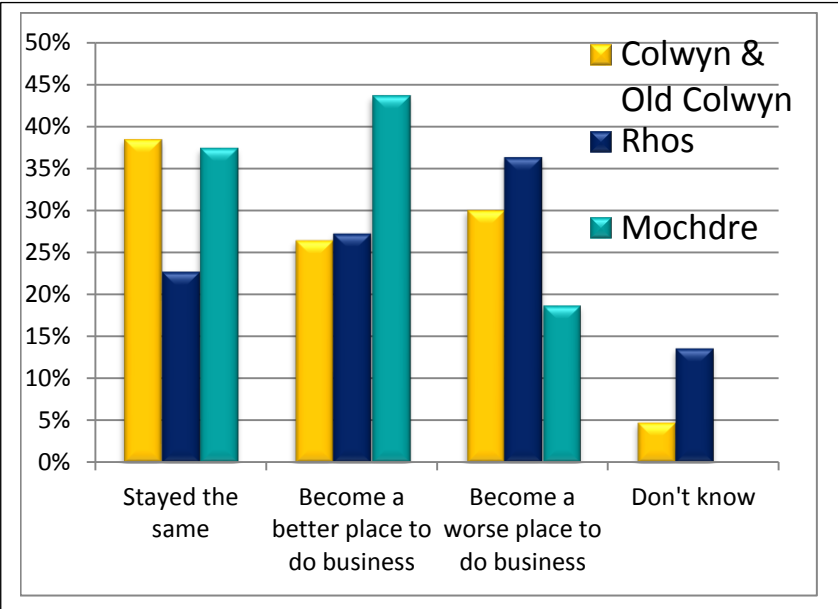
- Appreciate the views of people who work in the area on a daily basis and what might encourage others to come the area to work or spend more time there.

Research results

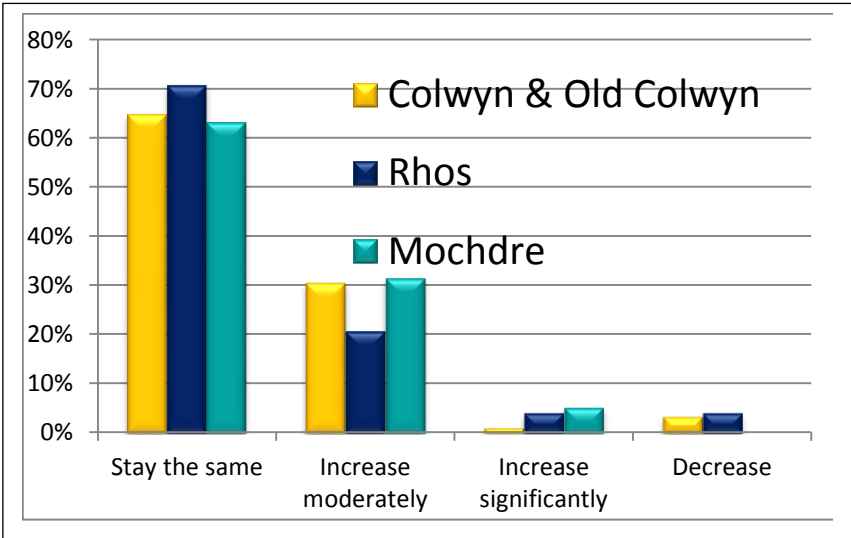
Business confidence in the area

Considering that the UK is slowly emerging from the deep recession businesses on the whole viewed the different parts of the Bay of Colwyn relatively positively in terms of whether or not the different parts of the area had become better or worse places to do business. However there were variations across the area.

Businesses in Mochdre had the most positive view of their area with 44% of businesses saying it had become a better place to do businesses over the last 2 to 3 years and 38% thought it had stayed the same. However the greater proportion of businesses in Rhos on Sea, 36%, thought that the place had become a worse place to do business with only 23% thinking the area had stayed the same. Businesses in Colwyn and Old Colwyn thought that their area had stayed the same over the last 2 to 3 years with a fairly equal split thinking that their places had become a worse or better place to do business.



When considering their future in the area, businesses reflected a fairly positive view, particularly those in Mochdre, Colwyn Bay and Old Colwyn with a third of all businesses in these areas anticipating that they will be increasing their staffing levels moderately in the next year. Only 21% of businesses in Rhos on Sea thought their staffing levels would increase moderately with 71% saying that they will stay the same.



However when asked whether the businesses had any places to change their premises or re-locate, those in Rhos-on-Sea were more positive with 13% saying that they would re-fit, extend or improve their premises in the next year. Only 2% of businesses were considering re-location out of the area and no businesses from either Rhos-on-Sea or Mochdre were considering moving away.

There is a range of very different business environments across the Bay of Colwyn. However, despite this, there were far more similarities between the areas about the type of initiatives they all considered important, than there were differences.

When asked to rank the relative importance of different initiatives for their area, out of a range of 35, more than a third of them were all found in each of the three main area's top 20 activities and 15 of them appeared in at least two of the main area's top 20's.

Developing the Bay of Colwyn's identity and promoting businesses

In all three of the main areas of the Bay of Colwyn the desire to develop an identity for the area featured in the top 2 with between 69% and 92% of businesses saying that this was really important.

Marketing, in various different forms, featured across all three area's top ten initiatives. This included a dedicated web site and the use of digital and social media and also marketing to target new businesses to move into the area.

There was an over-riding view raised in workshops and the individual meetings, that this is a great place to do business. It is accessible and family friendly with a potential for a great quality of life as a resident and a great experience as a visitor, but none of these attributes are promoted or celebrated.

Businesses also felt that there was potential for a closer association to be made between the different parts of the Bay of Colwyn and that there is even a distinct lack of information and awareness locally about different businesses and what's going on across the Bay of Colwyn

Many businesses remarked during interviews and the workshops that there are some great opportunities to create stronger links between the different areas. In fact the need for a 'Strong collective voice' was identified as one of the most important activities needed by more than half of the businesses in all three main areas.

In terms of examples of how the areas could improve links, other examples quoted included;

- How Colwyn and Old Colwyn should capitalise on the events at Eirias Park
- Businesses at Mochdre said that many of the businesses in Mochdre are open to the public and could effectively 'fit out a home', but the area is not promoted in this way.
- Businesses in Rhos-on-Sea commented that there should be more information for people visiting to extend their stay by taking advantage of the Port Eirias water sports centre and other facilities in Colwyn Bay

Table 1: Business ranking of top 25 initiatives (out of 38) - comparisons between Colwyn Bay and Mochdre.

Ranking	Colwyn & Old Colwyn	%	Ranking	Mochdre	%
1	Improve derelict, vacant old bldgs	76%	1	Improved broadband for businesses	71%
2	Develop identity of CB	71%	2	Develop identity of CB	69%
3	Improve parking	67%	3	Dedicated web site and social media	69%
4	Improved visitor amenities	61%	4	Single point of contact for businesses	61%
5	Strong collective voice	58%	5	Strong collective voice	56%
6	Marketing campaigns	57%	6	Improve roads and footpaths	56%
7	Marketing to attract new businesses	56%	7	Improve signage and visitor info	56%
8	Dedicated web site and social media	55%	8	Improve awareness of industrial zone businesses	56%
9	Events and animation	54%	9	Marketing to attract new businesses	50%
10	Single point of contact for businesses	50%	10	Networking and local trading	50%
11	Improved broadband for businesses	50%	11	Installation and monitoring of CCTV & ANPR (Automatic Number Plate Recognition) at key locations	50%
12	Improve signage and visitor info	49%	12	Improved care and maintenance of the greenery and open spaces	44%
13	Improvements to the sea front	46%	13	Group buying initiatives to reduce costs where possible	40%
14	Improve roads and footpaths	43%	14	Business to business marketing campaigns for professional services	40%
15	Business to business marketing campaigns for professional services	43%	15	Bay of Colwyn loyalty scheme and data capture for businesses	40%
16	Improved care and maintenance of the greenery and open spaces	43%	16	Improve parking	39%
17	Networking and local trading	42%	17	Improve derelict, vacant old bldgs	39%
18	More Street/Specialist Markets	41%	18	Events and animation	36%
19	More Police Support Night time	41%	19	Business to Business showcase events for local/regional businesses	35%
20	Business to Business showcase events for local/regional businesses	38%	20	Work with others to create wi fi across the Bay of Colwyn area	35%
21	Improved lighting in certain areas	37%	21	Support in providing links to further education, training, Continuous Professional Development etc	35%
22	Work with others to create wi fi across the Bay of Colwyn area	37%	22	Marketing campaigns	31%
23	Installation and monitoring of CCTV & ANPR (Automatic Number Plate Recognition) at key locations	37%	23	Improved visitor amenities	31%
24	Improved traffic flow	37%	24	Exchange of best-working-practise forums, workshops and training	29%
25	Improve awareness of industrial zone businesses	37%	25	Improved lighting in certain areas	28%

Functional and Appealing

Although there are some specific area challenges, signage, traffic flow and parking, were common problems which directly impact upon the business operation and the visitor / client experience across the whole of the Bay of Colwyn.

The key issues in Colwyn Bay related to the links between the sea front and the town centre where businesses considered that more needs to be done in terms of signage and footpaths to improve the connection between the two. Businesses also had major concerns about the way in which the traffic flows around the town centre, feeling that traffic and people are directed away from the town centre rather than being encouraged to flow into it.

Rhos-on-Sea felt that improvements were needed on both tariff structures and facilities for parking and that facilities for families staying in the area could be better. Mochdre's key challenge was signage.

'Improve derelict, vacant and old buildings' was ranked as Colwyn Bay's top most important initiative, it was ranked seventh by businesses in Rhos-on-Sea and, even in Mochdre it was ranked in their top 20.

The need for a better environment was also reflected in the fact that the 'improved care and maintenance of the greenery and open spaces' featured in all three main areas' top 20 initiatives.

Businesses in Mochdre tended to rank the more functional issues as being more important than Rhos-on-Sea or Colwyn Bay, which is not surprising given the nature of the businesses in this area. 'Improved Broadband for businesses' was the most important initiative here, but this was also an important issue for the other areas, where more than half the businesses in Colwyn Bay and Rhos-on-Sea saw this as an important or very important issue.

'Events and animation on the streets and open spaces' was not surprisingly ranked highly by both Rhos-on-Sea and Colwyn Bay, but it also appeared as an important issue for the businesses in Mochdre, reflecting the fact that they feel that this will contribute to raising the profile of the area and encouraging people to stay longer and explore the businesses locally.

Area Specific

Even though there were a significant number of activities which were common to all three areas in their top rankings there were also activities which were ranked highly in some areas which were not considered important by others.

Table 2: Business ranking of top 25 initiatives (out of 38) - comparisons between Colwyn Bay and Rhos-on-Sea

Ranking	Colwyn & Old Colwyn	%	Ranking	Rhos	%
1	Improve derelict, vacant old bldgs	76%	1	Develop identity of CB	92%
2	Develop identity of CB	71%	2	Improve parking	86%
3	Improve parking	67%	3	Dedicated web site and social media	78%
4	Improved visitor amenities	61%	4	Improvements to the sea front	73%
5	Strong collective voice	58%	5	Improved visitor amenities	71%
6	Marketing campaigns	57%	6	Marketing campaigns	67%
7	Marketing to attract new businesses	56%	7	Improve derelict, vacant old bldgs	67%
8	Dedicated web site and social media	55%	8	Events and animation	63%
9	Events and animation	54%	9	Improve roads and footpaths	57%
10	Single point of contact for businesses	50%	10	Improve signage and visitor info	57%
11	Improved broadband for businesses	50%	11	Extra cleaning of the roads and streets	55%
12	Improve signage and visitor info	49%	12	Improved broadband for businesses	54%
13	Improvements to the sea front	46%	13	Strong collective voice	52%
14	Improve roads and footpaths	43%	14	Improved care and maintenance of the greenery and open spaces	50%
15	Business to business marketing campaigns for professional services	43%	15	More Street/Specialist Markets	46%
16	Improved care and maintenance of the greenery and open spaces	43%	16	Improved lighting in certain areas	45%
17	Networking and local trading	42%	17	Marketing to attract new businesses	43%
18	More Street/Specialist Markets	41%	18	Bay of Colwyn loyalty scheme and data capture for businesses	42%
19	More Police Support Night time	41%	19	Single point of contact for businesses	41%
20	Business to Business showcase events for local/regional businesses	38%	20	Business to Business showcase events for local/regional businesses	41%
21	Improved lighting in certain areas	37%	21	Set up and running of a business crime prevention scheme	39%
22	Work with others to create wi fi across the Bay of Colwyn area	37%	22	More Police Support Night time	39%
23	Installation and monitoring of CCTV & ANPR (Automatic Number Plate Recognition) at key locations	37%	23	More Police Support Daytime	39%
24	Improved traffic flow	37%	24	Installation and monitoring of CCTV & ANPR (Automatic Number Plate Recognition) at key locations	38%
25	Improve awareness of industrial zone businesses	37%	25	Business to business marketing campaigns for professional services	36%

'Improve awareness of industrial zone businesses' and 'Networking and local trading' both appeared in Mochdre businesses' top ten most important activities but neither of these featured in the top twenty of either Colwyn Bay or Rhos-on-Sea.

'Improvements to the sea front' and 'More Street/Specialist Markets' both featured as top ranking activities for both Rhos-on-Sea and Colwyn Bay but, not surprisingly did not feature in Mochdre's top activities.

Inevitably there will be a need to ensure that all areas including Old Colwyn receive attention which is unique and relevant to them. This may mean the activity is not necessarily appropriate for the other areas. These variations within the range of activities must be accommodated and this will go towards developing distinct identities of each of the four areas in the Bay of Colwyn; Old Colwyn, Colwyn Bay, Rhos-on-Sea and Mochdre .Each area will play its own part in the development of the overall identity of the Bay of Colwyn.

8. The BID's response

Following our extensive research three key project areas of the Colwyn BID have emerged reflecting the core issues and opportunities identified by the businesses. The activities within each of the project areas have been specifically designed to address and take advantage of these.

Although the BID area covers a large geographical area of some 2 square miles, it was clearly evident throughout the interviews and discussions, the workshops and the surveys that there is a strong community feeling which brings the businesses of Old Colwyn, Colwyn Bay, Rhos-on-Sea and Mochdre together. They all share the same frustrations and see themselves as missing out on opportunities with no real influence in shaping their future.

The over-riding factor which businesses considered important to their future is to develop some sense of identity for the area which could be used to raise the profile of the area and in turn, their businesses. There are many businesses which are destinations in their own right attracting people from some considerable distance. There are global brands based here and many national and international businesses for which the area represents one of their key operational and administrative bases. But these remain hidden from view and as a consequence the significance of the area is understated and not recognised from a business or a visitor perspective.

There has been considerable investment in this area and more is planned. However there is a need to bring all the businesses across this area together to take advantage of what each has to offer and ensure that they are able to take advantage of the assets they have. By forging a stronger business community through the BID and focusing on delivering the projects which are important to them, it will attract more visitors and clients and in turn become an even better place to live and do business.

This plan has been designed to ensure that the activities benefit as wide a range of businesses as possible, by business sector and by where they are located. . Ultimately it should support the overall vision of 'Creating the Bay of Colwyn: the seaside centre, perfectly placed for business and leisure'.

All businesses and organisations stand to benefit from these additional projects and activities which have been identified by businesses across Colwyn as crucial to their future:

- to promote the strengths of all its business sectors and organisations, night and day, to and provide an environment which reflects their quality and aspirations
- to build on the assets of the Bay of Colwyn as a whole and bring the businesses across the area to work together

How will the delivery be monitored?

Monitoring and measuring the performance and effectiveness of the BID activities is an integral and essential part of the plan. Businesses need to be confident that their levy money is being invested as productively as possible to maximise results.

The effectiveness of the measures undertaken will be gauged by key performance indicators monitored and relevant for each project area, including footfall, customer surveys, business surveys, photographic evidence, vacant properties and footfall trends

9. Vision and objectives

Assuming a positive BID vote by a majority of businesses by both rateable value and number, BID operations will start on 1st April 2016 and will continue for a total of 5 years.

The Vision

‘Creating the Bay of Colwyn: the seaside centre, perfectly placed for business and leisure’.

Strategic Objectives and Projects

1. Developing the identity and promoting business

To develop and promote the strengths and characteristics of the Bay of Colwyn as a seaside centre for leisure and business and build awareness of all its business sectors locally and regionally.

2. Functional and Appealing

To develop a functional environment for businesses and a distinctive and attractive experience for visitors and workers in the area.

3. Area Specific

To provide support to businesses in each part of the Bay of Colwyn which is specific, relevant and appropriate to their business community.

Objectives, Activities and Results

1. Developing the identity and promoting business

To develop and promote the strengths and characteristics of the Bay of Colwyn as a seaside centre for leisure and business and build awareness of all its business sectors locally and regionally.

Amount the BID will spend:

An initial budget of £58,000 p.a increasing to £61,000 by year 5 – a total of £300,000 over five years.

Activities

Bay of Colwyn as a distinctive area

- a. Work with all stakeholders to define, develop and promote the identity of the Bay of Colwyn which reflects the strengths and characteristics of the area and creates a sense of place in the area by its businesses and local population. This should add value to the existing marketing work by the Bay Life Regeneration Programme which has developed the ‘Perfectly Placed’ branding and is starting to put the town back on the map for good reasons.
- b. Define, develop and promote the identities of different parts of the Bay of Colwyn which reflect the different strengths and characteristics of each part of the BID area, linked to the development of a common identity for the Bay of Colwyn aimed at increasing visitors to the area and increased loyalty from the all parts of the local catchment area.
- c. Develop the use of traditional marketing, PR, digital and social media channels to increase the awareness of the Bay of Colwyn, its business sectors and all it has to offer, in a way which is consistent with its identity, to visitors and businesses alike.

- d. Act as a collective voice and represent business interests with all stakeholders to influence any aspect of marketing and promotion of the area and its businesses to ensure that it is in line with the BID proposal and business plan objectives.
- e. Develop effective communications between businesses and the BID organisation to promote awareness of different issues which may affect trading conditions and to ensure that businesses are able to optimise their involvement and benefit from the BID's activities.

Retail and Health and Beauty:

- f. Design and coordinate campaigns which focus on key trading periods, highlight the particular strengths of this sector across the Bay of Colwyn and take advantage of new trading opportunities.
- g. Develop promotional schemes for people using the area's businesses which captures, market intelligence, develops marketing capability for the businesses and the BID and attracts even more visitors and clients.

Culture and Leisure

- h. Raise the profile and awareness of the quality and diversity of the culture and leisure economy across the Bay of Colwyn increasing the numbers of visitors enjoying this aspect of the area at all times of day, evening and night.
- i. Work with partner organisations to ensure that there is greater integration and coordination between key events and culture and leisure businesses across the area to develop the visitor experience and improve benefits to businesses

Professional Services

- j. Develop specific campaigns to enable the professional service and other commercial businesses across the Bay of Colwyn to raise their profile locally and regionally and benefit from the association with the Bay of Colwyn identity.
- k. Create events to support professional service businesses to promote themselves and highlight particular sector strengths to other businesses in the Bay of Colwyn and beyond.

College

- l. Work closely with the College to raise its profile as a College at the centre of its community and work to promote a greater sense of association between the students and businesses across the area.

Measures and Results:

- Use of the names of the different parts of the town being used by other organisations, businesses and stakeholders in the media and other information about the town
- Footfall to the area which is stronger than national high street trends
- Increased occupancy levels in hotels and guest houses across the Bay of Colwyn
- Increased number of active users of digital media promoting the Bay of Colwyn and its businesses.
- Increased levels of sales activity across the whole of the area
- Positive media exposure locally, regionally and nationally measured through numbers of articles, publications, click-throughs on digital media and value through using advertising value equivalent. (a.v.e)
- Numbers of businesses actively engaged in BID activities and the use of and their association with the Bay of Colwyn in their own marketing and promotion.
- Increased numbers of people visiting the main commercial areas of the Bay of Colwyn from wealthier postal code districts within the catchment area

- Numbers of businesses actively engaged in award schemes for customer care and businesses performance.
- Numbers of businesses providing work placements and apprenticeships for students from the College.
- Numbers of visitors to events and facilities in the area.

2. Functional and Appealing

To develop a functional environment for businesses and a distinctive and attractive experience for visitors and workers in the area.

Amount the BID will spend:

An initial budget of £77,000 p.a, increasing to £81,000 by year 5 – a total of £396,000 over five years.

Activities

Vacant, derelict and dilapidated buildings

- a. Support the development and implementation of initiatives which protect and enhance the buildings and other physical attributes of the Bay of Colwyn which complement and develop the different characteristics of the areas across the area.
- b. Work with landlords, agents and others to ensure that vacant premises or derelict properties are maintained and presented in a smart and tidy appearance and do not detract from the appeal of the immediate environment.

c. Parking

Work closely with the Council and other Car Park operators to improve the 'parking experience' across the Bay of Colwyn for both visitors and those who work in the area, in a way which is commercially sustainable, increases patronage and meets the needs of the area's businesses.

d. Access and signage

Work with others to improve the flow of pedestrians and traffic between different parts of the area and its businesses and around the different commercial areas themselves. Initiatives such as improved signage, maps and guides (digital and printed), and shared space, will encourage a closer association between access by car and the businesses in the different parts of the Bay of Colwyn.

e. The leisure offer

Work with others to create stronger links between the sea front, the different event venues and facilities to maximize the benefits from the events, the markets and leisure activity which takes place and which builds the reputation of the Bay of Colwyn as a place for seaside, leisure and business.

The appearance of the area

- f. Support the development and implementation of initiatives which improves and protects the appearance of the streets, roads, green spaces and sea front, which complement and develop the characteristics of the Bay of Colwyn.
- g. Improve the appearance and vibrancy of the streets and open spaces by adding colour and decoration when appropriate through the use of additional floral displays and festive and creative lighting.
- h. Business crime and anti-social behaviour**
Work closely with the Police and other agencies in tackling antisocial behaviour and crime issues which impact upon the businesses and the visitor experience

i. IT infra-structure

Work with others to improve broadband and the IT infrastructure across the Bay of Colwyn to ensure all businesses and the public have the option to access effective digital communication through cable or wi-fi.

Measures and Results:

- Footfall to the area which is stronger than national high street trends
- Increased occupancy levels in hotels and guest houses across the Bay of Colwyn
- Improved perception of physical attractiveness of the area measured through surveys of visitors and those who work across the Bay of Colwyn
- Increased number of events and street entertainment and a greater perception of things happening measured through surveys of visitors
- Lower than average crime reported across the area
- Improved download and upload access speeds for broadband connections to businesses

3. Area Specific

To provide support to businesses in each part of the Bay of Colwyn which is specific, relevant and appropriate to their business community.

Amount the BID will spend:

An initial budget of £60,000 p.a, increasing to £63,000 by year 5 – a total of £307,000 over five years.

Activities:

a. Old Colwyn

Work with others to improve the attractiveness and access to all businesses by the local community, increasing loyalty and profile of the local population using the town.

b. Colwyn Bay

Work with others to strengthen the connectivity between the sea front and the town centre and improve vehicle access to all parts of the town.

c. Rhos-on-Sea

Work with others to improve the leisure facilities and public amenities which support and increase its attractiveness, encourages more visitors and builds the profile and identity of the town.

Mochdre

- d. Improve the awareness of industrial zone businesses through targeted marketing to highlight all business sectors based in Mochdre locally and regionally.
- e. Support business networks to encourage increased local trading opportunities and attract additional business investment in the area.

Measures and Results:

- Footfall to the area which is stronger than national high street trends
- Increased levels of sales activity across the whole of the area
- Increased numbers of businesses using local suppliers
- Increased clients to industrial premises

10. Organisation, Resources and Delivery

The preparation of this plan has been managed by the Colwyn BID Steering Group which is made up of a cross section of businesses and organisations from across the Bay of Colwyn together with representatives from Conwy County Borough Council. The Colwyn BID Steering Group was set up to act as a business forum to manage the development of this BID proposal and business plan.

Upon a successful ballot, the BID Steering Group will set up a new company to act as the BID Company. It will be a not for profit BID company, limited by guarantee which will be legally and operationally responsible to the businesses in the BID area, for the delivery of the BID proposal and business plan and its associated activities and will act on their behalf.

The management structure of the BID will be a Board responsible for governance, a Management Group responsible for coordinating activity and delivery and working groups developing the individual projects.

All business levy payers are invited to become members of the BID Company who will elect the members of the Board. The Board will therefore be driven by people who represent different business sectors and the different parts of the area; Colwyn Bay, Old Colwyn, Rhos-on-Sea and Old Colwyn. The Chair of the Board will be elected from amongst the levy paying businesses (not from a public sector body) of the BID.

The Board will also include one Councillor from Conwy County Borough Council as a Director and one Council Officer who will act as a liaison officer and an advisor where appropriate, but not as a Director. It will also include one representative from the Colwyn Town Council who shall be the Town Clerk.

The main role of the Board is to safeguard the interests of levy payers by ensuring that the business operates in line with the BID plan, is professional and offers consistent value for money in line with its targets. The Board will ensure that the implementation of the BID will be externally monitored and delivered cost-effectively, through keeping overheads to a minimum and using methods which will optimise the use of the revenue budget and add real value to the delivery of the plan.

All businesses will be encouraged to be actively involved in the Management Group and associated working groups to represent the levy payers. The Management Group will report to the Board. Through specific working groups, the Management Group will be instrumental in prioritising the requirements of the levy payers into deliverable projects which address their needs, within the framework of the business plan.

The Board and Management Group will provide a consistent, collective and effective voice for the businesses across the Bay of Colwyn.

All roles on the Board, Management Group and specific working groups are voluntary and are undertaken with a commitment to represent the interests of all businesses in the area.

Collaborative working will be actively encouraged to build upon the sense of the business community in the area and ensure that the skills and resources available for delivery of the BID are enhanced and deliver best value.

There will also be hands-on project and contract management to support the initiatives from the working groups and Management Group. This support will provide administrative support to the BID Company, coordinate activity with partner organisations and ensure cost-effective delivery of projects through tendering and careful project and contract management.

The Colwyn BID will be audited annually and the effectiveness of the measures undertaken will be gauged by key performance indicators for each project area, including footfall, customer surveys, business surveys, photographic evidence and retail turnover movement. Full measures are identified in this plan with each objective.

Besides regular newsletters and other forms of bulletins, there will be an annual report providing details on activities and performance of the company against the objectives of the delivery plan for the previous year.

All levy payers shall be entitled to be members of the BID Company. There will be an annual general meeting at which all members are invited to attend and vote and at which Directors will be retired by rotation and new Directors elected in accordance with the articles of the company.

11. Colwyn BID Budget and Finances

“The Colwyn BID Steering Group is made up of business representatives from across the Bay of Colwyn and was brought together eighteen months ago to consider and tackle the same challenges which were facing all town centres across the UK. Changing lifestyles and increased options for shopping mean that the way in which towns are used is changing dramatically and quickly. A BID provides the opportunity for businesses to have a real influence on their local environment to ensure that collectively we can take advantage of the new opportunities these changes will bring.

In the next five years we will strive to lever in additional cash funding and value in kind to support the delivery of this plan and add to the investment made by the Bay of Colwyn businesses through the BID.

For the smallest business in the Business Improvement District, the daily cost is less than a first class postage stamp and even for a large business the daily cost is less than the price of a single cinema ticket. We feel that the investment we are seeking from businesses in the BID is modest in relation to what can be achieved.”

Teresa Carnall
TBC Marketing
Vice Chair of the Colwyn BID Steering Group

With levy bands and a 1.8 % levy, the indicative costs to a business are:

Rateable Value	Annual	This equates to: Weekly	This equates to: Daily
£2,999 and below	none	none	none
£3,000 to £9,999	£180.00	£3.46	£0.49
£10,000 to £14,999	£270.00	£5.19	£0.74
£20,000	£360.00	£6.92	£0.99
£30,000	£540.00	£10.38	£1.48
£50,000	£900.00	£17.31	£2.47
£100,000	£1,800.00	£34.62	£4.93

Colwyn BID 5 year Budget: 2016 – 2020

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	% to total
Income							
BID levy revenue (Note 1)	£ 245,735	£ 250,650	£ 255,663	£ 260,776	£ 265,992	£ 1,278,815	89%
Other Income (Note 2)	£ 30,000	£ 30,600	£ 31,212	£ 31,836	£ 32,473	£ 156,121	11%
Total Income	£ 275,735	£ 281,250	£ 286,875	£ 292,612	£ 298,465	£ 1,434,937	100%
Expenditure							
Objective 1 –Developing the identity and promoting business	£ 58,500	£ 59,321	£ 60,158	£ 61,011	£ 61,882	£ 300,872	21%
Objective 2 - Functional and Appealing	£ 77,148	£ 78,230	£ 79,334	£ 80,460	£ 81,608	£ 396,781	28%
Objective 3 - Area specific	£ 59,800	£ 60,639	£ 61,495	£ 62,367	£ 63,257	£ 307,558	22%
Central Management Costs, Administration, Office (Note 3)	£ 46,000	£ 46,920	£ 47,858	£ 48,816	£ 49,792	£ 239,386	17%
Levy Collection costs (CCBC)	£ 22,000	£ 22,440	£ 22,889	£ 23,347	£ 23,814	£ 114,489	8%
Contingency (Note 4)	£ 12,287	£ 12,532	£ 12,783	£ 13,039	£ 13,300	£ 63,941	4%
Total Expenditure	£ 275,735	£ 280,082	£ 284,517	£ 289,040	£ 293,653	£ 1,423,027	100%
Accrual for Renewal (Note 5)	£ -	£ 1,167	£ 2,358	£ 3,572	£ 4,811	£ 11,908	

Notes

- 1 Assumes a 95% collection rate and 2% per annum inflation
- 2 Including income from landlords, associate members of the BID and other sources (including in-kind)
- 3 Central admin, office and fixed overheads
- 4 Calculated as 5% of total levy billed
- 5 Accrual retained from levy revenue to provide for costs of renewal of the BID for any additional term.

Cost of the BID Development

The costs incurred in undertaking the research, developing the BID proposals and holding the ballot are being met by the Welsh Government, for which we give sincere thanks.

Sources of Additional Funding

The BID Company is committed to seeking additional funding where possible to increase the benefits that can be delivered by the BID to businesses. Other possible income sources will include grants where the criteria matches the aims of the business plan, voluntary contributions from property owners, companies and organisations outside the BID area and those not liable for the levy. It is estimated that this could be around £150,000 over the five year period.

Through discussion, developers, property owners and other stakeholders in the area will be invited to participate in the Business Improvement District and improve delivery against the business plan objectives even further.

Application of BID Funds

The BID funds will be ring-fenced and will be controlled by participating businesses. Details of the BID Company's accountability to businesses are given in Section 13.

The budget headings and the project costs can be altered within the constraints of the revenue received through the levy. The BID Company will be empowered to move funds between budget headings to provide the services which best meet the requirements of the BID area. Such adjustments will be fully accountable to the businesses through the performance monitoring arrangements set out in section 6.

Budget allocation for central administration is kept to an absolute minimum to ensure wherever possible the BID budget is focused on delivery of tangible and measureable outputs identified in each of the main objectives. Consequently a small proportion of the budget for the individual objectives includes a budget for Project Management time.

Governance and management of the BID Budget

In order to ensure that the projects remain relevant and continue to address needs and priorities of the businesses in Colwyn during its five year life, the Management Group may from time to time make recommendations to the Board that budget allocations are modified for each of the main projects and the management and administration of the BID.

It will be the responsibility of the Board to assess these recommendations and make adjustments to the allocations of expenditure budget as and when they deem appropriate. It will be the responsibility of the Board to ensure that all the main aims of the BID, stated in section 9, continue to be addressed and that all BID activity contributes towards the achievement of the vision. The Board will also monitor and gauge the effectiveness of the BID operations and activities.

12. BID Levy Criteria for the Colwyn BID

Every BID has to establish its own levy rules. Reference has been made to the 'Industry Criteria and Guidance Notes' prepared for the British Retail Consortium (BRC) and the Inter-Bank Rating Forum (IBRF) in developing the rules which will apply to the Colwyn BID.

The Colwyn BID Steering Group has tried to balance the ambitions of businesses in the BID plan against the affordability of the levy and the requirement to ensure that the BID is able to deliver best value.

A hereditament is defined in Section 115 (1) of the General Rate Act 1967 (the 1967 Act) as: 'property which is or may become liable to a rate, being a unit of such property which is, or would fall to be, shown as a separate item in the valuation list'. For the purposes of this levy criteria the words, 'land, 'properties' and 'premises' will also be interpreted as a hereditament.

1. Assuming a positive BID vote by a majority of businesses by number and rateable value of those who vote, the BID levy will be charged on all hereditaments listed in the local Non-Domestic Rating List located within the BID area. This applies irrespective of whether or how a business has voted in the formal BID ballot. Legislation within the Local Government Act (2003) enables the local authority to issue a bill for the levy. The levy is collected by the billing authority, Conwy County Borough Council. The Colwyn BID Company will invoice the billing authority, Conwy County Borough Council, for the levy collected for exclusive use of the BID.
2. All businesses which will be subject to the BID will be entitled to vote for the BID proposal in a 28 day postal ballot which will commence on 29th October 2015, with the close of ballot at 5pm on Thursday 26th November 2015. The result will be announced the following day or as soon as possible thereafter.
3. If successful at the ballot, the BID will commence operation on 1st April 2016, and will be for a fixed term of 5 years
4. The levy amounts for ratepayers who have business premises will be applied as follows:
 - a. The BID levy will be 1.8% of the 2010 rateable value shown on Conwy County Borough Council's (the billing authority's) Capita's NNDR billing system as at 1st October 2015 for each defined business within the scope of the BID, with the exception of those hereditaments with a rateable value of less than £15,000 showing on the billing authority's Capita system as at 1st October 2015.
 - b. Ratepayers with a rateable value of less than £15,000 but more than £9,999 will pay a fixed contribution of £270.
 - c. Ratepayers with a rateable value of less than £10,000 but more than £2,999 will pay a fixed contribution of £180.
 - d. Ratepayers with a rateable value of less than £3,000 will pay nothing for these hereditaments and will not have a vote for these hereditaments although they will enjoy the benefits that come with trading in the BID area
5. The levy will be due from businesses who are liable to pay business rates, including empty properties other than those that are exempt within the criteria laid out in this section 12 of this proposal and business plan 'BID Levy Criteria for the Colwyn BID'.
6. The liable person is the ratepayer liable for occupied or unoccupied premises. In accordance with the Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989 (S.I. 1989/1058) and the Non-Domestic Rating (Collection and Enforcement) (Miscellaneous Provisions) Regulations

1989 (S.I. 1989/1060), Conwy County Borough Council will be responsible for the imposition, administration, collection, recovery and application of the BID levy. The Council will also be responsible for any enforcement action that may be appropriate in case of non-payment of the levy.

7. There will be an annual inflationary increase of all levy charges (including fixed band charges) year on year for the duration of the Business Improvement District. This will be a minimum of 2% increase year on year or the inflation percentage as determined by the Consumer Price Index as at the 1st January of the year of the next billing process, whichever is the greater, rounded to the nearest tenth of a penny. (e.g if a levy bill is £180 the inflation applied to this at a level of 2% would be £3.60 per annum). Negative inflation will not apply. Inflation will not apply for the first billing cycle in 2016.
8. The levy will be charged annually in advance, although businesses which cease to have liability for business rates during the year will be entitled to a refund for the remainder of the period, and the new occupier will be charged on a pro-rata basis.
9. Any changes to the physical nature or use of a hereditament during the life of the BID will be handled as follows:
 - a. New premises, or properties which were not on the rate valuation list at the start of the BID but become subject to rates within the BID boundary or on new streets within the BID boundary after the BID is in force, will be expected to pay a BID Levy based on the % or fixed levy charge appropriate in relation to its new/current rateable value
 - b. Where property is split, two or more BID levies should be made on the revised premises from the date of split on the basis of the revised new/current rateable values.
 - c. Where premises are merged the BID Levy should be based on the % or fixed levy charge appropriate in relation to the revised property's new/current rateable value.
 - d. Adjustments will be made for any of these changes and revised bills issued provided that the amount due on charge or refund is £50 or more. The charge or refund amount will be calculated pro rata between the date of the change in occupation and the date of the financial year end.
10. Any changes to the use of a property during the life of the BID will be handled as follows:
 - a. Any change of use of a property or the creation of a new business hereditament within the BID boundary will be liable to the levy rate based on the rateable value at the time of change of use or creation of the new business hereditament.
 - b. Adjustments will be made for changes in use or creation of a new business hereditament and if a property is deleted from the rating list and revised bills issued provided that the amount due on charge or refund is £50 or more. The charge or refund amount will be calculated pro rata between the date of the change covered by paragraph 11.a and the date of the financial year end.
11. No amendments will be made to the levy of any property in the BID area as a result of any general or property specific rate re-valuation within the life of the BID other than for the criteria listed above in paragraphs 9 and 10.
12. No other relief will be given to any class of non-domestic ratepayer and there is no distinction made between occupied or unoccupied hereditaments, both occupancy status attracting the full BID levy, unless it is a hereditament: -
 - a. whose owner is prohibited by law from occupying it or allowing it to be occupied;
 - b. which is kept vacant by reason of action taken by or on behalf of the Crown or any local or public authority with a view to prohibiting the occupation of the hereditament or to acquiring it;
 - c. which is vacant and is included in the Schedule of monuments compiled under section 1 of the Ancient Monuments and Archaeological Areas Act 1979(b);
 - d. where, in respect of the owner's estate, there subsists a bankruptcy order within the meaning of section 381(2) of the Insolvency Act 1986(c);

- e. whose owner is entitled to possession of the hereditament in his capacity as trustee under a deed of arrangement to which the Deeds of Arrangement Act 1914(d) applies;
- f. whose owner is a company which is subject to a winding-up order made under the Insolvency Act 1986 or which is being wound up voluntarily under that Act;
- g. whose owner is a company in administration within the meaning of paragraph 1 of Schedule B1 to the Insolvency Act 1986 or is subject to an administration order made under the former administration provisions within the meaning of article 3 of the Enterprise Act 2002 (Commencement No. 4 and Transitional Provisions and Savings) Order 2003(e);
- h. whose owner is entitled to possession of the hereditament in his capacity as liquidator by virtue of an order made under section 112 or section 145 of the Insolvency Act 1986.
- i. where it is a place of religious worship, a hostel, a place of refuge or a place of rehabilitation.
- j. any hereditament which is covered by Schedule 5 – Non-Domestic Rating: of the Local Government Finance Act 1988

in which case the hereditament will be exempt.

13. For clarity a hereditament which is the subject of a building preservation notice within the meaning of the Planning (Listed Buildings and Conservation Areas) Act 1990(a) or is included in a list compiled under section 1 of that Act will be subject to levy unless its use is covered by any of the other exemptions listed in this section 12 of this proposal and business plan 'BID Levy Criteria for the Colwyn BID'
14. The BID levy contribution will not be reassessed if the rateable value is amended after the end of the BID. New or altered properties entered into the valuation list will become liable for the levy from the date they appear in the list
15. Businesses with a rateable value of less than £3,000 will be exempt from the levy and will not be permitted to vote in the ballot. Any business with an R.V which falls below this will be encouraged to enter into a voluntary arrangement direct with the BID Company so that they can benefit from the full range of services provided by the BID. These businesses will also receive BID bill with zero charge to aid administration
16. Any hereditament where the occupier which is a charitable organisation in receipt of 80% mandatory charitable rate relief (awarded under section 43 - part 5 and 6 - of the Local Government Finance Act 1988) and they receive further discretionary relief (awarded under section 47 of the Local Government Finance Act 1988) giving them relief of 100% from business rates they will pay nothing for these hereditaments and will not have a vote for these hereditaments although they will enjoy the benefits that come with trading in the BID area
17. Any hereditament where the occupier which is a charitable organisation in receipt of 80% mandatory charitable rate relief (awarded under section 43 - part 5 and 6 - of the Local Government Finance Act 1988) and they do not receive further discretionary relief and except those identified in paragraph 11 i above, will be considered as a normal occupier of the hereditament and will be subject to the levy criteria as stated in paragraph 4 above.
18. Any hereditament where the occupier is used as an educational establishment or for the care of children or infants, either privately or publicly funded or supported through other grants or charitable or philanthropic giving will pay nothing for these hereditaments and will not have a vote for these hereditaments.
19. Any hereditament, where the primary use is for the further education of young people from the age of 16 years, will be included and pay 1.8% of the 2010 rateable value shown on Conwy County Borough Council's (the billing authority's) Capita's NNDR billing system as at 1st October 2015, but will be capped at a rateable value of £27,000 and will be index linked as per the inflation criteria stated in paragraph 7 of this section 12.

20. Any hereditament which is occupied by a public body for the administration and use of Police, Fire, Ambulance Services and Judiciary and as a Hospital or Clinic will pay nothing for these hereditaments and will not have a vote for these hereditaments.
21. Any hereditament which is designated as a crematorium or graveyard and all structures and buildings within these areas associated with their use will pay nothing for these hereditaments and will not have a vote for these hereditaments.
22. The BID financial year will start on 1st April and last for 365 days (366 in a leap year). The BID charge is a daily charge based on rateable value. It is to be paid in full in advance, the payment date being the 1st April of that year. The daily BID levy charge for each individual ratepayer is to be calculated by multiplying its rateable value by the BID percentage levy or levy charge from either of the fixed bands and dividing the result by the number of days in the financial year.
23. Subject to this criteria stated above and within the BID boundary as defined in this document, the BID levy is a statutorily compulsory payment regardless of whether the business exercised its vote or voted against the BID.

13. Risk analysis

The responsibilities of BID Company

The BID Company will be a legal entity and a significant business in its own right. It will not only have all the attendant risks and responsibilities that go with this but also, subject to the vote in favour of the BID, will have a mandate from the businesses in the area to deliver the BID Proposal and Business Plan. This is a significant responsibility which has an influence over the commercial prosperity of Colwyn, the businesses in the area and their staff who rely upon it for their living.

It is important therefore, to articulate some of the external and internal issues that have a direct bearing on the ability of the Company to trade successfully, as well as highlight the consequences of not adopting the principles of the BID and the benefits that accrue from the delivery of the plan.

BIDs have been proving their worth and commercial value across the UK over the last ten years as effective mechanisms to improve trading environments for all sorts and types of businesses. Where BIDs have reached the end of their first term the majority have seen even greater votes in favor and larger turn-outs than the first time of voting. There are over 200 across the UK and they are seen as providing businesses with very effective returns on investment. There are two towns in Wales which now have Business Improvement Districts. These are Swansea which has successfully went through a renewal ballot and started its second BID in 2011 and Merthyr Tydfil which became a BID in 2012. There are eight other BIDs under development in Wales including the area of the Bay of Colwyn. .

Working with key partners

In order to deliver exceptional value for money within the framework of the aims and objectives of the plan, the BID will work closely with other key stakeholders such as property owners, developers, the County Borough Council and the Police. It will seek, wherever possible, to influence and help shape larger projects to the benefit of its own aims while supporting others to achieve their own objectives.

In working with others, the over-riding principle of the BID should not be compromised i.e that the BID is providing services and benefits additional to those which would have happened if the BID had not been in existence.

Sustainable mechanism for the development of Colwyn

The BID is a unique mechanism which combines solid business support with a compulsory payment scheme which creates benefit for all on an equitable basis. It also guarantees constant cash flow to deliver the projects and priorities identified by the businesses. It provides a solid platform for the BID Company to control costs, plan over the longer term and rise to the expectations of its stakeholders. A contingency is contained within each of the project areas, meaning, that should the income from the additional voluntary contributions fall short of those budgeted for any period, costs can be adjusted accordingly.

In the unlikely event that circumstances beyond the control of the BID Company mean that it fails to bring about the benefits envisaged, the business electorate will have the final say. At the end of the 5 years, if no discernable difference is detected then a vote against renewal can simply “switch off” the BID and with it all business contributions.

There is no plan to rely upon bank or other financial support other than the levy and so there is no prospect of financial insecurity. In any event, the Company will produce monthly management accounts and financial forecasts for information for the Board, nominated by the levy payers. Appointed auditors will produce end-of-year accounts, made available to all contributors and the local authority and these will be filed at Companies House in the normal way.

The Company will be VAT registered to ensure that the tax can be reclaimed on expenditure. It is also anticipated that it will benefit from mutual trading status meaning that it is exempt from any Corporation Tax liability.

Final thoughts

“I have been privileged to work closely with business people who have been committed to creating a new opportunity for all businesses across the entire Bay of Colwyn. The businesses we have spoken to across the four distinct commercial centres in the Bay of Colwyn all recognise that we will be stronger and more influential as a collective voice. If we come together as a single business community we can help shape the future which is right for our businesses. By working together, we can create a sense of identity for the Bay of which we can all be proud.

A Business Improvement District provides us with a rare opportunity to forge strong links within our business community. It will enable us to work on projects which we initiate and that have significance to us as committed and hardworking business people. Towns and cities across the UK are changing rapidly and we need to ensure that the local economy in the Bay of Colwyn does not get left behind. Its unique position in terms of the attractive coastal environment, its green spaces and the strength of its people through their passion for the area are a real competitive advantage.

This plan provides us with a clear direction for a new exciting era in the Bay of Colwyn. I urge you to get involved and unite as business people to secure the future of this area and our livelihoods by voting YES in the ballot in November”.

Teresa Carnall
TBC Marketing
Vice Chair of the Colwyn BID Steering Group

Appendices

Appendix 1 – Definitions

- The following terms, used throughout this Proposal document, shall have the same meaning as provided in the Local Government Act 2003 and the Business Improvement Districts (Wales) Regulations 2005.
- This document is a BID proposal for the purposes of the Act. If approved it will become the BID arrangements which govern the way in which the BID levy can be used.
- “the 2003 Act” means the Local Government Act 2003.
- “the 1988 Act” means the Local Government Finance Act 1988.
- “BID” means Business Improvement District.
- “BID ballot” means a ballot under section 49(1) of the Local Government Act, 2003.
- “BID body” or “BID Company” means, the body (whether corporate or not corporate) responsible for the implementation of the arrangements in this case defined in the plan as the ‘Colwyn BID Company’ whose final company name has yet to be determined.
- “BID proposer” means a person who draws up BID proposals in the plan the Steering Group of the ‘Colwyn BID’
- “commencement date” subject to regulation 9(12) of the Business Improvement Districts (Wales) Regulations 2005, means the day, pursuant to section 53 of the 2003 Act, the BID arrangements are to come into force.
- “hereditament” means anything which is or is treated as being a hereditament by virtue of the provisions of or any provisions made under section 64 of the 1988 Act including any hereditament to which regulation 6 of the Non-Domestic Rating (Miscellaneous Provisions) Regulations 1989 applies but otherwise excluding any hereditament to which regulations made under section 64(3)(b) of the 1988 Act apply.
- “renewal ballot” means a ballot under section 54(2) of the 2003 Act.
 - “NNDR” means National Non Domestic Rates. The Local Government Finance Act 1988 introduced business rates in England and Wales from 1990

Appendix 2 – Streets included in the BID Area listed alphabetically

ABBEY ROAD	FFORDD BUGAIL	QUEEN'S AVENUE
ABERGELE ROAD	GLAN-Y-WERN ROAD	QUEEN'S DRIVE
ALBERT PLACE	GREENFIELD ROAD	QUINTON HAZELL
ALLANSON ROAD	GREENHILL	RHIW BANK AVENUE
BAY VIEW ROAD	GREGORY AVENUE	RHIW ROAD
BEACH ROAD	GROES ROAD	RHOS POINT
BELGRAVE ROAD	GROSVENOR ROAD	RHOS PROMENADE
BERTHES ROAD	GROVE PARK	RHOS ROAD
BLACKMARSH ROAD	GROVE ROAD	RIVIERES AVENUE
BODELWYDDAN AVENUE	HAWARDEN ROAD	ROSEHILL
BRACKLEY AVENUE	HESKETH ROAD	SEA BANK ROAD
BROMPTON AVENUE	IVY STREET	SEA VIEW ROAD
BRON Y LLAN ROAD	KINGS ROAD	STATION ROAD
BRON Y NANT ROAD	LANSDOWNE ROAD	STATION SQUARE
BROOKFIELD DRIVE	LLANDUDNO ROAD	SWAN ROAD
BRYN CADNO	LLANELIAN ROAD	TAN Y BRYN ROAD
BRYN EIRIAS CLOSE	LLANRWST ROAD	TAN Y MARIAN SCHOOL
BRYN MARL ROAD	LLEWELYN ROAD	TANRALLT STREET
CADWGAN AVENUE	LLWYN ONN	TANYLAN ROAD
CARLTON ROAD	LLYSFAEN ROAD	THE DINGLE
CAYLEY PROMENADE	MARINE DRIVE	THE PROMENADE
CEFN ROAD	MARINE ROAD	TRILLO AVENUE
CHAPEL STREET	MEIRION GARDENS	TY GWYN ROAD
CHURCH DRIVE	MOR AWEL	UPPER PROMENADE
CHURCH ROAD	MOSTYN ROAD	VICTORIA AVENUE
CHURCH WALKS	NANT Y GLYN ROAD	VICTORIA PARK
CLAUGHTON ROAD	NORTON ROAD	VICTORIA ROAD
CLIFF ROAD	OAK DRIVE	WALSHAW AVENUE
COED COCH ROAD	OLD CONWAY ROAD	WENTWORTH AVENUE
COED PELLA ROAD	OLD HIGHWAY	WERN CRESCENT
COLLEGE AVENUE	OXWICH ROAD	WEST PROMENADE
COLWYN AVENUE	PARKWAY	WHITEHALL ROAD
CONWAY ROAD	PEN Y BRYN	WINDSOR DRIVE
CRAIG ROAD	PENDORLAN AVENUE	WOODLAND AVENUE
CRANFORD CRESCENT	PENRHOS AVENUE	WOODLAND PARK WEST
DINERTH ROAD	PENRHOS MANOR	WOODLAND ROAD EAST
DOUGLAS ROAD	PENRHOS ROAD	WOODLAND ROAD WEST
EAGLES FARM ROAD	PENRHYN AVENUE	WYNN AVENUE
EGERTON ROAD	PENRHYN ROAD	WYNNSTAY ROAD
EIRIAS ROAD	PINE GROVE	YORK ROAD
ELLESMERE ROAD	PRINCES DRIVE	
ELWY ROAD	PRINCES PARK	
ERSKINE ROAD	PRINCESS ROAD	
ERW WEN ROAD	PWLLYCROCHAN AVENUE	
EVERARD ROAD		

The BID area includes any road or street and all small business areas, courtyards and parks located off roads that are located within the boundary of the defined BID area as per the shaded area on the map shown in section 5 in this Proposal and Business Plan, even if they are not listed in the tables in schedule 2. It will also include any roads yet to be constructed and named and any new development sites created within the shaded area of the map shown in section 5 in this proposal and business plan and any building, land or property, which exists within the shaded area, which falls within the levy criteria of section 12, but which is not specifically identified on the map in section 5

Acknowledgements

The Colwyn BID Steering Group would like to acknowledge the support of the following in preparing this proposal and business plan:

Conwy County Borough Council
Welsh Government
Partnerships for Better Business Ltd

Further information

For more information about the BID or to discuss any aspect of this business plan please contact 01492 577680 or email Chris Jackson at info@colwynbid.co.uk

www.colwynbid.co.uk