



THE **MOSAIC** PARTNERSHIP  
PEOPLE TRANSFORMING **PLACES**

## Business Improvement Districts

*Mo Aswat, Director*

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# About The Mosaic Partnership



Worked with over 100 Locations on Place Management, Placemaking & Place Marketing.

UK Cities include, London, Birmingham, Liverpool, Belfast & Cardiff

69 BIDs Developed in UK bringing in £110m income (100% Success Rate)

Part of the UK National BIDs Pilot. Developed & Run Northern Ireland BIDs Pilot

Set Up Place Management & Authored Singaporean BID Concept Legislation

Extensive Knowledge of US (Chicago, Oklahoma, Colorado) & Europe (Holland, Spain, Serbia)



## Outline

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- **What is a BID?**
- **An International Perspective**
- **Projects & Service**
- **Impact**
- **The Future**

“People connect  
where they live,  
where they spend  
their time, and  
where they spend  
their money with  
what they aspire to  
be...”

Michael J. Berne  
**MJB Consulting**

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The logo for the Mosaic Partnership is a large, stylized graphic of the word "MOSAIC" in a bold, sans-serif font. The letters are composed of various shades of teal, orange, and white, creating a mosaic effect. The background of the slide is a solid dark teal color.

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What is a BID?

## What is a BID – *UK Definition*

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An arrangement whereby **businesses** get together, decide what **additional improvements** they want to make, how they are going to **manage** and **deliver** those improvements and what it will **cost** them. This all goes into a **business plan** which is **voted** on by all those who would have to **pay**. The BID can last for a maximum of **5 years** and must be able to demonstrate how it has **benefited** businesses who have funded it.



Tenants

Property Owners

# BID Development Programme

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## FOUNDATION PHASE

Partnership Review  
Develop Database & Information System  
Feasibility Study  
- Financial Analysis  
- Consultation & Issues  
- Regulations Guide  
Resources & Costs

## DEVELOPMENT PHASE

Project Support  
Detailed Market Research/Consultation  
Baseline Agreements  
Operating Agreement  
Staff & Board Development  
Organisational Model  
Voluntary Contributions  
Financial Projections  
Business Plan

## CAMPAIGN PHASE

Ballot Arrangements  
Marketing & Communications Campaign  
Tracking/Polling/Response  
Establishment Support

## Why a BID?

EVENT	North America	UK
Increasing Competition, Mobility and Choice	1960s	1980s
<b>Decline of Traditional City Centres</b>		
Voluntary Business Associations Form to Combat Threat	1970s	1990s
<b>Limited Success Due to Lack of Resources and Planning</b>		
Legislated Models	1980s	2000s
<b>Over 1,500 in North America and 180 in UK</b>		



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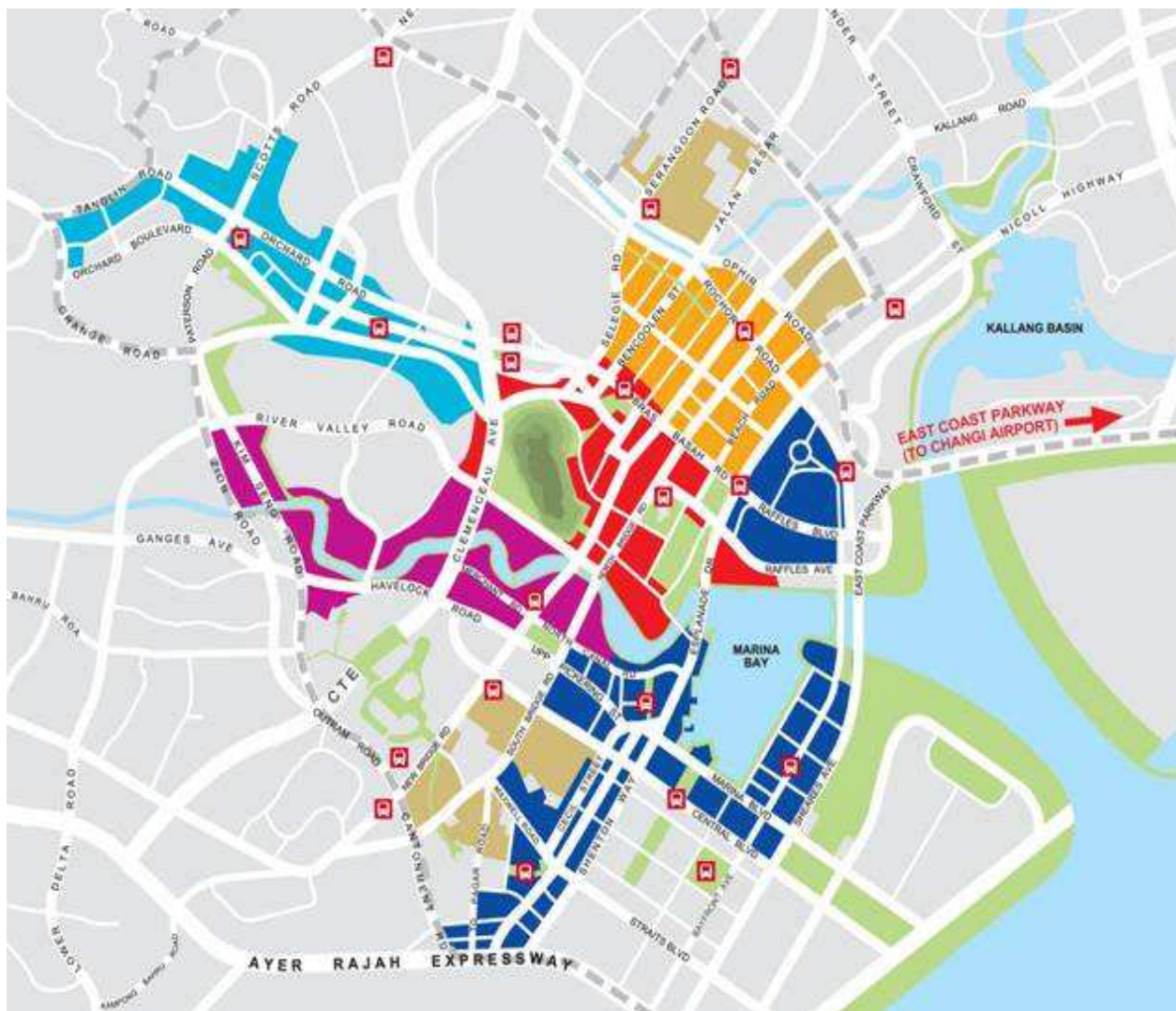
An International Perspective



## BIDs.....Origin

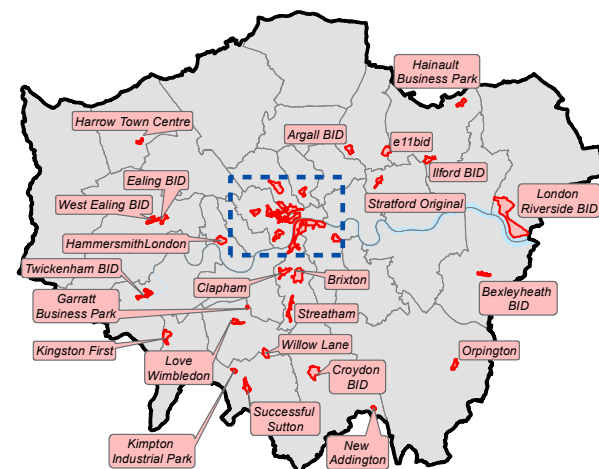
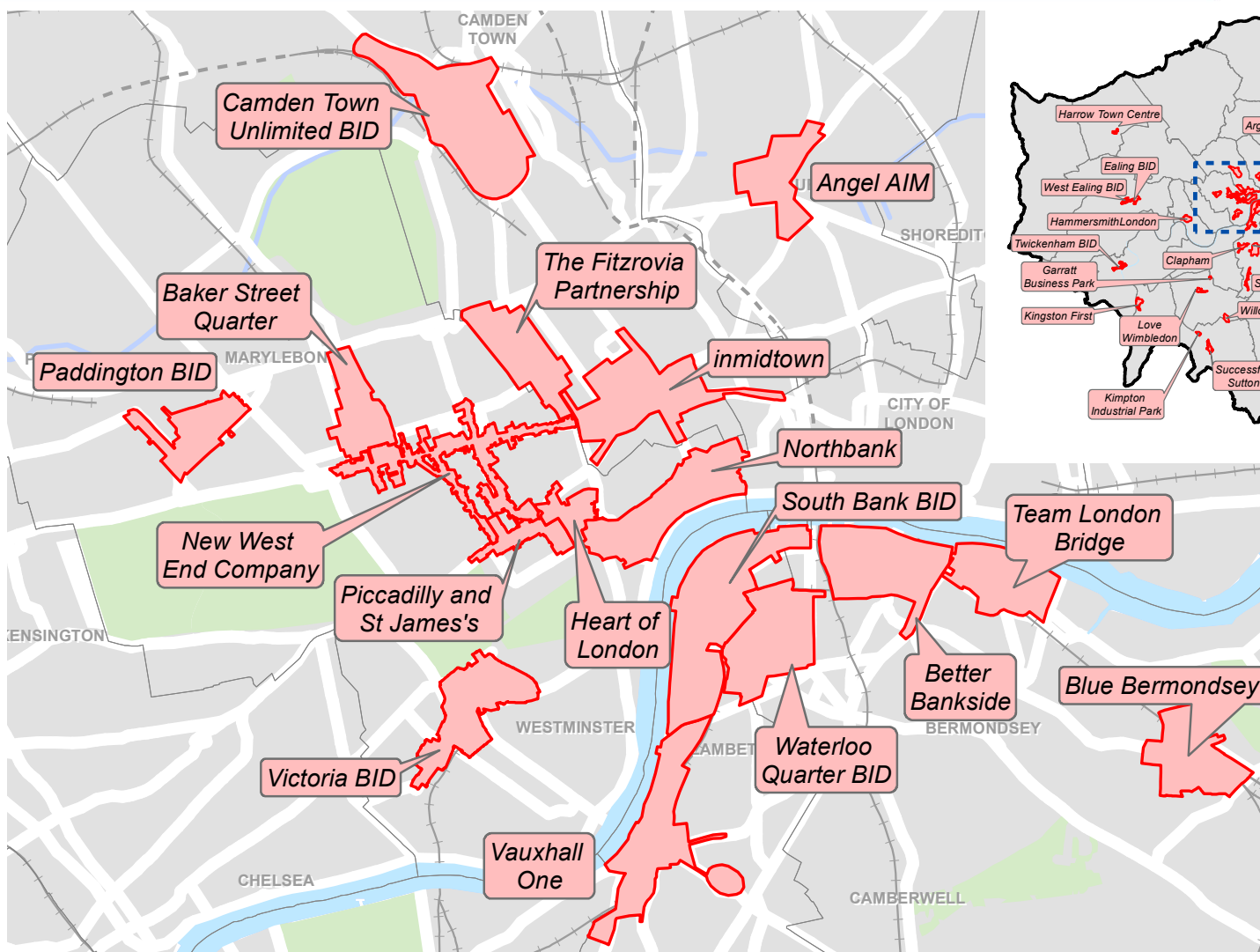
Place	When	Number
Canada	1970's	200+
USA	1970/80's	1500+
South Africa	1990/2000's	50+
England & Wales	2004	180+
Republic of Ireland	2006	2
Scotland	2007	25+
Northern Ireland	2014	1 (6 planned)
Europe ( <i>Germany, Austria, Holland</i> )	Various	n/a

# Singapore (2015)



- Marina Bay
- Orchard Road
- Civic District
- Bras Basah Bugis
- Singapore River  
(Pilot BID)
- Chinatown
- Little India
- Kampong Glam

# London (2015)



- 37 BIDs
- Raises £100m plus
- Over 30.000 businesses (8%)
- Over £70bn Turnover (10%)
- Provides 12% of all London Employment

## Times Square Alliance



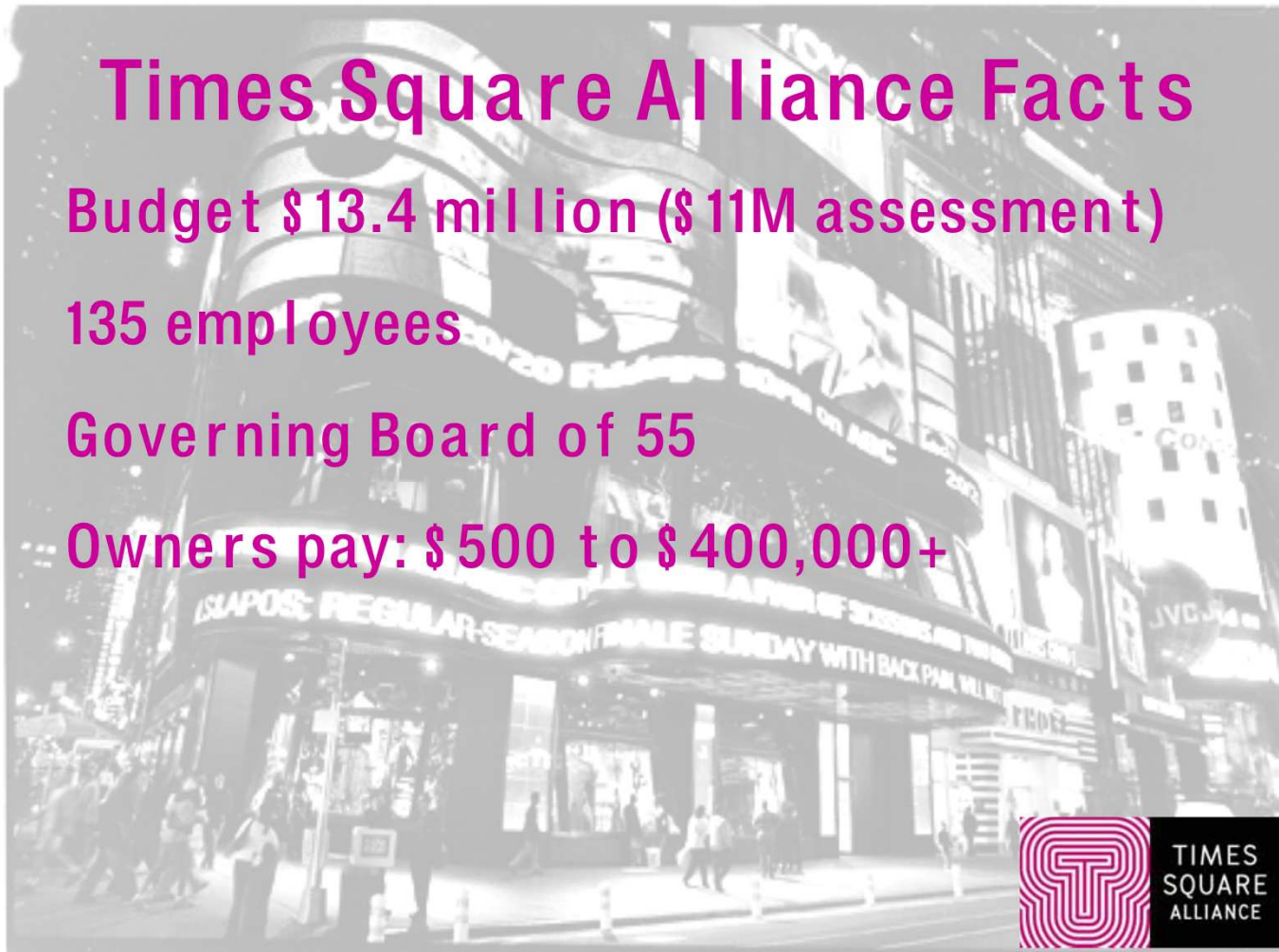
### Times Square Alliance Facts

Budget \$13.4 million (\$11M assessment)

135 employees

Governing Board of 55

Owners pay: \$500 to \$400,000+



## Current UK Position

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- Town/City Centres, Industrial Estates, Business Park, Tourism, Whole Town
- 242 Successful BID Ballots (180+ Locations)
- 41 Unsuccessful Ballots
- 9 out of 10 Reballots
- 46% Turnout
- BID by Number - 24 to 2,500
- BID by Value - £100,000 to £25m (5 Year)



## **The UK National Pilot – 2003-2005**

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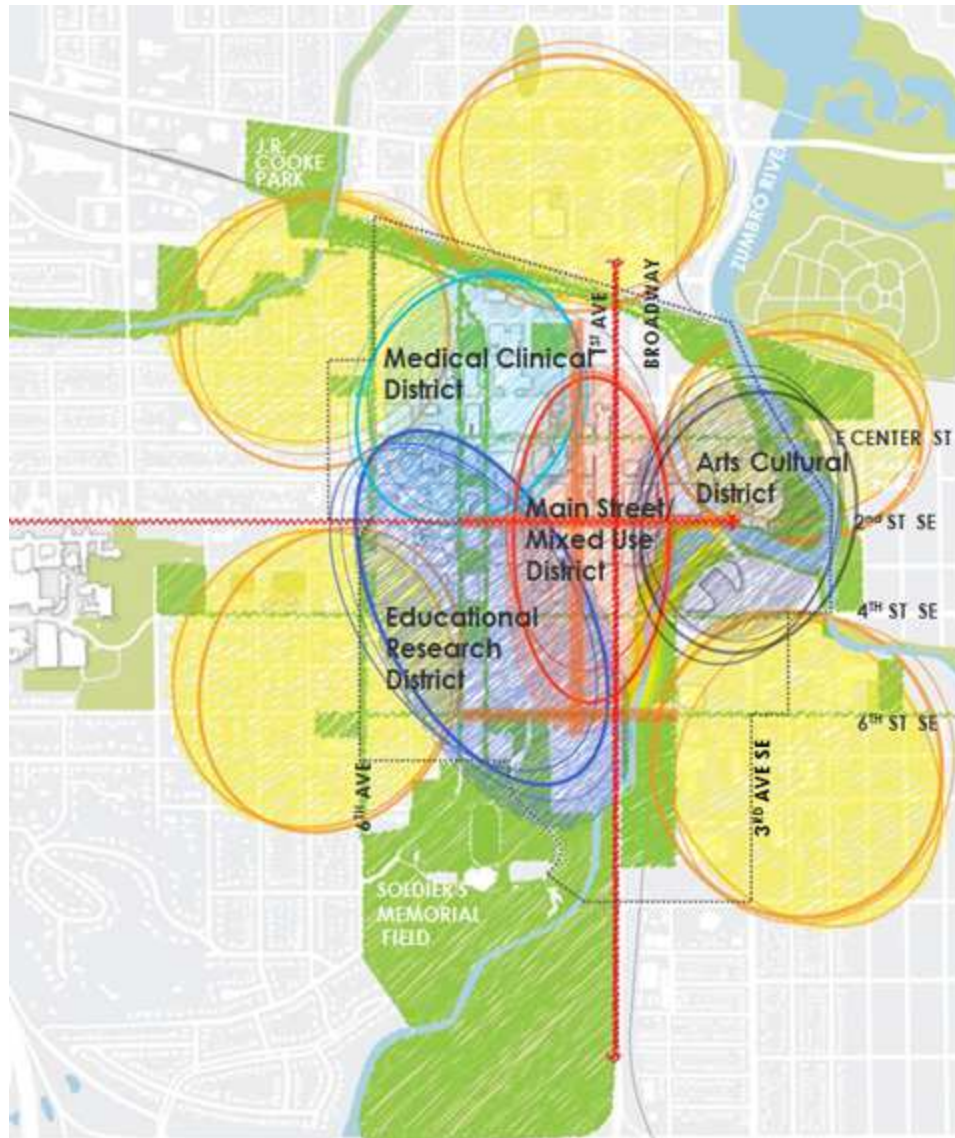
- **Government used Unique Approach**
- **Selection criteria – Variety, Team, Finance & Resources**
- **High Level National Steering Group**
- **National Workshops**
- **Local Support**
- **Output Based Progression**
- **Public sector Requirements Enshrined in Legislation**
- **Establish BIDs**
- **Create Good Practice Network**
- **Pilot had Time Limit**



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Projects & Services

# POLICY & ADVOCACY



**‘Eds & Meds’**



# POLICY & ADVOCACY

\$5 million Boat Quay makeover to complete by end 2016



CHANGING FACE: Circular Road business owners have noticed an increase in human traffic, as well as a slowly changing customer demographic PHOTO: YEN MENG JIIN

2 May 5:50 AM undefined

*Shedding its seedy image*





# Marketing





## Marketing - New West End Alliance

### LONDON'S WEST END

75 streets

11 theatres

236 flagship stores

600 restaurants

650 shops

7 museums and galleries

165 international brands

22 hotels

5 green spaces

West End retail sales were up an impressive

International VAT-free sales and transactions were both

Food & Beverage sales were after a particularly healthy summer performance

Theatre receipts reached



# Events – Annual Calendar

## Exciting summer of events on the Waterfront

Keeping you informed, Plymouth has a fantastic events line up for 2012.

PWP, working closely with Destination Plymouth, Plymouth City Centre Company and Plymouth City Council, is building a strong marketing campaign promoting events, at the same time as developing Plymouth's reputation as the cultural capital of Devon and Cornwall and the UK's premier Marine City.

Here's the current line-up of 2012 events\*:

[www.visitplymouth.co.uk](http://www.visitplymouth.co.uk)

### Food

**The Queen's Diamond Jubilee Celebrations and Big Lunch**  
Sunday 03 June  
City Centre Piazza

**Flavour Fest**  
Friday 17 – Sunday 19 August  
City Centre

**Seafood Festival**  
Friday 14 – Sunday 16 September  
The Barbican and Waterfront  
Part of the Marine City Festival, the Seafood Festival will celebrate Plymouth's enduring relationship with the sea, its traditional fishing industry and the city's growing reputation as a gourmet hotspot. While showcasing the fantastic quality seafood available in Plymouth, there will be a packed programme of linked events and festival offers with local restaurants.

### Family

**Lord Mayor's Day**  
Saturday 19 May  
City Centre

**Visit tall ship "The Matthew" and Pirates' Weekend**  
Saturday 26 and Sunday 27 May  
The Barbican

**Plymouth Half-Marathon**  
Sunday 03 June  
Across Plymouth  
Start and finish point is on The Hoe

**Mega Ride**  
Sunday 10 June  
Through Plymouth with finish point on The Hoe

### Sky Ride

**Sunday 13 May**  
Waterfront area and City Centre  
The biggest free family bike ride the city has ever seen! Organized by Sky and British Cycling in partnership with Plymouth City Council, Sky Ride Plymouth will take place along 8km of traffic-free routes through the city. A series of road closures will allow people to ride around the most iconic sites in the City Centre and Waterfront area at their leisure and speed. The event also coincides with "The Big Picnic" commemorating the 250th anniversary of the sandwich, encouraging people to picnic on the Hoe, West Hoe or the Green in Royal William Yard. For more information, please visit [www.plymouth.gov.uk/skyride](http://www.plymouth.gov.uk/skyride) or [www.goskyride.com](http://www.goskyride.com)

**Armed Forces Day National Event, supported by Babcock**  
Saturday 30 June  
The Hoe and The Barbican

A unique opportunity to see the armed forces up-close and pay tribute to our heroes past, present and future. The national celebrations held here in Plymouth will feature displays on land, sea and air from armed forces, veterans, cadet forces, the Merchant Navy, support agencies and charities.

There will be the opportunity to get up to and perhaps into some of the most inspiring military equipment around as well as an impressive steam past of British Naval vessels followed by a party on The Barbican from 6pm.

### Culture

**RedBall**  
Friday 08 – Sunday 10 June  
Across the Waterfront area

**The World at your Feet**  
Saturday 14 and Sunday 15 July  
Across the Waterfront area and City Centre Piazza

**Music of the Night**  
Monday 16 – Friday 20 July  
The Royal Citadel

**Harbour Weekend**  
Friday 27 – Sunday 29 July  
The Barbican  
Three fantastic events all wrapped into one great weekend:

- Barbican International Jazz and Blues Festival
- Port of Plymouth Regatta
- Sunnii Harbour Plymouth Classic Boat Rally

**Nowhere Island**  
Thursday 09 – Sunday 12 August  
Jennykiff Bay

**British Fireworks Championships**  
Tuesday 14 and Wednesday 15 August  
The Hoe

**Last Night of the Proms**  
Saturday 08 September  
City Centre Piazza

### Olympic Torch Relay

**Saturday 19 May**  
Expect a glittering party on Plymouth Hoe as we welcome the Olympic flame on its very first overnight stop on its journey to London 2012. The Olympic Torch will arrive in Plymouth on Saturday May 19 over the Tamar Bridge and crowds are expected to line its route through the city. The torch's journey will take it along Raleigh Street, New George Street and onto Armada Way to Royal Parade. The Waterfront area will welcome the torch at Kitterbury Street where it will then pass through Bretonside, Vauxhall Street and onto the Barbican along Southside Street, past the Mayflower Steps, along Madeira Road and up on to The Hoe, arriving at about 8.50pm.

**Plymouth International Book Festival**  
Saturday 15 – Sunday 23 September  
Venues across the city

### Marine

**Boatshow 2012**  
Plymouth Grand Prix of the Sea  
Saturday 19 and Sunday 20 May  
Plymouth Sound

**Redfisher's Journey**  
**The Encounters of Seabirds**  
Saturday 21 July to Saturday 6 October 2012  
Plymouth City Museum and Art Gallery

**The Wipe, Wipe Race**  
Towards the Waterfront  
Saturday 08 and Sunday 09 September  
Next to the Mayflower Steps on the Barbican

**Marine City Festival**  
Saturday 08 – Sunday 16 September  
Venues across the city

Celebrating the city's links with the sea, the inaugural Plymouth Marine City Festival combines science and research with food, fun and entertainment designed to educate and entertain and help create a more sustainable future for our seas.

# ACTIVATION



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## Activation - Times Square Kiss In





# SIGNATURE EVENTS - WATERFIRE





# The Basics - Safe, Secure, Welcome



# Business Support – Reducing Costs

‘small business advice’  
‘annual business awards’  
‘centralised procurement’  
‘networking events’  
‘PROMOTING CAMBERLEY’

**BID secures competitive insurance quotes for local businesses**

An example...

Previous quote	£2,563
New quote	£2,101 (for BID members only)
Saving	£462
Refund BID Levy	£138

Case study Rugby BID

**Total saving of £600**

“It was a welcome relief during these difficult times. I would not have saved this amount if it was not for the Rugby BID.”  
Quote from business

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# Business Support – Economic Development





## Appearance – Public Realm





## Appearance - Lighting





# GREENING, GROWING, SUSTAINABILITY

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## Wayfinding & Signage





# Access



# Information





# TRAINING & CUSTOMER SERVICE





# MOSAIC

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Impact

# BID Benefits

## Property Owners

- Increases capital value growth
- Increases property rental values
- Increases an area's desirability and attracts occupiers
- Forges positive links with public sector
- Good public relations

## Businesses/Tenants

- Increases footfall
- Increases consumer spend and sales
- Reduces costs (e.g. joint activities such as marketing)
- Gives businesses a voice
- Creates more appealing environment for employees

## Residents/Community

- Produces economic growth and well being in an area
- Attracts inward investment
- Improves quality of life
- Encourages corporate social responsibility
- Creates a sense of place and promotes community pride
- Improves safety, cleanliness and overall image of place

## Public Agencies

- Harnesses private sector resources and skills
- Promotes greater understanding of the role of public agencies
- Provides new, sustainable investment and doesn't detract from other resources

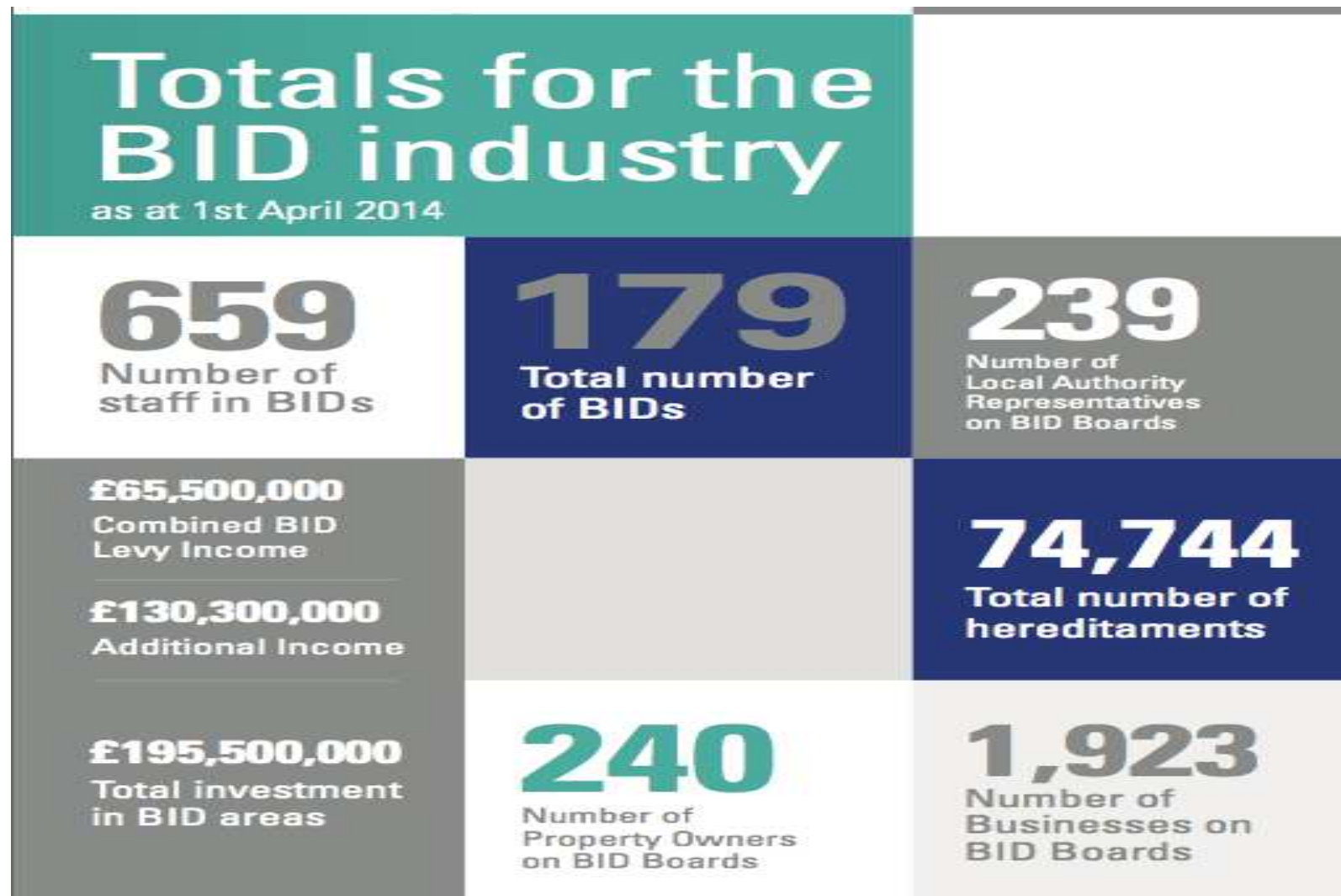
## Other Benefits

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- Business Control & Accountability
- Proper Business Planning
- Achievable Projects
- Realistic Funds
- Maximum Value from Existing Services
- Additional Funding
- No Freeloading



## National Impact (UK)



## Impact – New West End BID

22 national media features  
£51m additional spend  
West End Maze in Trafalgar Square  
3bn  
37,000 Shopper Database audience  
706 pieces of coverage value £28m reach  
West End £1m Sponsorship  
Sales up 7.3%  
100 UK & International journalists hosted  
Launch of London Luxury £2.3m contra media support on press trips

SHOP  
WEST  
END

# Economic Impact (London 2005-2012)

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Item	All London	BID Areas
Turnover	0.7%	4%
No of Businesses	-9.7%	-3.6%
Employment	-9.9%	-2.7%

## Impact – New York Property

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- NYU's Furman Center for Real Estate and Urban Policy completes study on **impact of BIDs in NYC over 10 years (1997-2007)**
- **44 BID areas** measured against comparable non-BID areas in NYC
- Taking into account all normal price trends/factors, report concludes that BID areas that generate over \$1 Million in revenue per year led to **a further 15% increase in sales price**





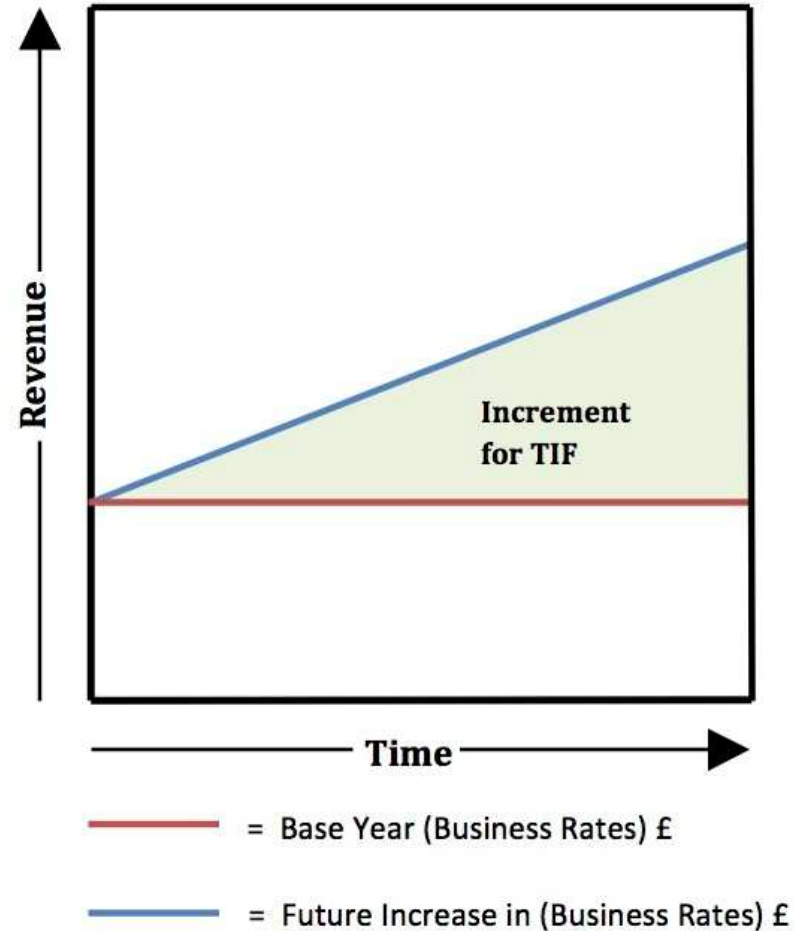
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The Future

**If You're Not at the Table... You're Probably on the Menu**

# THE FUTURE

- UK BIDs Review 2014
  - Run Municipal Services
  - Statutory Planning Consultee
  - Receive Community Infrastructure Levy
  - Compulsory Purchase Order Powers
- Destination BIDs, Property Owner BIDs, Creative Sector BIDs
- Tax Increment Financing
- Real Estate Investment Trusts (REIT)



# Factors in Success & Failure

Success	Failure
High Level of Consultation	Lack of Accurate & Real Information
One to One Engagement	Over Reliance on PR & Marketing
Credible Representation	The 'Same Faces'
Projects That Matter	Disconnect Between Consultation & Business Plan
Added Value Projects & Funding	Public Sector Cutbacks & Lack of Private Sector Investment
Demonstrable Return on Investment	Disconnect Between Projects & BID Levy
Independence, Transparency, Accountability	Lack of Independence, Transparency, Accountability
Good Financial & Organisational Planning	Lack of Campaign Planning as well as Business Planning
Flexibility, Speed & Growth	Lack of Ambition

# MORE TAXATION OR MORE PRIVATISATION



ANARCHY  
IN THE UK.

**‘Elections  
are no time  
for  
Democracy’**

**Government Minister, 2004**  
*(Responsible for BIDs)*

## Taxation or Privatisation

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- Representative v Direct Democracy
- 'Malls without Walls'
  - Controlled Environment
  - Ghettoising
- Displacement of Issues
- Making a Place Different or All the Same
- Real Additionality or Replacing Existing Public Services



## BIDs – Solution or Beginning

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- ✓ Part of the Place Jigsaw
- ✓ Commercial Process - Ability to Plan & Budget
- ✓ Independence & Accountability
- ✓ Tool for Large & Small Locations
- ✓ Critical Mass & Mandate leads to Strategic & Operational Influence
- ✓ BIDs Must Evolve & Develop
- ✓ Not for All Locations



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THANK YOU!

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