



KIRKINTILLOCH

BUSINESS PLAN

Kirkintilloch BID

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Business Plan

(Prepared by Kirkintilloch BID Steering Group)

Welcome from the Chair

Jim Hopkins
Owner

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Unit 5 Regent Centre
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Supporting Kirkintilloch BID is a great opportunity to work together and make the changes we all want.

I am delighted to present this proposal, which outlines your priorities and gives a taste of how we can improve and make Kirkintilloch better by working together.

A BID is where businesses, within a defined geographical area, vote to invest collectively in local improvements over and above those provided by statutory authorities. It is a partnership arrangement where the local business community and the statutory authorities work together on projects that will benefit the local economy and local businesses. Supporting Kirkintilloch BID is a great opportunity to work together and make the changes we all want. The cost to our businesses is low and through Kirkintilloch BID we can access external assistance and funding not available to individual businesses.

All the proposed improvements were ideas initially from you, which came out in our surveys and consultations. Every business in the area has had the opportunity to let us know what their priorities are.



By getting involved in the Kirkintilloch BID, we can work together to increase footfall, stimulate investment, enhance the reputation of our town centre and to give our business a strong unified voice. The purpose of the Kirkintilloch BID is to support our local businesses, increase trade to the town and improve our business environment. You can find more information on our website www.kirkintilloch.org or for more general or national information refer to Home - Scotland's Improvement Districts. A notice of ballot will be sent to all eligible persons (those eligible to vote in the ballot) on or before the 21/09/23. Those eligible to vote will have at least 6 weeks to cast their vote before the ballot closes at 5pm on 2/11/2023. Ballot papers received after this date and time will be null and void and not be counted.

I have been involved in business in Kirkintilloch for many years and know a lot of the businesspeople in the area. I would ask you all to vote YES so that we can work together to make the town better. Positive Thinking for the town centre.



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

Businesss Plan Mission Statement

The Kirkintilloch BIDs mission is to make a difference in the town. We aim make things happen through a programme of business-focused initiatives, we will promote, support and represent our members and work together to enhance the Kirkintilloch experience for both businesses and consumers.

The aim is to make Kirkintilloch a place where people will want to live IN, work IN and shop IN.

THE AIM IS TO MAKE
KIRKINTILLOCH A PLACE
WHERE PEOPLE WILL
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Businesss Plan What is a Business Improvement District

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

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

The first BID was established, approximately fifty-five years ago, in Bloor West Village, Toronto, Canada, by the district's business community. The district's businesses were increasingly coming under pressure from new enclosed shopping malls being developed outside their area, diverting shoppers away from the traditional shopping area. As a result, some businesses were forced to cease trading and the area began to look tired and neglected.

To stop the haemorrhage of deserting shoppers, local businesses fought back to revitalise the area. They successfully lobbied for legislation for all the businesses, in the proposed BID area, to pay a levy. The levy money was used to improve the physical appearance of the area, and then promote the district as a vibrant, attractive and safe place to work, shop and live. The strategy paid off and shoppers started to return to the district in large numbers. The success of the Bloor West Village BID paved the way for future BIDs, not only in Toronto; but spreading throughout Canada, and the USA in the late 1960's and 1970's. Today there are well over 1800 successful BIDs worldwide.

An additional measure of BIDs success is in the renewal

process. Most BIDs run for a period of five years with the vast majority continuing, for consecutive terms, when they come up for renewal. Currently, since 2008, there are 26 operational BIDs in their second or third BID terms equating to 44 successful renewal ballots which clearly demonstrates that businesses value the projects and services that are delivered by the BIDs.

BIDs can support regeneration, grow local economies, create local employment, and create a cleaner, safer trading environment. A key element to their success is that the local businesses take ownership and responsibility for their trading environment, identifying the projects necessary to resolve common problems and issues, and overseeing their implementation, whilst also contributing to the future direction of the town and its future development.

BID legislation was passed in Scotland in 2006 with the Scottish Government funding 6 pilot projects in March 2006. The Scottish Government fully supports the development of BIDs in Scotland.

There are 33 operational BIDs with approximately 20 in the development stage including our BID.

Business Plan

Why does Kirkintilloch need a BID?

Flourishing and vibrant towns centres are essential for the social and economic wellbeing, and over the years, however, many towns in Scotland have faced significant and serious challenges.

Kirkintilloch has experienced significant changes over recent years. There has been a notable change to the physical environment in and around Kirkintilloch town centre, with improvements made to the public realm and public facilities. The town centre however is not exempt from trends and challenges which face many of Scotland's town centres.

There has been a range of public sector investment in public facilities and the public realm in and around the town centre. Private investment also through new and expanded town centre businesses. The local community through Your Kirky has also furthered a range of community led projects. However, the development and leadership of initiatives to support town centre business and improve the core trading areas is in the hands of local business. Considering the challenges town centres face, We can't afford to nothing, .

General trends have seen increased competition from developments out of town in both office and retail, and the internet.

Access, litter and antisocial behaviour can be a problem for town centre businesses. The continuing rise of energy costs is putting more pressure on businesses. The town centre requires a continued coordinated response from all businesses and partner organisations to address these problems.

The retail sector has suffered from increased competition from the growth of online shopping and the ongoing energy crisis and general cost of living. This is reflected in the number of business closures and empty units within the town centres nationally.

Consultations undertaken with local businesses from a range of sectors has helped identify common real or perceived issues, and themes that will be important to tackle through the operation of a BID in Kirkintilloch. There was also a desire to see Kirkintilloch prosper and a real appetite to embrace a new way forward and to change and make improvements. A BID will be able to generate a relatively large budget to deliver projects in the town centre.

There are many voluntary groups in the town; there is no shortage of community spirit and can-do attitude! There is currently no group which distinctly acts in the interest of town centre businesses and a BID provides an excellent opportunity to do this, and to work collaboratively with other local groups and organisations to inform and deliver changes in the town centre.

There is a desire from a range of sectors to see the Kirkintilloch improve its marketing activity. The BID would work alongside the local authority, community council, Scottish Canals, Business Gateway, Scotland's Town's Partnership and the local Chamber of Commerce, Federation of Small Business to deliver a clear message to the wider community about the many benefits of working, living and shopping and visiting Kirkintilloch.

The BID provides a unique opportunity for local businesses across all sectors to continue to work together, invest collectively and undertake projects which can contribute positively to improving the economic viability of businesses in the town centre and securing investment for Kirkintilloch.

Business Plan

A Yes Vote would mean..

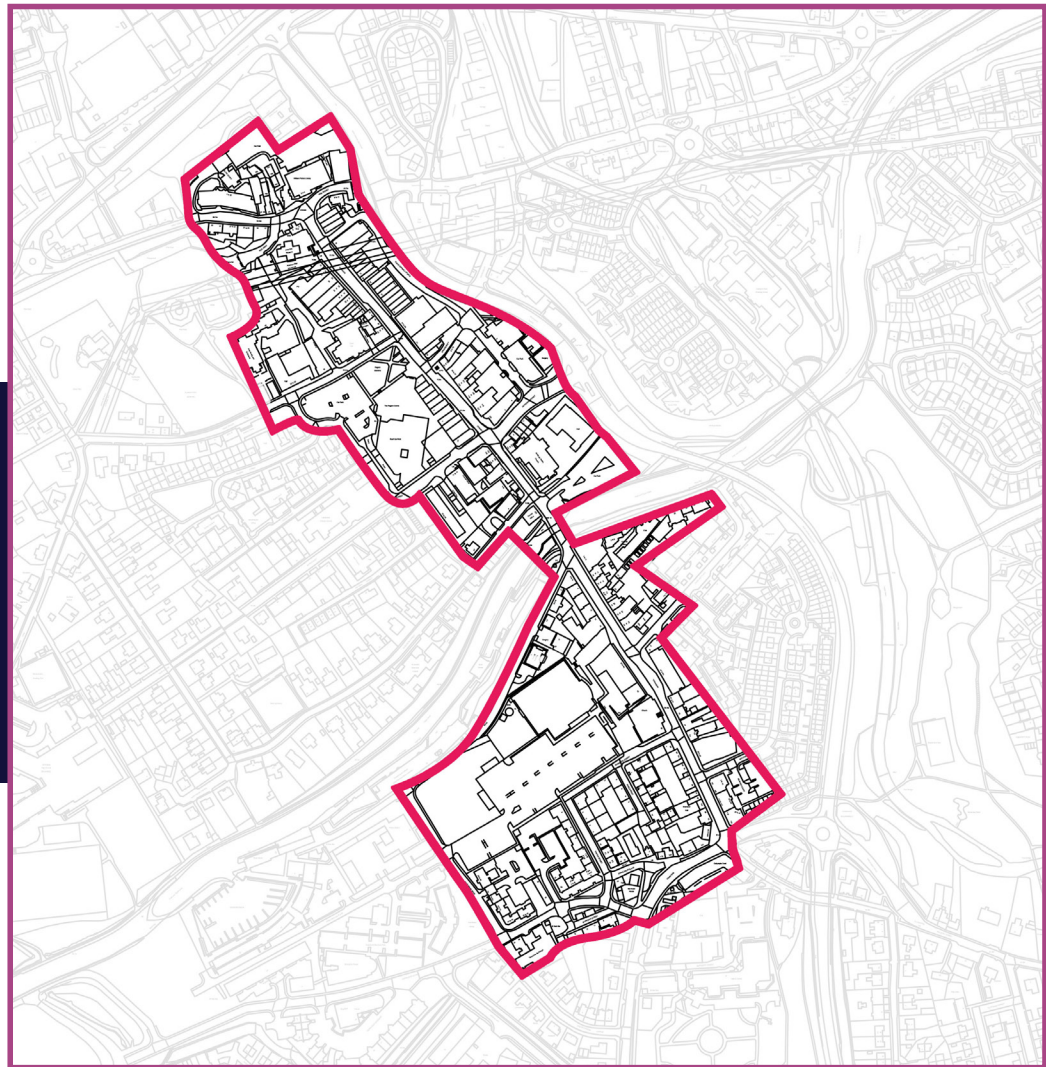
A YES vote will see Kirkintilloch secure family centric events, promotion of the town centre, the re-introduction of the festive light switch on, street enhancements, a strong voice to support our businesses and a lasting legacy to be proud of. The BID will organise, manage and fund major events, small events, PR and advertising, projects and shop local campaigns in the town. It will also develop and manage one of the largest, local, social media pages, website and databases for Kirkintilloch Town Centre. It will keep businesses informed and aware of what is happening and crucially it will attract external funds that would otherwise go elsewhere without a BID.

A No Vote would mean ..

- No collective voice and representation for the town centre businesses community
- No business led events
- No leverage of private and public funding to improve the town centre
- No access to public funding for town centre wide business led projects
- No strong promotion of business identity and offer in the town
- No online presence for the town centre business offer
- No coordinated marketing for the town centre businesses

Business Plan

The BID Area



- Donaldson Street
- Industry Street
- Townhead
- Freeland Place
- Southbank Road
- Alexandra Street
- Catherine Street
- Kerr Street
- Cowgate
- David Donnelly Place
- Union Street
- West High Street

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

Business Plan

The Key Findings

Overall, the most important areas a BID could improve on were ranked by the businesses in order of importance as:

1. Access and Traffic Management in particular parking
2. Family Centric Events in the town
3. Business Support/networking
5. Collective Procurement
6. Clean and Attractive
7. Safe and Secure
8. Lobbying and a Business Voice
9. Digital – in town WIFI

From the surveys it was determined that Businesses would like:

1. A well promoted and vibrant town centre
2. To attract more visitors and see increased spend and introduce the Love Local gift card
3. A raised profile of the area by improving people's perception of the town by positive brand messaging
4. To see parking issues resolved within the area
5. To create a cleaner, more attractive area
6. To see fewer vacant units
7. To see fewer derelict buildings in the area
8. More family centred events in town
10. Improved business support and advice
11. Co-ordinated projects to help reduce business operating costs
12. A Business directory
13. Improved CCTV within the town
14. Improved shop frontages
15. improved public recycling
16. Introduction of more car charging points
17. Highlighting the history and heritage of Kirkintilloch
18. Introduction of in town WIFI which would also provide further advertising opportunities

Business Plan

Aims & Objectives of the Kirkintilloch BID

The principle aim of the BID is to deliver projects and services that will improve the trading environment of the BID area to benefit businesses, their customers and visitors.

The objectives of the BID are: -

- To improve the economic opportunities for the businesses in the town centre
- To increase footfall
- To help address issues faced by individual sectors
- To improve businesses relationships with each other, the local authority and the community
- To market the area to a local, regional, national and international audience
- To give businesses a strong, unified voice
- To support local voluntary groups whose aims align with the BID

The BID Steering Group has overseen considerable research to discover what the businesses of Kirkintilloch would like a BID to deliver. The research established the need for a BID and confirms that the following key aspects have been completed to deliver a successful ballot and a successful BID.

Business Plan

Proposed Improvements

The proposed projects are set out under three main themes and these will be progressed over the five-year period of the BID. Some projects will be provided on an annual basis while others are one-off projects. The time frame for delivering the projects will be decided by the Board of Directors within the agreed budget.

The projects costs in the Business Plan are estimates, and the BID will work within the overall budget set out in the Business Plan. If a BID is voted for projects will be developed to determine the best way in which to deliver the outcomes stated.

Theme 1: 'Manage: – Supporting and managing town centre business needs. The BID will be directed and delivered by and for local business creating a strong voice for business in the town centre, lobbying on behalf of business on the issues that matter. The BID will offer opportunities to reduce costs, increase security and develop businesses.

£25,500 allocated to this theme annually as per income and expenditure details (Section 19 of this document)

- Business support and promotion – The BID will be a dedicated voice for local business issues and will support business promotion and make the most of opportunities in Kirkintilloch

- Free public WIFI - The BID would look to invest in public WIFI within the town centre. WIFI would play a key role in capturing visitor data, provide a friendly visitor experience and keep the town connected.

- Business Directory via the BID website and also accessible on new signage within the town via a QR code

- Promotion of the Scotland Loves Local Gift Card therefore ensuring that money is being spent within East Dunbartonshire and within the town centre

Theme 2: Maintain – We will aim to keep the BID at the front and centre at all times by establishing and maintaining relationships with key partners and stakeholders.

- Cleanliness within the town centre – The BID will look to invest in additional cleaning around the Town Centre including enhanced street cleansing and include volunteer clean ups,

- Town Centre safety – working with local business and agencies such as Police Scotland to develop town centre safety initiatives to help reduce anti-social behaviour and create a pleasant safe trading and shopping environment. The BID will also support the evening economy to help provide a safe environment for anyone visiting the town at night

- BID Procurement collaboration – to help helping reduce operating costs for businesses (for example shared cleaning, waste, utilities contracts)

- Circular Economy initiatives – explore 'share, re-use and recycle' schemes to help reduce waste in the town centre and help businesses operate in greener more efficient ways. The BID will also look to support local businesses on their journey to achieving Net Zero

- Local sourcing projects – work with local businesses and suppliers to encourage greater local sourcing of products, materials and sources to cut down delivery costs and support local economy

- Shop frontage improvements scheme –The shop frontage improvement scheme will aim to improve shop fronts in the BID area as a means of supporting the growth of local businesses, improving the local environment and improving the image of the town centre amongst local residents and visitors

£30,500 allocated to this theme annually as per income and expenditure details (page 20 of this document)



Business Plan

Proposed Improvements

Theme 3: Evolve and enhance Kirkintilloch Town Centre as the heart of the community. Kirkintilloch is steeped in history and has a strong tourist offering. The BID will be focusing on enhancing its destination marketing initiatives to attract tourism and place Kirkintilloch firmly on the map for visitors.

- Programme of town centre events, to encourage increased footfall in the town centre through day time, weekends and to support a greater evening economy
- Destination promotion, marketing to local visitors and visitors out with area
- Enhanced marketing of business and service offer to support joined up trips to the town centre and increase footfall
- Enhanced marketing of the history and heritage of Kirkintilloch
- Enhanced marking and strengthening Kirkintilloch's brand as a destination for local visitors to shop, access a range of services and

- enjoy a number of attractions it has to offer
- Access – work with businesses and organisation encourage more sustainable travel to and from the town centre by all users. We would look at opportunities to work with local businesses to reduce the pressure on shopper car parking.
 - Back lane and rear building environment and access improvements – working with various businesses and landowners to improve the condition and access of spaces to the rear of shops.
 - Vacant unit projects to bring to life stalled spaces and create local business opportunities
 - Linking in with the East Dunbartonshire Council's project to enhance CCTV provision in the town centre, to provide business input and support safe trading and shopping environment.
- £50,500 allocated to this theme annually as per income and expenditure details (page 20 of this document).



Business Plan

The Kirkintilloch BID Levy

A BID levy is an equitable and fair way of funding additional projects and services, which the Local Authority are not required to provide. There are approximately 250 non-domestic properties in the BID area which will generate a BID levy income of over £100,000 per annum and a total of over £700,000 over the next 5 years.

It has been agreed by the Steering Group that the BID levy will be calculated on the rateable value of properties in the BID area on the day of the ballot and will not change during the 5-year term unless there is a property rates revaluation in which case the levy will be re-calculated and based on adjusted property rateable values. It has been agreed by the BID Board of Directors that the levy rate will be a banded fee structure based on the rateable value of the property on the day of the ballot. The BID levy will be paid by the person liable to pay the nondomestic rates. All non-domestic properties that are listed on the Scottish Assessors Valuation Roll within the Kirkintilloch BID area will be liable to pay the levy. The levy must be paid either in one payment within 28 days from the date of the levy invoice or in 10 instalments by arrangement with the billing body (East Dunbartonshire Council). Should a property become vacant, the property owner will be liable to pay the levy from the day the property becomes vacant and until a new occupier is found. Any new non-domestic development, sub-division of existing properties or merging of properties or new business coming into the area during the 5 year term of the Kirkintilloch BID will be automatically liable for the BID levy.

Self-catering holiday accommodation which is not the sole or main residence of any person and which is available (or intended to be available) for letting on a commercial basis, with profit in mind, for short periods totalling more than 140 days in the financial year remain liable for non-domestic rates for the whole year and will be included and liable to pay the levy. The levy will apply to properties with a rateable value of 1,000 and above. Levy bandings will be applied with a maximum banding at 100,000 and above.

The BID levy will not be index-linked to the to take account of inflation, so that those liable to pay the levy can budget accordingly for the full five-year term

Collection of the Levy

East Dunbartonshire Council (EDC) will collect the investment levy on behalf of the BID, as this will be an efficient, safe and cost-effective method of collection. ERC will lodge the levy within a BID Revenue Account. The BID levy can only be drawn down by the Board of Directors of the BID to allow the delivery of the business plan. The BID Revenue Account and levy cannot be accessed by EDC nor can it be used by the Council as an additional source of income.

Enforcement of the Levy

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

Exemptions of the Levy

The BID Steering Group decided to exclude premises that have a rateable value of under £1,000. These premises can pay a voluntary levy and become an “associate member” should they wish to do so. The Steering Group decided that there is no benefit from being part of the BID to the following categories of properties and therefore are exempt from paying the levy e.g. Ad-spaces, Fishing Lodges, Nursing Homes, Non-retail Charities, Places of Worship, Health and Care Centres, ATM's, Foodbanks, War Veterans Associations, Gilr Guiding, The Scouts, The Boys Brigade, RAF Air Cadets etc.

Business Plan

What will being a Kirkintilloch BID member cost you?

Each business falling within the Kirkintilloch BID is charged an amount based on the non-domestic rateable value of their property. In Kirkintilloch BID, businesses will be charged based on the value of their premises non-domestic rateable value as detailed in the table below. This method ensures that all businesses contribute a fair and affordable amount.

Rateable Value (RV)	Each Week	Each Month	Annual Levy	No of Businesses	Total
0 to 999	Voluntary	Voluntary	Voluntary		£0.00
1,000 to 1,499	£1.92	£8.33	£100	1	100.00
1,500 to 2,999	£2.31	£10.00	£120	25	£3000.00
3,000 to 4,999	£3.08	£13.33	£160	25	£4000.00
5,000 to 9,999	£5.77	£25.00	£300	72	£21,600.00
10,000 to 19,999	£9.61	£41.67	£500	86	£43,000.00
20,000 to 29,999	£19.23	£83.33	£1,000	20	£20,000.00
30,000 to 49,999	£28.85	£125.00	£1,500	16	£24,000.00
50,000 to 79,999	£48.08	£208.33	£2,500	4	£10,000.00
80,000 to 99,999	£67.31	£291.67	£3500	1	£3,500.00
100,000 +	£96.15	£416.67	£5000	3	£15,000.00
					£144,200.00

Business Plan

The Management of the BID

Following a successful ballot, the management and operation of the BID will be transferred to a not-for-profit limited liability company, A Company Limited by Guarantee and Not Having a Share Capital which will operate from 02/01/2024. The Company will be managed by the BID Steering Group until a Board of Directors is elected, but for no longer than three months after the ballot date. The Company will operate in an open and transparent way, answerable to the businesses in the area. The Board of Directors will ensure that a Code of Conduct (including a Register of Interests) and Management and Governance will be created and agreed as policy by the Directors. There will be a detailed set of protocols (the Operating Agreement) which will cover, as well as other items, the billing, collection and transfer of the levy to the BID Co.

A Board of Directors will be established, consisting of up to but no more than 12 directors. Every eligible person that pays the levy will have the opportunity to nominate themselves or someone else from within the BID area to be elected to the Company Board but limited to one eligible person from each eligible property. A Councillor from East Dunbartonshire Council will be invited to also join the board and officer will be invited to attend but in a supporting capacity and will not be a Director. The new Company will be run by the businesses for the businesses. This Board will be responsible for all decisions relating to staff, contracts, the delivery of the approved business plan and other activities generated by the BID.

Nominations of directors, non-voting representatives or advisors from outside the BID, who do not pay the levy and who may or may not represent those making voluntary or other financial contributions toward the BID, will be strictly at the discretion of the Board of Directors.

The Board of Directors plan to retain Linzi Harvey and Colin Barrows for a minimum of six months to ensure a smooth transition between the ballot and the formation of the BID company and to ensure the efficient delivery of the projects and effective communications with the levy payers.

The Board will be representative of the businesses and stakeholders in the area. The Chair, Vice Chair and Treasurer will be elected from the directors of the Board. The Board will include 2 representatives from East Dunbartonshire Council. There will also be non-voting representatives from Police Scotland Other non-voting members or local groups may be co-opted onto the Board at the Board’s discretion.

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

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

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

To help minimise risk the Board will take steps to minimise any risks associated with the BID by only using reputable contractors to deliver projects. All efforts will be taken to use locally based businesses where appropriate and possible. The board will adopt best practices in governance and operational procedures whilst being open and transparent in it’s operation.

Business Plan

Marketing of the BID

To ensure openness and transparency in the management of the BID company, following a successful ballot, the Steering Group have agreed the BID Business Plan should include, but not limited to; - one to one business engagement, business briefings, social media engagement, press releases, business forums, business networking meetings etc.

Additionally, the following information is to be displayed on the Kirkintilloch BID website: -

- The current BID business plan.
- The annual accounts
- The BID ballot result.
- The contact details for the BID manager and any other staff members.
- The names of BID board members and either the name of their business or the sector they represent.
- BID board governance structure with specific reference to how decisions are agreed and actioned.
- Details of director meetings the agenda and minutes - abridged where necessary
- The methods levy payers can provide feedback to the BID e.g., AGM and/or other regular meetings.
- An annual report detailing the BIDs the projects/services/initiatives delivered and the cost of each; and the Kirkintilloch BID achievements and the value the BID provides to levy papers.

The Voting Process

Ballot papers will be posted to the eligible person responsible for casting a vote within their business 42 days before the day ballot. In the case of national companies, the responsibility for voting may lie with head office. Prior to or on the date the ballot papers are issued the BID Proposer will provide to all those eligible to vote in the ballot, with a copy of the BID Business Plan. The BID ballot is a confidential postal ballot conducted by East Dunbartonshire Council on behalf of the Kirkintilloch BID and in accordance with Scottish BID legislation. Where an eligible property is vacant the voting papers will be sent to the property owner. In Kirkintilloch BID's case, voting papers will be issued by 21/09/2023.

The last date for all ballot papers to be returned is 5pm on 2/11/2023. Papers received after this date and time will be deemed null and void. Voting papers are easy to complete, simply place a cross on either "yes" or "no" to the question "are you in favour of a BID?" The ballot paper must then be signed by the

person eligible to vote and returned in the pre-paid envelope. Some eligible persons may receive more than one ballot paper. Each ballot paper should be completed, signed and returned in its pre-paid envelope. For the ballot to be successful there must be a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and of those who turnout, the majority must vote in favour by number and combined rateable value. All eligible persons (i.e. those persons liable to pay non-domestic rates) will have one vote or where a person is liable for non-domestic rates for more than one property, that individual shall be eligible to cast more than one vote however they will be required to pay the levy for each of the properties that they occupy. The ballot papers will be counted on 03/11/2023 and the results announced by the East Dunbartonshire Council within one week. Following a successful ballot, the BID will commence on 02/01/2024 and will run for a period of five years until the 01/01/2029.

Business Plan

Estimated Income & Expenditure

Each business falling within the Kirkintilloch BID is charged an amount based on the non-domestic rateable value of their property. In Kirkintilloch BID, businesses will be charged based on the value of their premises non-domestic rateable value as detailed in the table below. This method ensures that all businesses contribute a fair and affordable amount.

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
BID LEVY	144,200	144,200	144,200	144,200	144,200	721,000
COUNCIL	40,000	40,000	40,000	40,000	40,000	200,000
INCOME TOTAL	174,200	174,200	174,200	174,200	174,200	871,000

EXPENDITURE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
MANAGE	25,500	25,500	25,500	25,500	25,500	127,500
MAINTAIN	30,500	30,500	30,500	30,500	30,500	152,500
EVOLVE	50,500	50,500	50,500	50,500	50,500	252,500
MARKETING	15,490	15,490	15,490	15,490	15,490	77,450
OPERATING COSTS	45,000	45,000	45,000	45,000	45,000	225,000
CONTINGENCY 5%	7,210	7,210	7,210	7,210	7,210	36,050
TOTAL	174,200	174,200	174,200	174,200	174,200	871,000

CONTACT INFORMATION

If you would like more information, please visit our website www.kirkintilloch.org or contact the Chair or Project Manager by telephone, e-mail or make an appointment to see them.

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