



## **Continuation of Dundalk BID CLG - 2019 – 2023 Proposal**

Business Improvement District Scheme Dundalk CLG is the BID Company which submits the following proposal in accordance with section 129C of the Local Government (Business Improvement Districts) Act 2006 to Louth County Council, the relevant Rating Authority. The proposal is for a continuation of the Business Improvement District (BID scheme) 2019 – 2023 for Dundalk in its entirety.

### **Dundalk BID Company Details**

Business Improvement District Scheme Dundalk CLG,  
Dundalk BID Office, Market Square, Dundalk, Co. Louth.  
Registered in Dundalk, Ireland.

**Directors:** Tom Muckian,(Chairperson) David McGee, Martin Mc Avinney, Tim Mullins, Mandy Fee, Gwen Noone, Michael Gaynor, Cllr Mark Dearey, Cllr Conor Keelan, Martin Mc Elligott, (Dundalk BID manager) and Fiona Cunningham (Company Secretary),

**Solicitors:** James Murphy, Daniel O’Connell & Son

**Auditors:** Frank Lynch & Co

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## **Proposers of the BID - Dundalk BID Company CLG**

### **Introduction**

Dundalk made history in 2009 when they became the first town in Ireland to adopt a Business Improvement District Scheme and has now got the benefit of ten years' experience. There is currently five BID companies in Ireland and this number is expected to grow over the coming years with many towns taking the lead from Dundalk success. This is a scheme common in the United States & United Kingdom where the ratepayers of a designated geographical area contribute an agreed additional percentage of their rates to be ring fenced for particular actions and projects.

Dundalk commercial ratepayers have contributed 1 ½ % of their Rates to Dundalk BID CLG.

Example: If your rates are €3,000 a year then you contribute €45 a year towards the running of the BID office and the town centre management process.

Dundalk BID CLG based at the Market Square, which has been involved in numerous projects and events in Dundalk over the last ten years, but more recently the new town centre Christmas lighting, installation of a footfall monitoring systems and Townwatch Radio Network, It has also organized and assisted in visual art displays, living walls, floral displays, street cleaning and public realm upkeep, Some of our recent events include, Super Saturday/ Independent Traders Day with Lmfm 4 week radio promotional campaign on June bank holiday weekends, Frostival winter festival, and Dundalk on Ice running for 6 weeks a year.

By voting to continue with BID 3 you will be empowering the BID office to work with all stakeholders to

- a) Ensure that Dundalk continues its progress to becoming a vibrant, exciting, sustainable town, attracting businesses and visitors, driving the local economy and enhancing the quality of life of residents and visitors to Dundalk.
- b) Ensure that Dundalk is the primary 'market town' in the region, an attractive and accessible retail destination, diverse specialist shopping, and supporting complementary uses.

- c) Facilitate and support programmes of actions that will enhance the cultural identity of the town, boost its national and international profile and image.
- d) Consolidate the valuable work done to date by Dundalk Ratepayers in supporting BID 1 & 2
- e) Build on and learn from the experiences of BID 1 & 2
- f) Deliver value for money to all ratepayers in Dundalk

### **Listing of Company Directors**

Tom Muckian - River Roe Books (Chairperson)

David McGee - Christy McGee Insurance

Mandy Fee - Pelican Promotion

Tim Mullins - Glen Gat, Bed & Breakfast

Gwen Noone - The Digital Bakery

Martin Mc Avinney - DCS Alarm systems

Michael Gaynor - Dundalk Chamber

Fiona Cunningham - Company Secretary

Cllr Mark Dearey – Louth County Council

Cllr Conor Keelan – Louth County Council

### **Governance & Management Structure**

It is proposed that the Dundalk BID office will continue to be located at the Market Square in incorporating the Dundalk Tourist office. In addition to the employment of the Town Centre Manager Dundalk BID would employ one full-time and one part-time admin assistant and one full-time Tourist officer.

## **Governance**

### **Code of Corporate Governance for BID Dundalk CLG**

A code of corporate governance has been adopted by the board members of Dundalk BID CLG, who have ultimate governance responsibilities. It helps to lead the company through example, and to achieve excellent governance. It is also aimed at the Town Centre Commercial Manager, who provides the bridge between members and staff, and has a central role in ensuring good governance.

The Code aims to help enhance the effectiveness of the board by:

- clarifying what effective governance looks like and how it can govern effectively;
- Reassuring stakeholders about how BID Dundalk CLG is governed;
- maintaining and enhancing public confidence in BID Dundalk CLG

These key principles have been used in the drawing up of this Code

- Board leadership
- The Board in control
- The performance of the Board
- Board review and renewal
- Board delegation
- Board integrity
- The open Board

### **General Purpose of the Dundalk BID CLG**

The board is the governing body of the Dundalk BID CLG. It determines appropriate objectives within the BID proposal to promote the achievement of goals and priorities. In addition, the board controls the BID company monies and resources.

### **Composition of Board**

The Local Government (Business Improvement Districts) Act 2006 states a BID company shall have a board of directors consisting of not less than 6 members and at least two-thirds of the directors shall be

- ratepayers of ratable property in the bid district or
- representatives of such ratepayers

The rating authority (LCC) is entitled to have the following representation on the board of directors for the BID Company

- if the board consists of less than 13 members, one of those members selected by the elected board and one shall be selected by the manager;
- if the board of directors consists of 13 or more members, 2 of those members selected by the elected board and 2 shall be selected by the manager.

Members have ultimate responsibility for directing the affairs Dundalk BID CLG, ensuring it is solvent, well-run, and delivering the outcomes for which it has been set up.

The Board has a statement of its strategic and leadership roles, and of key functions which cannot be delegated. These should include as a minimum:

- ensuring compliance with the objects, purposes and values of the organisation, and with its governing document;
- setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them;
- ensuring the solvency, financial strength and good performance of the organisation;
- ensuring that the organisation complies with all relevant laws, regulations and requirements;
- dealing with the appointment (and if necessary the dismissal) of the employees;
- setting and maintaining a framework of delegation and internal control; and
- Agreeing or ratifying all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise.

- The Board must ensure that the organisation’s vision, mission and values and activities remain true to its objects.
- Members are bound by an overriding duty, individually and as a board, to act reasonably at all times in the interests of the organisation and of its present and future beneficiaries or (in the case of a membership organisation) members.
- All Members are equally responsible in law for the board’s actions and decisions, and have equal status as Members.
- Each and every member must act personally, and not as the representative of any group or organisation; this applies regardless of how that person was nominated, elected or selected to become a trustee.
- The Members must ensure that they remain independent, and do not come under the control of any external organisation or individual.

### **Management Structure / Management Committee**

BID Manager: (TCCM) - Martin Mc Elligott

Chairperson: Tom Muckian, River Roe Books

1. Michael Gaynor, Dundalk Chamber
2. Brian Lynch, Manager Nominee, LCC
3. Nessa Mc Cartan, Manager Nominee, LCC
4. Conor Keelan Councilor nominee
5. Mark Dearey, Councilor nominee
6. Sean Farrell, Marshes Shopping Centre
7. Tim Mullins, Glen Gat Bed & Breakfast
8. David McGee, Christy McGee Insurance
9. Gwen Noone, The Digital Bakery
10. Mandy Fee, Pelican Promotions
11. Martin Mc Avinney, DCS Systems
12. Fiona Cunningham, Dundalk BID Company Secretary

## The Town Centre Commercial Manager

The Board should make proper arrangements for the supervision, support, appraisal and remuneration of its Town Centre Commercial Manager.

- The Board should ensure that formal arrangements are set up for the regular supervision, appraisal and personal development of their Town Centre Commercial Manager. This may be carried out by a small group of the boards Members.
- The Board should ensure that there is a formal mechanism for setting the remuneration of the Town Centre Commercial Manager, which should be ratified by the Board. The remuneration package for the Town Centre Commercial Manager should:
  - (a) Be adequate to attract and retain the quality of staff required, but no more;
  - (b) Be openly disclosed in the organisation's accounts, including pension and other benefits;

It is proposed to establish, principally from the management committee, number of working sub committees for:

- Finance – Inclusive of sponsorship opportunities
- Events – development, inclusive of business promotional activity
- Town Watch – Safer street radio scheme & CCTV enhancement
- Operations – Street cleaning, floral schemes Town centre health check reports,
- Infrastructure – Data capture, Christmas lighting, Visual art displays

## Business Consultation

In 2014 Dundalk BID successfully secured votes that insured its retention for a second term. As part of our consultation for a third term, we have polled over 400 commercial businesses within the BID domain. 89% believed that the Dundalk BID company is their preferred option to help drive growth in the Town Centre.

Meeting with rate payers including those from the service and manufacturing industry, supported by direct consultations with recognised business interest unanimously endorsed the continuance of the BID process.

### **Proposed Boundaries for the Business Improvement District**

We recognise the local government reform and the disbanding of DTC, the premise that has been adopted with consideration to boundaries, evolves from the view that a vibrant Town Centre is essential for Dundalk to retain and develop its regional status and to become the preferred visitor point for retail and leisure visitors to the region. A regenerated Town Centre with the recently developed Market Square and the proposed re-development of Clanbrassil Street and the Saint Nicholas quarter is as much a pre-requisite for industry as a tool to attract industrial Improvement, as it is for the rejuvenation of the overall town centre. There will be a positive 'ripple' on the entire town from a vibrant Dundalk. Therefore, the Board are proposing that the BID levy should continue to be supported by the full Dundalk urban district rate base of Louth County Council.

List of current Rateable properties in the Proposed Business Improvement District

See appendix 1 Supplied by Louth County Council

(C) Map of Geographical Boundary of Dundalk BID

See appendix 2 Supplied by Louth County Council

Description of the five pillars of work to be continued under the Dundalk BID scheme 2019 -2023

## **1. Marketing & Promotion**

We will work to increase the level of marketing & promotional activity to ensure that Dundalk has a strong public image that continues to attract business and footfall to the town. To have a strong retail & promotional offering that is representative for the entire town, we will work with local partners that aids retail promotion, securing a lead advantage for Dundalk in the north east.

We aim to improve consumer's night time experience by working towards the international purple flag accreditation. Through this mechanism, we will work to enhance our night time quarters and promote a vibrant local food economy. We will achieve this through professional sustainable place branding and marketing campaigns, utilising local press and radio, online technology, social media and signage.

## **2. Cultural Development**

Over the last five years Dundalk BIDs has organized and sponsored a range of successful events in and around the town centre. The aim is to offer a selection of events and showcase the area through a variety of different uses, we also recognise the symbiosis between urban renewal and the development of a strong arts and culture ethos, ensuring an eclectic mix through an experience that is rich in offering in our town centre.

A good working example of this is Dundalk on Ice. It has been in operation now for over five years and in this time has delivered over 250k visitors into the heart of Dundalk's town centre. Running for up to six weeks it has become the longest event in our calendar year. Its estimated value over the last five years to our economy is over 2.5 million. It has helped contribute to local service and seasonal employment and has built a brand that belong to Dundalk.

Over the next five year term, we will work to develop area/street brands and work with stakeholders to promote and highlight our town and all its retail and social attributes.

We will continue to raise much needed private sector sponsorship that allows the company to deliver many of its marketing objectives. We will support existing local events to enhance and improve the overall offering paying specific attention to Spring/Summer

### **3. Operations & Infrastructure**

The BID Company has been carrying out several different works as part of our operational & infrastructure strategy to help maintain a baseline level of relevance and appeal for the consumer. A clean area that includes visual art, floral displays, public realm and wayfinding maintenance has been an active part of our program of work now since 2015. Through collaboration with various stakeholders and our partners Louth County Council we have delivered as many different aspects of our good place making strategy as possible.

Over the proposed five-year term you will see a notable increase in our operational delivery for the Town Centre, with many partnerships now formed this is leading to a speedier deliver within this service and will include

- Christmas Lighting
- Floral Displays
- Public Realm
- Visual Art
- Footfall counting system/Data capture
- Up to date Town Centre Health Checks

#### **4. Town Watch**

As part of our work in the Town, security is always high on the agenda. In November 2016 Dundalk BID launched the new Townwatch radio scheme. The scheme is dedicated to help its members through direct radio-controlled communication, along-side collaboration with An Garda Síochána and key members in the community and retail sector.

Through this vital service we have been able to deal with, anti-social behaviour and retail crime for Dundalk Town Centre in real time. Townwatch has also worked tirelessly with the Gardaí on the issues of aggressive begging on all of the streets in Dundalk, thankfully this is now becoming a thing of the past.

- Over 20 radios' in operation
- An Garda Síochána co-operation and endorsement
- Over 12 real time arrests
- Providing instant security for its members

Over the next five year term our plans in the development of the security for the main streets of Dundalk, will be to expand upon our Townwatch radio retail network and introduce the scheme into night time economy. This will help tackle security issues and help with anti-social behaviour that impacts on the overall night time experience. We will be working towards new street level CCTV systems in key areas that will run in conjunction with An Garda Síochána and enhance the infrastructure already in place.

## **5. Tourism**

Dundalk BID recognises tourism as one of Ireland's most important economic sectors and in May 2012 orchestrated the reopening of a tourist office in Dundalk town centre. When the former offices at Jocelyn Street closed its doors in September 2011 it resulted in an outcry from local businesses, they felt that the absence of a tourist office in town put Dundalk at a distinct disadvantage. Re-opening the office in a central location at Market Square and engaging a dedicated Tourism officer have been vital to re-establishing our sense of place within the tourism industry.

Tourist offices are a fundamental part of the Irish tourism industry and are traditionally the first point of contact for millions of tourists and visitors every year who rely on them for up-to-date local information and advice on what to see and do on their trips. Dundalk is now part of this network of Visitor Information Points around the country, in conjunction with Fáilte Ireland, who provide these essential tourist information services.

The primary role of the Dundalk Tourist Office is to provide a first class visitor information service, work in partnership with the local tourism and hospitality sector, support festivals and events, and assist with the implementation of the County Louth Tourism & Heritage Action Plan as part of the Ireland's Ancient East brand portfolio.

Over the next five years we will continue to work collaboratively with local businesses, Louth County Council, regional and national tourism bodies to further develop our tourism offering and seek opportunities that will benefit our local community.

## Operating period

Dundalk BID CLG wish to see the continuation of Dundalk BID, from the 1st January 2019, to run for 60 months to the 31st December 2023

An estimate of the annual BID contribution

The BID Levy calculation is uniform for all rate-payers as:

$RV \times \text{BID Levy rate} = \text{BID Levy}$

One and half per cent of the commercial rate goes to funding the work of the Dundalk BID e.g. 3,000 euro = 45 euro

### Outline annual estimates of expenditure for details BIDS outputs.

Expenditure	2019	2020	2021	2022	2023
Salaries Manager & Admin x 2	€73,000	€73,000	€73,000	€73,000	€73,000
Professional Accounting Services	€ 6,000	€ 6,000	€ 6,000	€ 6,000	€ 6,000
Revenue	€20,000	€20,000	€20,000	20,000	€20,000
Utility Costs Membership Insurance	€16,000	€16,000	€16,000	€16,000	€16,000
Marketing and Promotions	€25,000	€25,000	€25,000	€25,000	€25,000
Operations Infrastructure	€20,000	€20,000	€20,000	€20,000	€20,000
<b>Total</b>	<b>€160,000</b>	<b>€160,000</b>	<b>€160,000</b>	<b>€160,000</b>	<b>€160,000</b>

Dundalk BID offers the above expenditure projection as the baseline to enable the workload. The value to the local economy will be many multiples of this baseline, but does not accrue directly to the Dundalk BID promoters.

The average BID Levy rate of 1.5% will be required to support this proposal and would therefore remain as is current with no further demand on rate payers.

#### Additional Funding

Dundalk BID will continue, along Louth County Council, to identify funding opportunities that would enhance Town attraction e.g. Leader funding etc. Dundalk BID is currently working on several applications under the new leader programme.

Dundalk BID will also examine potential private sector support from the larger Dundalk connected companies that could support individual projects as well as a national publicity campaign to improve the image & profile of the town

Annual Estimated budgets for activities and outputs from the BID scheme.

It is the case that the activities targeted from this project are not income generating, particularly from events. The promoters aim, is to ensure that the events funding meets all those particular liabilities, this is the realistic outcome. The promoters will ensure that both Marketing and Promotions activities are matched with at least equal participant funding lines, given that these are quite low levels. Dundalk BID avail of funding from public bodies e.g. Louth County Council, Louth Leader and Private Sector company contribution/sponsorship, for particular projects which cover the running costs of these initiatives outlined above.

The key measurable output Dundalk BID expects to deliver include:

- Comprehensive data for both Local authority, Existing and In-coming Businesses.
- Improved Profile for Dundalk through professionally organized and adequately funded Events
- Systematic assessment and identification of businesses and investors that meet the identified gaps in diversity
- Focused marketing of the Towns strengths, with organized promotions that hit the optimal targets
- Identification and adoption of retail and leisure best-practices for regenerating and growing regional towns
- A step change in the efficiency to deter crime, so to improve businesses and shoppers confidence
- A flow of Cohesive, researched and inclusive policy papers' into the decision matrix from business
- Improved communication & Communication between all stakeholders of the town, ratepayers and local authority