

# CITY OF ELGIN BID LTD ANNUAL REPORT

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OCTOBER 2018-OCTOBER 2019



# TABLE OF CONTENTS

Introduction – Richard Cumming – Chair

Chief Executive Update

Business Plan Targets – what has been achieved

- Building a reputation
- Tourism and Entertainment
- Shopping Offer
- Business Engagement
- Cleanliness Safety and Appearance
- Traffic Management & Access
- Community Involvement

Case study - Building a reputation – Elgin Gift Card

Case study – Shopping Offer – Filling Vacant Properties

Case study - Safety - Partnership with Police Scotland

Case study – Business engagement – Elgin BID Awards

Renewal Ballot Update

Moving Forward

Summary of Audited Accounts

Contact Details



# Introduction – Richard Cumming – Chair

I am proud to be introducing the final annual report of Elgin's Business Improvement District for this five-year term.

With almost a decade of work having been successfully achieved, we are looking forward to the next five years, if you take the opportunity to vote yes.

Voting YES in the next ballot will allow our business community to continue to work, develop and showcase what we all have to offer. If you vote YES, Elgin BID will continue to be your voice, keep you updated, organise projects, fight on your behalf, keep promoting Elgin businesses & the City Centre and help new businesses to get established.



Over the last 10 years Elgin BID has;

- Provided funding opportunities for our businesses and our environment through for example the Elgin BID small business grants, the Conservation Area Regeneration Scheme and our developing Zero Waste town project
- Driven constant marketing campaigns for the Elgin BID members and the City Centre; delivered through Social Media platforms, radio, video, digital signage and printed press
- Provided additional street cleaning services
- Provided street planters, hanging baskets and weed management to enhance the City's appearance
- Reduced vacant property numbers by helping new start businesses, promoting vacant buildings and conducting viewings
- Provided new Christmas Lights
- Delivered an events programme such as the Christmas Light Switch on and Food & Drink Festival to draw footfall into the City Centre
- Been a single voice campaigning for the Elgin City Centre business community on issues like business rates relief
- Developed partnerships with the community and future work force



For your business, your future, your City

# Introduction – Richard Cumming – Chair

As an independent, not for profit company, Elgin BID has gone from strength to strength over the past two terms and we are proud of everything that has been achieved. We have summarised some of our achievements later within this report for your information and reflection.

As our members you are the key to Elgin's success, so we asked what you want to see delivered in the next exciting chapter for our City Centre. It is clear being focused on the basics such as cleanliness, marketing and business engagement are of greatest importance. The key themes you have identified are achievable and we will focus on them so we can flourish in collaboration.

Over the last 10 years BID has worked successfully in partnership with businesses to improve the City Centre, to attract more people and investment. In the next 5 years BID will continue to provide a voice for our members and deliver your priorities for our City Centre - Delivering Improvement Together.

With so many uncertainties surrounding us now in our daily business it is imperative we work together.

*Richard Cumming*

Chair



For your business, your future, your City

# Chief Executive Update

Much of 2018 – 2019 has revolved around the consultations undertaken with the business members and the preparation required as we move forward to the Phase 3 Renewal Ballot.

Due to its importance, consultation with BID members took place over a year long period in several different ways and at varying times of the day in order to ensure the greatest opportunity for engagement by members and stakeholders.

The views and opinions expressed throughout these engagements have formed the basis of the key themes and projects presented in 2020 – 2025 Business Plan. The plan will be circulated to business members in mid October 2019.

We asked the businesses to identify their priorities – Marketing, Promotion, Cleanliness and Appearance were rated as the top priorities consistently throughout our engagements, providing a clear focus from the membership on their desired way forward.

As well as the work that has focussed on the Renewal Ballot a huge amount of activity has been undertaken in other areas of the business.

Following a suggestion made at the Footfall Focus Group we created a series of promotional videos to deliver the message that Elgin is a friendly, exciting place to visit. We now have a suite of videos covering different areas of the City Centre which is readily available as a marketing tool on our web site and for any member who wishes to use them.

The Elgin Gift Card was launched mid 2018 and recognition grew throughout the year spearheaded by marketing campaigns and competitions. The Christmas Period was particularly successful, as we marketed it as the “Gift of Choice”.

We also promoted it to businesses as an ideal staff gift/reward resulting in cards being bought from companies across the Region, this is something that will be built on for Christmas 19.

The Elgin BID small grant scheme has proved positive with our members and applications continue to come in on a regular basis.



Our partnership with Police Scotland has gone from strength to strength and we now have a monthly feature in the information bulletin; “Business Watch” that ensures our business members and businesses across Moray have access to current information and advice.

The work carried out by Elgin BID in relation to marketing vacant properties and the proactive approach adopted has all contributed to the vacant shop rate dropping from 17.15% in November 2015 to 6.85% in August 2019. We organise and conduct viewings, hold property keys to speed up the viewing process and market properties, these activities coupled with the support offered to new business owners has helped Elgin to positively perform against UK and Scottish trends.

# Chief Executive Update

Another area of work that has grown steadily over the year has been our “mediation” role. On an ongoing basis, businesses make contact to get support on an incredibly diverse range of issues. We have assisted in everything from problems with bins, road closures, tensions with neighbours or liaison with the local authority. Being that first point of contact who can offer moral support and then practical advice is forming an important part of the work we do.

The new Business Plan has been prepared and if successful in the Renewal Ballot we will be ready to hit the ground running as we enter Phase 3. Over the last 10 years Elgin BID has accomplished a huge amount, the financial investment in the city has been significant, vacant shop numbers have reduced dramatically, new exciting businesses have opened within the City Centre and there is a co-ordinated city and sector wide approach to marketing Elgin as a place to

*Embrace, Enjoy and Explore*

*Gill Neill*

Chief Executive

# Business Plan Targets – what has been achieved

Work on the projects which underpin the Business Plan Themes have continued over the last 12 months. The Themes and projects are listed below. Activity has been undertaken against each of the themes, some of which have involved ongoing activity throughout Phase 2. A brief summary of activity relating can be found below, however the case studies outlined from page 11 offer a more detailed look at some of the actions that have been undertaken.

## Building a Reputation and Marketing Elgin as a Vibrant Destination Projects

- Elgin brand development recognising the areas strengths e.g. welcoming, high quality, culture and heritage and promoting through collective marketing
- Improved and driven collective promotion of Elgin awareness raising and information e.g. press, social media, radio, dedicated website, newsletters
- Coordinated up to date local information provision and signage including making best use of new technology e.g. a central interactive point, downloads, using empty shop windows
- Group marketing such as “South Street the Wedding Street”



### OUR FACEBOOK FOLLOWING HAS GROWN 99% SINCE MAY 2016



Marketing and brand development has been at the core of the work carried out in 2018/19. BID now regularly use Instagram in addition to Facebook and Twitter in order to reach a wider audience. Facebook interaction has grown by 99% since May 2016 as more businesses engage and new ways of using the platform are utilised for example video clips.



The new Digital signs were installed in four City Centre locations, these allow instant message posting and promotion of upcoming events, information sources and business guides. These high-quality visual signs are located on South Street, the High Street, at the Town Hall and inside the Shopping Centre. Operating on a loop, the messages change every 15 seconds which draws attention and keeps the message fresh.

# Business Plan Targets – what has been achieved

The suite of promotional videos focused on geographical areas and business collaborations providing a wide range of coverage across the city.

- Explore the East End
- Wander the West End
- Celebrate the Centre
- South Street the Wedding Street
- Buzz on Batchen

Using video as a promotional medium has added to the range of promotional methods used to highlight the city. It is essential to provide information in a number of formats to appeal to as wide an audience as possible.

In addition to video, the City and City businesses are promoted via;

- Facebook
- Instagram
- Twitter
- Newspapers
- Radio advertising
- Business Map
- Professional Services Catalogue
- Food & Drink Guide.

# Tourism and Entertainment Projects

- Identify and develop tourist attractions as a collaborative project, such as the development of the Castle to Cathedral to Cashmere Heritage Experience which will offer a memorable and exciting tourist offer, to further increase the footfall to the city centre
- Promote the development of the early evening economy with expanding street café culture
- Elgin to enter a major civic competition(s)
- Research the local and wider market for events and festivals; develop, co-ordinate and work with partners to manage a calendar of professional and community events which complement the Elgin city centre offer and provide opportunities to showcase local businesses
- Improve the appearance and unlock derelict sites for commercial, community and outdoor developments
- Continue to enhance the appearance through maintaining street planters. Work in partnership with Elgin Benevolent Trust to replace all the city centre Christmas lights with a new, exciting, environmentally friendly lighting scheme which will be an asset to Elgin and encourage visitors to spend longer in the city



In 2019 Elgin BID have been working in partnership to achieve Zero Waste Town status and that achievement was formally acknowledged by Zero Waste Scotland in September 2019.

This is a very positive achievement as Elgin is now only one of four towns in Scotland to have been awarded the status. To successfully be granted award status Elgin BID has organised business workshops with our partners Waste Switch and a phased action plan of activity has been undertaken this will continue throughout 2019/2020.

Activities undertaken to date have included providing free Royal Environmental Health Institute of Scotland (REHIS) training in waste management to business members, offering free segregated waste bins to businesses and establishing a group of business champions.

Future developments will include the creation of a library of information and resources which members can access at a time and in a location that is convenient for them, new street bins and a platform to allow members to pass on items that they no longer require to others.



# Shopping Offer Projects

- Design an integrated city centre development plan to include research targeting additional quality specialist and independent retailers and quality food outlets linked to proactive marketing of vacant units in Elgin



Work to support new and establishing businesses is carried out on an ongoing basis, with many people being referred by existing BID members. Support has been given to people keen to open in a variety of sectors including Retail, Hospitality, Beauty, Leisure and Finance.

Among the practical help offered has been information on the Small Business Bonus Scheme and how to register for it, the BID small business grant to help with signage, requirements of the Moray Council and identification and access to properties.



# Business Engagement Projects

- A request for a grant of £55,000 from The Moray Council for all core cost is pending
- Further enhance visitor information in partnership with the Moray Tourism Group through web development and apps to compliment the information points offering “local information, local advice and local knowledge”
- The BID Business Awards Ceremony where customers acknowledge and nominate the high-quality businesses that operate within the BID area
- Create space and opportunities for new business start up developments such as popup shops
- Continue to employ a BID manager to coordinate and support business activities
- Business to business cooperation e.g. joint marketing, to lobby or broker with landlords on unrealistic rents, vacancies etc

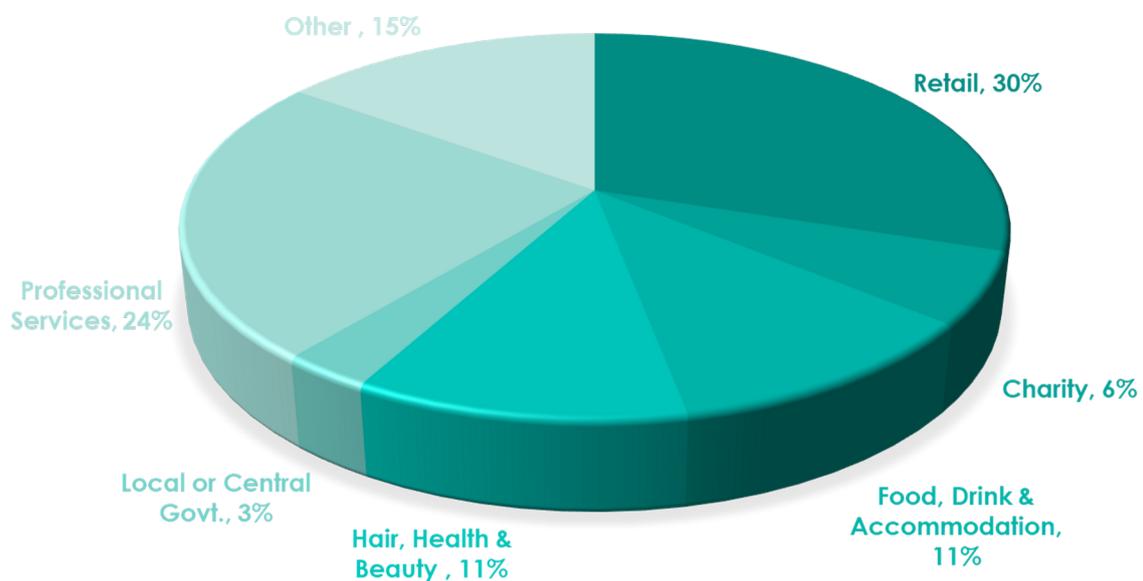


## Business Engagement - continued

2018/19 saw a large amount of engagement with the business members as part of the extensive Renewal Ballot consultation. Meet the Board events were held with members from across all business sectors.

The engagements were carried out in different ways and at different times of the day in order to maximise the opportunities for businesses to engage.

### Who gave us their views



Additionally, the members were offered the opportunity to get involved in the Zero Waste Elgin initiative, businesses were surveyed and able to attend planning workshops, ensuring from the start the businesses identified priorities and shaped the way forward.

Free training workshops were also on offer in Defibrillator use, GDPR post Brexit and partnership training with Police Scotland.

### How we engaged the members

- 1-1 meetings
- Evening presentations
- Business breakfasts
- Meet the Board events
- Annual General Meeting
- Surveys
- Young Persons survey
- Moray Councilors – drop in
- Independent shoppers survey

# Cleanliness, Safety and Appearance Projects

- Continue to deliver the partnership's Elgin Conservation Area Scheme (CARS). This £3.3 million programme will over five years restore and enhance the built heritage of the town centre through grants, public realm and lighting works. This includes increasing skills in traditional repair and maintenance methods (2 apprentice stone masons, seminars and training)
- Encourage use of vacant premises above shops for residential use to improve appearance and activity
- Enhance statutory provision by providing additional cleaning to public areas, buildings and frontages including closes
- Continue existing work with Community Wardens, Street Pastors, Police deterrence, CCTV, e.g. Online Retail Crime and Pub Partnership which is an online system where businesses can share information and operate a collaborative support network "Best Bar None" initiative a national scheme which focuses on safety and customer care and offers each licensed venue the opportunity to prove it meets a standard of operation set in consultation with the government and alcohol industry



It became evident throughout the Renewal Ballot consultation process that having a clean, safe and attractive city was something that the businesses were particularly interested in. Local Authority cuts have led to a reduction in services but in order to keep marketing Elgin as a place to Embrace, Enjoy and Explore we need to keep a focus on the appearance and safety of the city.



# Cleanliness, Safety and Appearance (cont.)

Working in partnership with Police Scotland they now have a dedicated information space within the business member bulletin “Business Watch” which is used to pass on information about crime safety and reduction as well as campaigns and locally based criminal activity.

2019 saw the replanting of the large street planters and the introduction of hanging baskets and small planters, a project which we hope to take forward and develop in the future.

There was also a team out clearing low level shrubbery, while incredibly successful it became obvious that this will have to be done with regular frequency and steps are underway to organise this.

## Traffic Management & Access

- Research and pilot reduction as alternative approaches to parking charges to improve parking turnover, address commuter parking and improve access to the city centre
- Improved and up to date signage for traffic and pedestrians



New street signs have been located around the City Centre to help people find their way about and identify services.

It also provides links to the business map and food and drink guide to provide additional and useful resources and member marketing.



# Community Involvement

- Continue full engagement with businesses and the community through initiatives such as Strategic Partnership for Improvement of the City of Elgin (SPICE)
- Continue to develop links with schools, youth groups and college students by inviting them to get involved in the Festival of Events programme
- Continue to work with young people in the community to understand and respond to their needs and provide opportunities to contribute or to derive benefit through the BID e.g. youth days, pop up shops



Elgin BID has strong relationships with a number of community organisations including SPICE who assist us with the hanging basket project. We also partner on litter picks which we jointly promote and deliver.

The relationship with the Elgin Youth Café allows us to work with our young community members, offering them volunteering opportunities and allowing them to develop workplace skills and showcase their strengths.

Additionally, we work with both the Police Scotland Youth Volunteers and Army Cadets who get involved as marshals on the event days.

These strong and mutually beneficial relationships ensuring Morays young people have a chance to show how positive and enthusiastic they are.



# Case study - Building a reputation – Elgin Gift Card

The Elgin Gift Card was introduced in June 2018. Over the last year it has gone from strength to strength as the gift of choice. It is now accepted by 88 BID Business Members.



The Gift Card is a pre paid Mastercard, which can be purchased in the City Centre or online.

It can be accepted by any BID member who is able to accept swiped card payments.

People receiving a Gift card can decide where to redeem it and with so many businesses accepting it, the choice is vast; from shoes to sausages, holidays to haircuts or massages to make up, the choice is theirs.

The only condition for spend is that it is signed up Elgin BID member who can receive it.

Between 1st October 2018 and 30th September 2019

**£11,357 has been placed onto Elgin Gift Cards**

**£8,750 has been redeemed in BID Businesses**

**51 Business members have had Gift Cards used in their sites**

**There have been 486 Transactions**

**The average transaction rate was £18.00**

Elgin BID have promoted organised and set up the programme in the City. It is available free of charge to BID members as all operational costs are covered by the BID.

Over the year a number of marketing and promotional activities have taken place to drive up interest.

During the Christmas period 2018, there was particular success in encouraging businesses from across Moray to buy cards as rewards/thank yous for staff members. This will be built on in 2019 as part of a project expansion.



# Case study – Filling vacant properties

Elgin BID has adopted a proactive approach to filling vacant commercial properties by;

- Holding the keys for vacant properties
- Conducting viewings in a quick and convenient timeframe
- Providing support to new business start ups
- Advertising vacant properties

This active approach has directly contributed to the vacant shop rate dropping from 17.15% in November 2015 to 6.85% in August 2019.

While some properties are marketed locally there are several that are being marketed by companies who are based in Aberdeen, Inverness or further afield. This presents a number of problems, the first being responsive access. To try and address this Elgin BID have installed a key safe and wherever possible negotiate with the agent to hold a set of keys.

This simple action has led to several buildings across the city being leased, as access is easily organised and convenient.

The vacant shop rate has dropped from  
17.15% in November 2018 to 6.85% in August 2019

Equally important, Elgin BID has detailed knowledge of the City Centre and the wider region, information that can positively influence the decision of a company on whether or not to invest. Being able to provide local intelligence and being able to demonstrate the level of support a new business will receive all creates a positive first impression and a strong foundation on which to build a productive working relationship.

Many of the new starts that we work with are embarking on their first venture into self-employment and business start-up. Working closely with Business Gateway we are able to signpost them to the most appropriate support on offer, whilst maintaining that ongoing link and support.

As an Elgin BID member, the new businesses are eligible to apply for a Small Business Grant, this grant of up to £400 is matched by the business and can be used for items such as signage, essential to a new business trying to establish their identity. Free marketing and promotion is another positive tool on offer to BID members and while coupled with the measures outlined above helps to make Elgin properties an attractive option.



# Case study – Partnership With Police Scotland

## Business Watch

As a key partner we have worked closely with Police Scotland to find new ways to pass on their communications to the Elgin BID business members.

Police Scotland were keen to speak information to the wider business community across Moray and as a result we introduced "Business Watch".

This now forms part of the BID business bulletin, however to spread the message wider this section is extracted and shared with representatives in Buckie, Forres, Keith and Lossiemouth, the Federation of Small Business, Business Gateway Moray and the Moray Chamber of Commerce.

This is a simple effective way to send information on a regular basis. Should an emergency situation occur then messages can be sent within minutes to a network of more than 6,000 businesses across the Region.

## Bike Access



Elgin BID were pleased to sponsor two Police bicycles, these are based at the Elgin Police Station and used by officers for easy convenient and quick access across the city.

Elgin is a maze of lanes and closes and the bicycles allow officers to reach areas quickly and quietly allowing them to reach an incident undetected where necessary.

The bikes have also been used as an educational tool about road safety with school pupils across the city.

## Specialist Training

In addition to the activities outlined above Police Scotland have on our behalf provided officers to deliver specialist training in subjects such as Anti Terrorism, and Reduction of Shop Lifting. Together we are all working to make Elgin a safer place to do business and visit.

## Community Work

BID also work closely with the Police Scotland Youth Volunteers who act as Marshall's on event days, allowing them to develop their skills, get involved with the businesses and support the local community.



**POLICE SCOTLAND**

# Case study – Business engagement – BID Awards

The Elgin BID Business Awards started in 2013 and continue to offer a positive way to highlight the businesses and the staff who offer excellent customer service.

What makes the BID Awards unique is that they are voted for by the public, giving them real value and meaning.

Over the years the numbers of nominations has stayed consistently high as the public take time out of their days to nominate.

Every business or individual who is nominated is provided a certificate of recognition, ensuring they are aware of their nomination, these can be seen in businesses across the city.



**175 businesses were nominated in 2019  
with 3522 votes cast**

**56 individuals were nominated for providing excellent customer service**



In addition to the six main categories

- Hospitality & Tourism
- Charity & Support Services
- Retail
- Finance - National
- Local Professional Services
- Hair, Beauty & Health

We have introduced a Long Established and New Business Award, and an Individual Customer Service Award.

2019 saw the introduction of an Elgin Community Champion Award to celebrate people from within the community who give their time to help keep the city, safe clean and welcoming.



# Renewal Ballot Update

On the 16th October 2019, the ballot papers for the Elgin BID Renewal Ballot will be issued, businesses have a six-week window in which to cast their votes, with the outcome of the ballot being announced on the 28th November.

Elgin BID was first voted for by the businesses in the City Centre in Autumn 2009, and again in Autumn 2014.

The aim of Elgin BID is to deliver services, support and projects which will improve the commercial trading environment within the City Centre for the benefit of the Elgin BID members, their staff, customers and visitors.

Due to its importance we spent the last year engaging with members in order to listen, gather information, clarify and identify opportunities, ensuring the services, support and projects we have proposed are of value and relevant.

We wanted to do this in a way that allowed maximum and convenient engagement, so we invited business members, shoppers, young people and local elected representatives to take part in a series of consultations, one to one meetings and surveys over a 14-month period.

The information gathered was used to identify our key objectives and the resulting work themes, which will allow us to positively deliver in Phase 3.



## KEY DATES

*2nd October 2019* Publication notice of the ballot

*16th October 2019* Ballot papers to be issued

*27th November 2019* Final day for voting papers to be received (before 5.00pm)

*28th November 2019* Announcement of ballot results



For your business, your future, your City

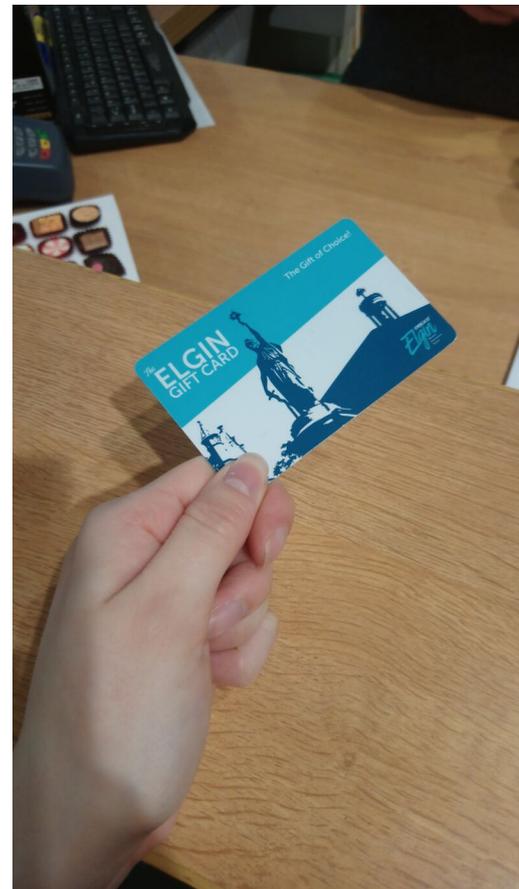
# Moving Forward

We listened to what our members said throughout the consultation period and the message was clear and strong. They want us to focus on marketing and branding and on keeping the City Centre beautiful. The Themes outlined below reflect that and provide the focus for Phase 3.

Our objective going forward is to have a;

Beautiful and diverse city centre with a positive, proactive, supportive and involved business community through delivery of projects which sit within one of the following themes;

- Explore and Enjoy Elgin City Centre through strong marketing and promotion
- Embrace Elgin's environment with pride and passion
- Embrace what we can achieve by working together through business engagement
- Enjoy a Safe City Centre, where businesses, staff members and the public can enjoy all that Elgin has to offer
- Embrace our Community by providing opportunities for local people to get involved and celebrate the City Centre
- Enjoy and Embrace the diverse, high quality business, service and shopping offer within Elgin City Centre



# Audited Accounts

**CITY OF ELGIN BID LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**INCOME STATEMENT**  
**YEAR ENDED 31 MARCH 2019**

|  | Note     | 2019<br>£           | 2018<br>£            |
|--|----------|---------------------|----------------------|
| <b>TURNOVER</b>                              | <b>1</b> | <b>218,512</b>      | <b>227,341</b>       |
| Direct costs                                 | 2        | <u>139,271</u>      | <u>144,389</u>       |
| <b>GROSS PROFIT</b>                          |          | <b>79,241</b>       | <b>82,952</b>        |
| Administrative expenses                      |          | <u>76,271</u>       | <u>70,947</u>        |
| <b>OPERATING PROFIT</b>                      |          | <b>2,970</b>        | <b>12,005</b>        |
| Other interest receivable and similar income |          | <u>3</u>            | <u>-</u>             |
| <b>PROFIT BEFORE TAXATION</b>                |          | <b>2,973</b>        | <b>12,005</b>        |
| Tax on profit                                |          | <u>-</u>            | <u>-</u>             |
| <b>PROFIT FOR THE FINANCIAL YEAR</b>         |          | <b><u>2,973</u></b> | <b><u>12,005</u></b> |

# Audited Accounts

**CITY OF ELGIN BID LTD.**  
**COMPANY LIMITED BY GUARANTEE**  
**STATEMENT OF FINANCIAL POSITION**  
**31 MARCH 2019**

|   | 2019<br>£             | 2018<br>£             |
|---|-----------------------|-----------------------|
| <b>CURRENT ASSETS</b>                                 |                       |                       |
| Debtors   | 28,795                | 29,533                |
| Cash at bank and in hand                              | <u>108,545</u>        | <u>77,967</u>         |
|   | <b>137,340</b>        | 107,500               |
| <br>  |                       |                       |
| <b>CREDITORS: amounts falling due within one year</b> | <u>33,702</u>         | <u>6,835</u>          |
| <b>NET CURRENT ASSETS</b>                             | <b>103,638</b>        | 100,665               |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>          | <u>103,638</u>        | 100,665               |
| <b>NET ASSETS</b>                                     | <u><u>103,638</u></u> | <u><u>100,665</u></u> |
| <br>  |                       |                       |
| <b>CAPITAL AND RESERVES</b>                           |                       |                       |
| Profit and loss account                               | <u>103,638</u>        | <u>100,665</u>        |
| <b>MEMBERS FUNDS</b>                                  | <u><u>103,638</u></u> | <u><u>100,665</u></u> |

# Audited Accounts

## CITY OF ELGIN BID LTD.

### NOTES TO THE DETAILED INCOME STATEMENT

YEAR ENDED 31 MARCH 2019

| Note  | 2019<br>£      | 2018<br>£      |
|---|----------------|----------------|
| <b>1. TURNOVER</b>                          |                |                |
| Moray Council grants                        | 55,000         | 55,000         |
| Levy income                                 | 161,204        | 163,304        |
| SSWS working fund                           | –              | 100            |
| Fundraising income                          | 2,308          | 2,767          |
| Donation - Elgin Benevolent Trust           | –              | 6,170          |
|   | <u>218,512</u> | <u>227,341</u> |
| <b>2. DIRECT COSTS</b>                      |                |                |
| <b>CLEANLINESS, SAFETY &amp; APPEARANCE</b> |                |                |
| Sponsorship                                 | 3,000          | 3,000          |
| CARS  | –              | 50,000         |
| Digital signage                             | 23,896         | –              |
| Gift cards                                  | 14,772         | –              |
|   | <u>41,668</u>  | <u>53,000</u>  |
| <b>BUSINESS ENGAGEMENT</b>                  | <u>4,727</u>   | <u>2,802</u>   |
| <b>BUILDING A REPUTATION</b>                |                |                |
| Scottish theme day                          | 3,177          | 3,644          |
| Halloween event                             | 2,394          | 2,474          |
| Food and drink event                        | 10,224         | 15,051         |
| Generic marketing expenses                  | 10,345         | 15,575         |
| Christmas lights                            | 37,356         | 30,113         |
| Easter event                                | 795            | 4,460          |
| Elgin ice festival                          | –              | 1,911          |
| SSWS  | –              | 283            |
| Race night                                  | –              | 201            |
| Fundraisers                                 | 1,540          | 930            |
| Late night                                  | 155            | –              |
| Event co-ordinator                          | 6,100          | –              |
|   | <u>72,086</u>  | <u>74,642</u>  |
| <b>TOURISM &amp; ENTERTAINMENT</b>          |                |                |
| Street sweeper                              | 9,154          | 8,142          |
| Waste project                               | 1,500          | –              |
| BID grant scheme                            | 3,964          | 5,296          |
| Planters and hanging baskets                | 699            | 507            |
| Seagulls                                    | 3,750          | –              |
| Signage                                     | 880            | –              |
| Police bikes                                | 843            | –              |
|   | <u>20,790</u>  | <u>13,945</u>  |
| <b>TOTAL DIRECT COSTS</b>                   | <u>139,271</u> | <u>144,389</u> |

# Contact Details

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