

**GO
TWEED
VALLEY**

www.GOtweedvalley.co.uk

Tweed Valley Tourism Improvement District Business Plan

The first five years:

1 April 2020 – 31 March 2025

Creating a world-class
activity destination

Brief background

The Tweed Valley Tourism BID has been developed with the aim of creating a world-class activity destination. Our goal is for the Tweed Valley to become synonymous with excellence, with tourism businesses of all shapes and sizes – and from budget to high end – contributing to, and benefiting from, the area's success in delivering an unrivalled experience for visitors. The Tourism BID Steering Group was formed to develop this exciting project and oversee the transition into a new company following a successful ballot, at which point a Board of Directors will be appointed. By voting YES on 14 November, tourism businesses will launch the beginning of an exciting new chapter for the Tweed Valley – one that will enable the area to thrive as a premier tourism destination long into the future.

Steering Group members

The Tourism BID Steering Group is made up from a cross section of the business community in the area. The Steering Group provides direction to the development of the BID and BID development staff. Ultimately all key decisions relating to the developing BID have been taken by the BID Steering Group, who are as follows:

Catherine Maxwell Stuart, Chair, Traquair House
Kate Innes, Torritine Hotel
Jeremy Osborne, Barony Castle
Will Haegeland, Scottish Borders Tourism Partnership
Stuart Bell, Councillor, Scottish Borders Council
Gordo Hodge, Adrenalin Uplift
Sandra Dawson, Peebles Hydro/The Park
Pauline Archibald, The Hub on the High Street

Project team

Emma Guy, Project Coordinator
Rich Rowe, Project Officer

The BID Development Team are accountable to the BID Steering Group.



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Note: Business or variations of the word 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 organisation, social enterprise, or community group who may not consider themselves to be a business.

Foreword

We are delighted to present this five-year business plan for the Tweed Valley Tourism Business Improvement District (Tourism BID). This follows an 18-month-long consultation period with tourism businesses throughout the Tweed Valley, including on a draft business plan published earlier this year. We would like to thank the many businesses that have worked with us during this time – the feedback from which has helped shape this final business plan.

The following pages outline what we believe is an exciting vision for the future of tourism here in the Tweed Valley. It is a plan led by tourism businesses for tourism businesses, with the clear objective of growing a strong, sustainable tourism industry in the Tweed Valley for years to come. As you will read, the Tourism BID will fund and deliver practical projects in partnership with public sector agencies that will focus on our aspiration to be a world-class activity destination.

As a Steering Group, we have listened carefully during the consultation process and understand how ambitious you are to grow your businesses. We believe that, by working together, we can deliver a real return on your investment and we will monitor the success of all our activities.

We will prioritise strong and effective marketing and promotion of the area through building the Tweed Valley brand and carrying out targeted marketing campaigns. In addition, we will help existing events and festivals grow further, and develop new, sustainable events in the area. We also aim to attract more business and incentive tourism year-round, with a particular emphasis on the shoulder months, and will work to improve tourism infrastructure and facilities in partnership with other agencies.

Just as crucially, a Tourism BID will enable local businesses to shape the future of tourism in the area, advocating on local issues and being at the heart of the decision-making process.

Over the years there have been many tourism initiatives in the Scottish Borders, but we believe that the Tourism BID has the scale, ambition and resources to achieve far more than anything that has been delivered in the past. For much more on our exciting plans and the mechanics of how a Tourism BID works, including the levy to be paid by businesses, we invite you to read through this business plan. You might like to start with our top ten ways in which a Tourism BID will help your business (see page 6).

We hope you will then be as energised and enthused as us about the potential for tourism in the Tweed Valley. We also hope very much that tourism businesses will support this initiative and vote in favour of establishing the Tweed Valley Tourism BID at the ballot on 14 November.

For more information, please visit our website (www.GOCweedvalley.co.uk), or contact Emma Guy, our Project Coordinator, at tweedvalleyemma@gmail.com

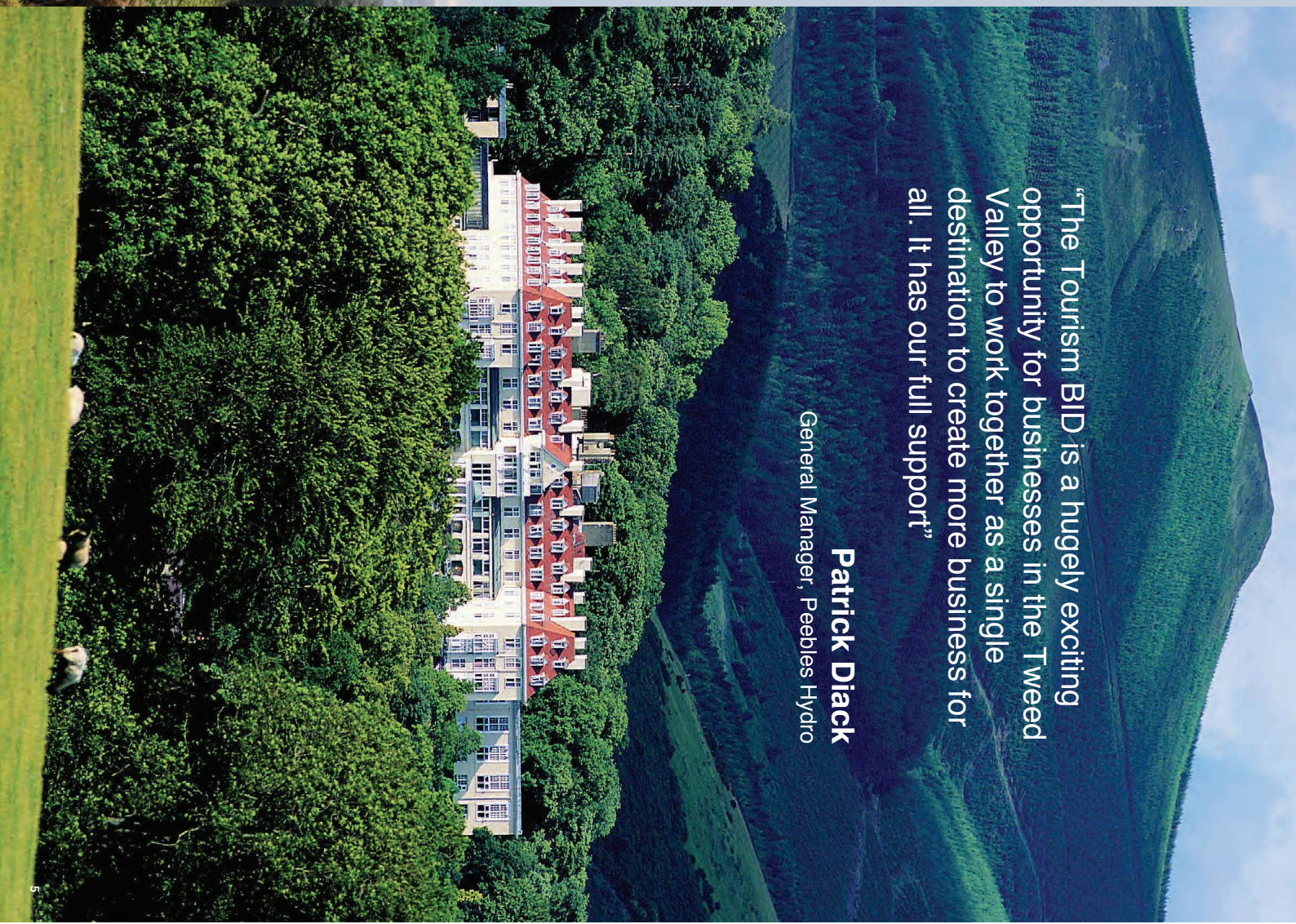
Thank you for reading.

The Steering Group, Tweed Valley Tourism BID



“The Tourism BID is a hugely exciting opportunity for businesses in the Tweed Valley to work together as a single destination to create more business for all. It has our full support”

Patrick Diack
General Manager, Peebles Hydro



What's in it for me?

Here are ten ways in which the Tourism BID will benefit your business

1. Build the brand

Our comprehensive marketing and promotion of the Tweed Valley will showcase the destination to new audiences around the UK and internationally.

2. It's not just about bikes

We cannot stress this enough! We know that mountain biking is a key driver for visitors to the Tweed Valley, but to attract people to stay longer, visit with their families, and discover the Tweed Valley for the first time, we need to promote all experiences, both fast and slow! As such, walking, trail running, canoeing, horse riding, golf and the wider natural landscape will all feature strongly.

3. All activities, all year round

The area also has a wide range of accommodation offerings – from camping to five-star luxury – unique pampering experiences, tranquil gardens, plus an array of cultural, artistic and historical riches. Taking all into account, our marketing and promotion will increase visitor numbers and spend throughout the year, not just the already busy summer months.

4. Day AND night

We cannot call ourselves a true activity destination if we ignore all there is to do after the day is done – from outstanding food and drink to the arts, comedy, live music, film and other evening events. This is where businesses who might not see themselves as 'activity-related' will benefit from an activity-led Tourism BID.

5. Festivals and events

We will promote existing events, create new ones and ensure that businesses are properly 'plugged in' to ensure maximum benefit from the events that take place here.

6. Trails for days

We will create brand new multi-day walking, running, bikepacking and canoe trails that will enable visitors to experience the Tweed Valley in more depth than ever before. Developed and packaged with creativity and imagination, these new trails will bring more business to your door.

7. Improving tourism infrastructure

While it is not our role to manage infrastructure, it is our job to influence the provision of the kind of visitor services and on-the-ground infrastructure expected of a leading tourism destination.

9. Targeting corporate tourism

From meetings to incentives, conferences and exhibitions, we will target corporate activities in the activity sector as well as more general business tourism – a sector with huge opportunity for growth.

10. A strong voice for business

Advocacy matters. Giving businesses a voice, we will lobby hard on local and national issues, enabling businesses to help shape major tourism developments locally.

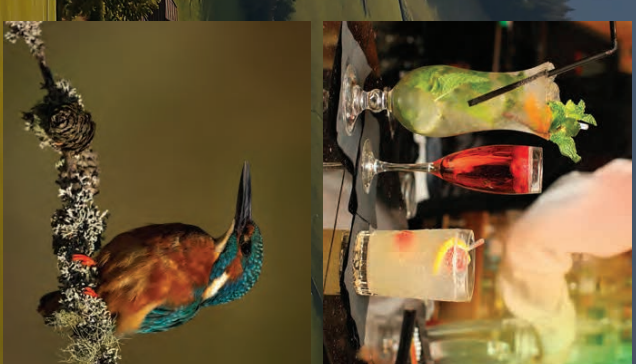
8. A hub for businesses

We will operate from the former Tourist Information Centre on Peebles High Street – one of the busiest locations anywhere in the Tweed Valley. The space will offer businesses a highly visible display point for highlighting products, promotions, packages and more.

For much more on how we intend to make all this happen, please see details of our project priorities on pages 14 to 23.



Walk, run, ride,
paddle, golf, explore,
eat, drink, relax and
be royally entertained
– it's all here in the
Tweed Valley!



BIDs – an introduction

First things first, what exactly is a Business Improvement District (BID) and how will it benefit your business?

Originally conceived in Canada in the 1970s, the BID concept has proved hugely popular with more than 135 projects now underway across the UK and Ireland. Since first coming to Scotland in 2006, there are now 37 such projects in existence, with many more in the pipeline.

The majority are traditional town centre projects, but they also include Visit Inverness Loch Ness, which became the UK's first tourism-specific BID in March 2014. Now into its second five-year BID period, Graeme Ambrose, CEO, Visit Inverness Loch Ness, could not be more pleased with its impact. "Led by tourism businesses for tourism businesses, it's a financially sustainable model which, in partnership with the public sector, has enabled real and lasting change in the local tourism industry," he explains.

Now under the umbrella of Scotland's Improvement Districts, a new generation model of what are known simply as Improvement Districts was launched in Autumn 2018 to bring fresh thinking into the concept. But the fundamentals remain the same. An Improvement District is a private sector-led initiative that sees businesses within a defined geographical area invest in the delivery of a five-year business plan. Once that period is over, there is a renewal ballot to see if businesses would like to continue for a further five years.

The strength of the proposition lies in its simplicity. By pooling and sharing resources, local businesses, working with private, public and third-sector partners, take a leading role in improving local economic conditions through the delivery of an agreed package of investment and initiatives over and beyond what is delivered by local and national government.

All money raised is ring-fenced for the delivery of projects detailed within a business plan agreed by local businesses. In our case, the Tourism BID is about local businesses working together to build on the area's existing strengths. As well as having the financial resources to deliver a business plan, the Tourism BID company formed following a successful ballot will also access match funding from public bodies, lobby on behalf of local businesses and work jointly with other tourism groups for the benefit of the Tweed Valley.

By coming together in this way, we will:

- Turn the Tweed Valley into a world-class activity destination
- Ensure the long-term sustainability of tourism in the area
- Improve the visitor experience and increase the number of visitors
- Give visitors more reasons to stay longer and spend more
- Help create local jobs

NOTE: BID projects are new and additional projects and services; they do not replace services that are already provided by Scottish Borders Council and other statutory bodies. BIDs are developed, managed and paid for by the non-domestic sector 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 it goes ahead or not.

"The Tweed Valley has a huge amount to offer visitors from around the UK and the world. But to do this, there needs to be a cohesive plan that allows all businesses to join together to develop the area's abundant natural resources in a way that manages the growth and impact for locals, while making it easier and more attractive for visitors to come, stay and enjoy. A successful and supported BID will provide the foundations needed to turn the Tweed Valley into one of Europe's leading destinations"

Chris Ball

Managing Director,
Mountain Biking Enduro World Series



Why here, why now?

Bold and innovative, the Tweed Valley Tourism BID is about local businesses working and investing collectively to build on the area's existing strengths – for the benefit of all

Following a successful ballot outcome in November, the Tweed Valley Tourism BID will become only the second such project in the UK. It's exciting. Together, we have an opportunity to turn the Tweed Valley into a genuinely world-class activity destination.

Of course, there have been many new tourism development initiatives in the Scottish Borders over the years. So, what makes this one different? Firstly, it's about a scope, scale and level of ambition that has not been seen before. The Tourism BID represents a long-term opportunity to develop a sustainable business development plan that will put the Tweed Valley very much on the world tourism map.

A key component of the Scottish Government's overall economic strategy, tourism is one of the most important industries for the Scottish Borders. Latest figures show that tourism is worth around £72m to the Borders, with the Tweed Valley blazing its own trail as an activity hotspot.

It is now widely regarded as a premier destination for mountain biking and road cycling, although the area has many more strings to its bow. Outdoor activities in general – from walking to running, kayaking, fishing, horse riding, golf and more – are a vital part of the tourism product. And when we add the area's rich cultural heritage, outstanding food and drink and vibrant arts scene to the mix, the Tweed Valley has all the ingredients to be a very special destination.

There's no doubt that we are starting from a strong base, but the Tweed Valley has the potential to become much better still. In fact, given the competition from other destinations, both nationally and internationally, we MUST become better still if the area is to thrive as a tourism destination long into the future.

A Tourism BID is the perfect vehicle for further developing the area's tourism product – and the timing couldn't be better. While in the past, the Tweed Valley and wider Scottish Borders were not always on the radar when it came to major investment in tourism, that has begun to change:

- See South Scotland – VisitScotland. In Autumn 2018, the Scottish Government granted VisitScotland £500,000 in additional funding to launch a two-year campaign to promote the south of Scotland as a tourism destination. We plan to build on that momentum
- Borderlands Growth Deal. As part of the Borderlands Partnership (which brings together five cross-border local authorities) there are multi-million-pound plans to create Europe's only mountain bike innovation centre alongside a world-class bike park in and around Innerleithen. It's a huge deal for the area – and not just in terms of mountain biking
- South of Scotland Economic Agency (SoSEA). A new body, established to respond to the economic needs and opportunities of the South of Scotland, will begin its work in April 2020. Priority is being given to tourism and with an organised tourism body representing the Tweed Valley there are many opportunities to access funding through the agency which will benefit businesses in the area.



By creating a structure through the Tourism BID company, we will develop strategic partnerships with these public sector bodies as well as tourism groups such as the Scottish Borders Tourism Partnership (part of the Midlothian and Borders Tourism Action Group), Visit South West Scotland, and feed into the planned South Scotland Tourism Alliance.

With the BID structure strongly supported by the Scottish Government, and recognised as an important partner model by VisitScotland, a BID company has the advantage of being able to access public funding that is not necessarily open to individual businesses.

Scottish Borders Council also endorses the work and activities of the Tweed Valley Tourism BID and is fully committed to supporting our activities. The council has confirmed that it would look favourably on supporting applications (either in principle, in-kind, or with financial support) to appropriate external funding opportunities provided applications meet all the necessary criteria and demonstrate that they are able to deliver economic, social and/or environmental benefits.

As such, the Tourism BID company will look to match the revenue raised from businesses with additional public funding, ensuring that every pound raised works even harder for the area. Other BID areas in Scotland have typically leveraged around 4:1p for every £1 invested by local businesses – so nearly half as much again.

Led by tourism businesses for tourism businesses, the Tourism BID offers a financially sustainable model that will help us invest in and deliver on five priority objectives:

1. Comprehensive destination marketing and promotion
2. Creating a broad mix of events and festivals throughout the calendar year
3. Improving the area's tourism infrastructure (including creating new visitor experiences)
4. Targeting corporate tourism (from meetings to incentives, conferences and exhibitions)
5. Providing strong business support and advocacy

For much more on how we plan to deliver on these key priorities, please see our specific project plans (starting on page 14).

Who is included?

The Tourism BID involves payment of a levy by a range of tourism businesses that operate within a core geographic area

The Tourism BID area extends east from West Linton and Stobo, roughly following the River Tweed to encompass Peebles, Innerleithen, Walkerburn and Clovenfords, finishing just west of Selkirk. To the north, Eddleston is also included. In all, there are around 103 businesses included, all of which operate in one of the following tourism-related sectors:

- Accommodation
- Visitor attractions
- Activities
- Galleries and museums
- Events and festivals
- Restaurants/cates
- Transport services
- Activity-related retailers (such as bike shops)

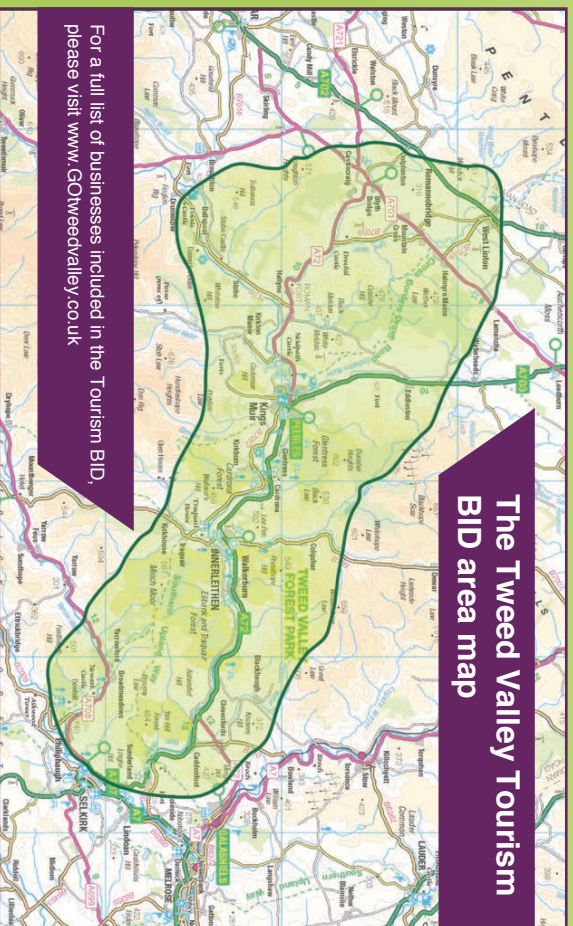
The only additions are public sector bodies that offer tourism services in premises not categorised in any of these sectors. For a full list of businesses included, visit www.GOTweedvalley.co.uk

The Tourism BID Steering Group has agreed a banded scale of levy fees (see opposite page) as a fair and equitable way of ensuring that all tourism businesses, including those owning multiple properties, participate in and contribute to the Tourism BID. The levy to be paid is based on the non-domestic rateable value (RV) of each participating business at the time of the ballot and will not change during the initial five-year term of the Tourism BID. The threshold RV level has been set at £2,000.

Those activity and tour businesses without premises, or below the RV threshold of £2,000 but which would still like to participate in the Tourism BID, will be able to pay an 'opt-in' fee that will be commensurate with that paid by levy-paying businesses. Non-tourism-specific businesses can also opt in as sponsors or supporters as part of their wider corporate social responsibility commitments.

Self-catering holiday accommodation which is not the sole or main residence of any person and which is intended to be available for letting on a commercial basis for periods totalling more than 140 days in the financial year remain liable for non-domestic rates for the whole year and will be included.

The levy will only be paid by the occupiers (i.e. those liable to pay the RV), with the exception of vacant premises in which case the property owner will be liable for the levy payment. In addition, any new commercial development, sub-division of existing properties, or merging of properties or new tourism-related businesses with a non-domestic RV of £2,000 or more coming into the Tourism BID area during the five-year term will be liable for the levy.



For a full list of businesses included in the Tourism BID please visit www.GOTweedvalley.co.uk

What will it cost?

The Tourism BID levy fees are based on the cost of delivering the core projects identified by businesses as priority actions during the consultation process

The BID Steering Group has chosen to use a fee structure as detailed in the table to calculate the levy charged. The reasons behind this are as follows:

- The levy payments must add up to the amount required to deliver the business plan
- A banding system represents a simple way for businesses to identify their levy payment, provides for ease of collection and represents a fair methodology. Everybody benefits, therefore everybody pays
- A minimum payment of £280 (£5.38 per week) is believed to be affordable for the smallest businesses, while a maximum of £4,200 (£80.77 per week) is believed to be affordable for businesses at the higher end of the banding.

This banded levy structure is seen as the most equitable way of funding additional projects that businesses in the area would like to have, but which the public sector is not required to provide.

The levy payments are not linked to what businesses actually pay in rates, but are instead based on the rateable value of the property. The levy must be paid either in one payment within 28 days from the date of the levy invoice or in 12 instalments by arrangement with the billing body.

Following a majority YES vote in the ballot on 14 November, the levy will be mandatory for all eligible businesses in the Tourism BID area that are listed on the Scottish Borders Valuation Roll by the Scottish Assessors on the ballot date. Businesses will be liable for the levy for the full five-year duration of the Tourism BID period.

With around 103 participating businesses, it is expected that the levy fees will generate an income of about £70,000 a year (or £350,000 over the five-year period). However, this amount is very much a start rather than an end point as the Tourism BID will use funds raised by private business to access match funding from the public sector.

Following conversations with a range of funding bodies about a variety of project plans, we have already secured commitments in principle that elevate our available funds to a very significant level. We will also maximise joint funding opportunities and 'in kind' support that will benefit tourism in the Tweed Valley.

Levy fee table

Rateable Value (RV) band	Annual levy per band	Cost per week	Cost if paid monthly
£2,000 - £9,999	£280	£5.38	£23.33
£10,000 - £19,999	£490	£9.42	£40.83
£20,000 - £29,999	£630	£12.12	£52.50
£30,000 - £49,999	£910	£17.50	£75.83
£50,000 - £79,999	£1,120	£21.54	£93.33
£80,000 - £99,999	£1,540	£29.62	£128.33
£100,000 - £149,999	£2,800	£53.85	£233.33
£150,000 - £199,999	£3,500	£67.31	£291.67
£200,000 +	£4,200	£80.77	£350.00

There will be no VAT liable on the levy amount

What we will invest in

Following a successful ballot outcome in November, the Tourism BID will focus on five top priorities, all of which involve a variety of exciting projects

Priority one: Marketing and promotion

Year one spend: £22,500

Marketing and promotion are central to all our ambitions for tourism in the area and will form a major part of our work. Building a strong, identifiable brand and then promoting that brand through a range of online marketing initiatives was identified as either 'important' or 'very important' by the majority of respondents in our survey of local businesses.

Our online activity will target audience segments in Scotland, the rest of the UK and internationally, with a strong focus on the area's natural riches and growing reputation as an outstanding activity destination.

As survey responses indicated, mountain biking and road cycling are both important to local businesses, but so too are activities such as walking, trail running, canoeing, horse riding, golf and wildlife watching. The same applies to the arts, cultural and historical experiences – all of which combine to create a wider 'package' of activities that can be enjoyed here.

And talking of packages, we will work with businesses to help create a variety of tailor-made, experience-led tours to the area, including 'soft adventure' trips at the higher end of the market to take directly to luxury travel and tour agents.

A key part of our marketing activity, both online and traditional, will be the promotion of activities that help to increase visitor numbers and spend throughout the year – and throughout the day. After all, we cannot call ourselves a true activity destination if we ignore the night-time 'offer': people need things to do – and places to eat and stay – after their day is done. And this is exactly where those businesses who might not see themselves as 'activity-related' will benefit from an activity-led Tourism BID.

Our marketing and promotion will not only generate more visitors and bring more business to the area, but will also help provide marketing support that will equip businesses with tools (image and video library, market research) to help promote themselves.



Marketing and promotion

PROJECT	ACTIVITY	MEASUREMENT OF SUCCESS	BENEFIT TO BUSINESSES
Brand building.	Build the Tweed Valley brand with a focus on its core strengths as an activity destination. This includes representing the area at national & international tourism and travel trade events to maximise consumer reach.	Development of contacts with national & international buyer groups and inbound operators.	Connection with new travel markets and operators; increasing the reach of businesses; generating greater awareness among specific target markets; visits from additional/new target groups.
Online marketing.	Develop campaigns for specific national & international markets using comprehensive online marketing, including the creation of a new portal website for the Tweed Valley. Produce a series of short videos that highlight the experiences that can be enjoyed in the Tweed Valley. Create a strong social media presence using all appropriate channels. Email marketing with emphasis on extending the season into the shoulder/winter months. Digital tools to sit alongside traditional visitor resources (leaflets and maps).	Online analytics, including unique visits to website, social media stats and 'click throughs' to Tourism BID business websites.	Increased bookings; increased number of visitors; potential increased length of stay and level of spend all-year round.
Build the night-time offer.	Promote the area's night-time offer (from food and drink to the arts, comedy, live music, film and other evening events).	More footfall and pounds spent on non-activity specific businesses (restaurants, pubs, theatre etc).	Increased number of table bookings, audience figures and overnight stays (Year-round).
Create video & stills photobank.	Develop a comprehensive bank of stills and video shorts.	Valuable resource of high-quality stock images/footage covering the Tourism BID area.	Marketing resource available to all businesses/local tourism organisations.
Work closely with national and regional tourism bodies.	Collaborate with Scottish Borders Tourism Partnership and wider South of Scotland strategy in partnership with VisitScotland.	Level of engagement with local tourism groups.	Shared benefit of increased marketing and promotion at local level.
Market research.	On-going market research, including pilot projects, to enable the Tourism BID to target key sectors and provide evidence of economic impact. Also establish a baseline report to better understand current visitor demographics.	Regular reports for businesses.	Increased bookings, increased number of visitors and useful information that will help shape marketing activities of individual businesses.

Events and festivals

Priority two:

Create a year-round calendar of events and festivals

Year one spend: £3,000

High-quality events and festivals are a hugely popular incentive for people to visit a destination (and enrich the lives of local communities). The Tweed Valley already has a host of outstanding events, including the Peebles Outdoor Film Festival, The Mighty Deerstalker, TweedLove, Beyond Borders International Festival and the Tweed Valley Tunnel Trail Run, but there is potential to do much more throughout the calendar year.

Event development is a priority in the Scottish Borders Economic Strategy and Tourism Strategy. The region's Event Strategy document cites targeted support towards events with a National and International profile as a priority. As such, we will promote existing events and festivals to help them grow further, plus work with partners to attract, create and support brand new national and International events that will directly benefit local businesses.

As part of our plans to develop a Tweed Canoe Trail (see pages 18 and 19), we plan to explore the creation of an associated festival that brings together tourism businesses along the Tweed.

A further aim is to broaden the mix to make the most of the area's cultural, artistic and historical riches, as well as outdoor activities. Together, these events will help shape our identity as an activity destination – a sense of place that feeds into all the wider branding and promotional work for the area.

Understanding that businesses need to be plugged into the opportunities provided by these events, we will develop a comprehensive, well-publicised events calendar and serve as a central source of information that will keep businesses up to date on everything that is happening. Businesses will then be able to build the benefit of local events into their own marketing initiatives, supported by the wider activity of the Tourism BID.

We know that, from a local business point of view, it's not always helpful to have so many existing events condensed into what is an extremely busy summer period. As such, we will coordinate with event organisers to map out events (both new and established) throughout the calendar year.

As part of this role, we will act as a conduit between event providers and public bodies (such as Scottish Borders Council and Forestry and Land Scotland) providing an event liaison service which will handle event clashes and avoid conflict amongst organisers so that everyone is pulling in the same direction to ensure the success of all scheduled events.

Watch this space ...

As a developing Tourism BID, we have already been in close contact with organisers of several major new events planned for the Tweed Valley. This includes engaging with EventsScotland as well as other public bodies and governing organisations to host international events such as the Mountain Biking Enduro World Series (on a five-year term) and activities connected with the UCI World Cycling Championships 2023. Work is also underway on expanding the events offer during the shoulder season – work that will continue through the Tourism BID company following a YES vote in the ballot.

PROJECT	ACTIVITY	MEASUREMENT OF SUCCESS	BENEFIT TO BUSINESSES
Develop new sustainable events and festivals (year-round).	Work with Scottish Borders Council, EventsScotland and event providers to support new, sustainable activity, music, food and drink, and cultural events.	Success in attracting and creating new events & festivals.	Increased number of visitors particularly in shoulder months, with increased spend in area over the event period.
Promote existing events and festivals.	Work with event providers and partners to help promote existing events to as wide an audience as possible through online and press activity.	Online statistics, greater press coverage of events, numbers of participants at specific events.	Increased bookings and increased number of visitors, with increased spend in area over event period.
Event coordination and communication	Develop a comprehensive, well-publicised events calendar for local businesses.	Awareness of events will enable businesses to make the most of opportunities around them.	Businesses can build the benefits of local events into their own promotional initiatives.
Develop an event organiser 'package'.	Develop a resource package for event organisers that will see local businesses provide services for visiting events (from catering to accommodation).	Additional relevant events for the Tweed Valley – with local businesses properly plugged in and working closely with event providers.	Additional visitors, relevance of events & festivals to businesses.
Develop a coherent events strategy for the Tweed Valley, including an event liaison service.	Develop a sustainable events strategy and liaison service that minimises event clashes to ensure that organisers are all pulling in the same direction. Work with key partners to access funding and provide assistance for visiting events.	Create a balanced mix of events throughout the year that reflects everything that the Tweed Valley has to offer.	Businesses are kept informed of events and opportunities for getting involved.

Tourism infrastructure

Priority three:

Work with partners to improve tourism infrastructure

Year one spend: £8,000

For visitors to have the best possible experience, we need high-quality tourism infrastructure to be in place – from waymarked routes to facilities and services that between them show off the Tweed Valley at its very best.

Our consultation with tourism businesses highlighted just how important improvements to our tourism infrastructure are considered when it comes to delivering an outstanding visitor experience.

While it is not our role to provide signage or manage infrastructure, we can use our strong, collective voice to work with public bodies to ensure that we have the kind of on-the-ground visitor services and infrastructure expected of a leading tourism destination. This includes improvements in parking and toilet provision at visitor hotspots; improved signage and visitor information at key entry locations to the area; and a renewed focus on investment in a rural road infrastructure that is in urgent need of attention.

Some of these infrastructural improvements will be driven by our plan to develop a range of new, waymarked trails and routes aimed at walkers, runners, cyclists and other users. A major, multi-phase project, it has the potential to bring huge benefits to the area. We have already seen from initiatives such as the North Coast 500 in the Highlands just what can be achieved when routes are created and packaged with imagination and creativity.

The proposed development of a Tweed Canoe Trail is particularly exciting; for centuries, the Tweed has been the lifeblood of the area, but we don't make enough of it from an adventure travel point of view. Such a trail, like the river itself, will help tell the story of the landscape and communities through which it passes – with benefits for tourists and local businesses alike.

And with 2020 being VisitScotland's themed Year of Scottish Waterways, and Scottish Borders Council working with Borderlands and the South of Scotland Economic Partnership on promoting the Tweed from source to sea, the project will benefit from significant additional impetus.

A home on the High Street

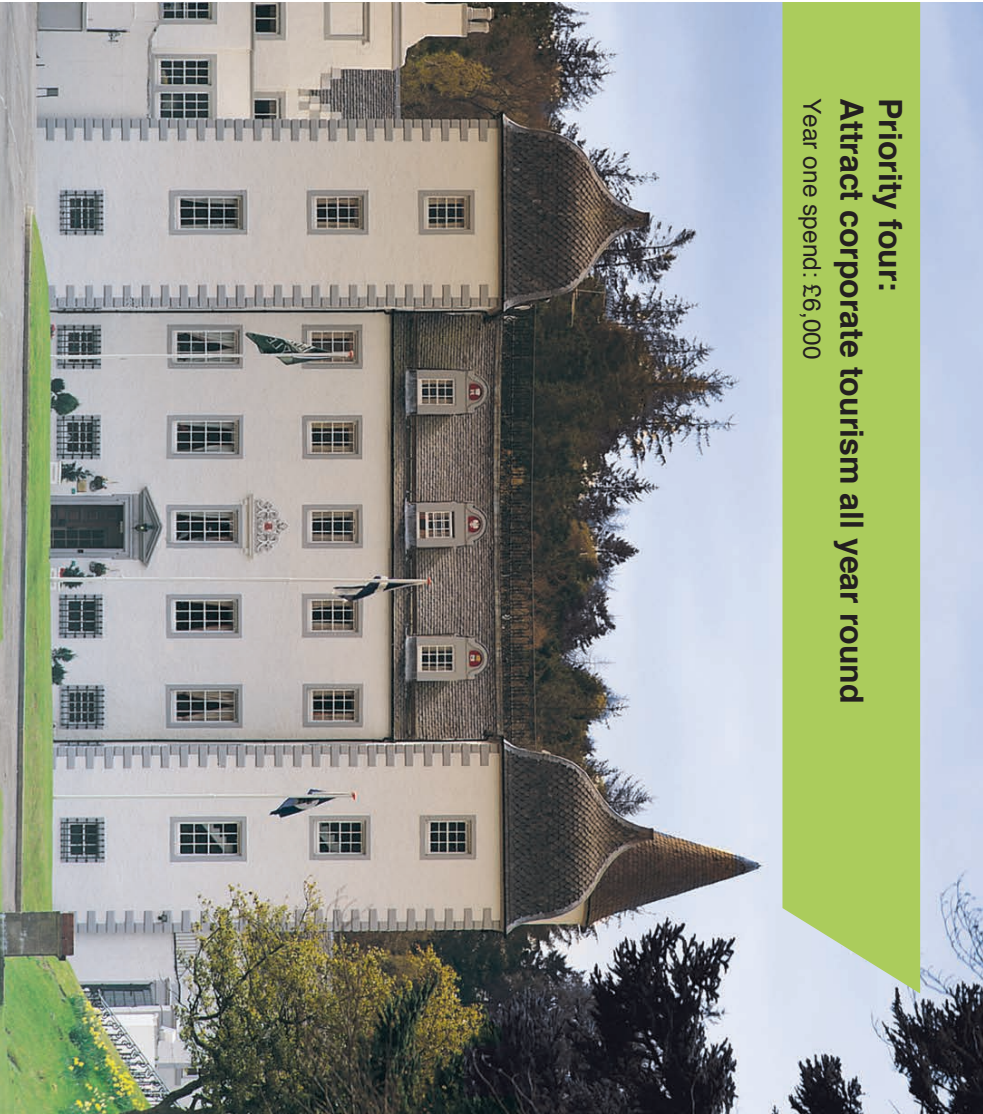
Scottish Borders Council has confirmed that the Tourism BID will use the former Tourist Information Centre on Peebles High Street as a business hub and office. This not only gives us a highly visible presence for visitors, but also provides a free facility for businesses to use, be it to showcase new products, services and offers, or simply as a meeting space. The space will be run by BID staff, supported by volunteers from the local community who will assist with providing visitor information.

PROJECT	ACTIVITY	MEASUREMENT OF SUCCESS	BENEFIT TO BUSINESSES
A multi-phase project to create a series of way-marked routes primarily* for walkers (The Tweed Valley Way), runners (The Tweed Valley Donalds) and bikepackers (The Tweed Valley Trail).	A major project delivered alongside landowners, Scottish Borders Council, Forest and Land Scotland and other key partners. It will involve the creation of new trails with associated marketing and promotion (including short films on each of the sections).	Level of usage by walkers, runners, cyclists and horse riders.	An infrastructure project with huge potential to deliver not only improvements in the visitor experience locally, but also increased numbers of visitors, increased bookings, increased spend and increased length of stay throughout the Tourism BID area.
*The bulk of the routes will also be suitable for multi-use (incl. horse riders).			
Creation of the Tweed Canoe Trail – a route that offers a multi-day descent along the most scenic, navigable stretch of the Tweed.	Delivered in partnership with landowners, river managers, fishing interests and others to create a new 'trail' with associated marketing and promotion. It will include working with partners on improved riverside infrastructure (camping, access points etc).	Number of users completing the route (and staying with accommodation providers along the way).	A more niche project, but one that delivers another way for visitors to experience the area (with opportunities for businesses to provide, for instance, canoe-friendly accommodation).
A visible presence in the heart of the Tourism BID area.	The Tourism BID will use the former Tourist Information Centre on Peebles High Street as a highly visible business hub and office.	Usage by businesses and visitors.	A hub for businesses to share information and to have a physical presence.
Influence provision of visitor services and infrastructure at key visitor sites (including parking, toilets, signage).	Work closely with landowners, Forest and Land Scotland, Scottish Borders Council and other partners to ensure that tourism infrastructure is in keeping with the quality experience expected by visitors.	Increased usage by visitors.	Improvement in the visitor experience, including those walking, riding, running and paddling the various new trails. It may also encourage visitors to stay longer in the area and spend more.

Corporate tourism

PROJECT	ACTIVITY	MEASUREMENT OF SUCCESS	BENEFIT TO BUSINESSES
Attract, market and promote corporate tourism (particularly in shoulder periods and winter).	Research current offer and work closely with businesses to create a valuable client database (comprising national & international organisations).	Increase in number of enquiries relating to corporate tourism.	Higher levels of occupancy, particularly in shoulder months.
	Work with VisitScotland and other partners to ensure a presence at national & international events to promote the area for conferences and business tourism.	The Tweed Valley has a strong representation at events compared with other parts of Scotland.	Increased spend in area for potentially all tourism sectors.
	Work in partnership with key organisations and individuals to maximise potential corporate opportunities/ contacts	More corporate groups attracted to the area.	A more proactive and coherent approach to maximising the potential opportunities from corporate tourism.
	Host familiarisation visits to promote the area to potential client groups.	More corporate groups attracted to the area.	Opportunities to maximise repeat business from future leisure visits by meetings delegates.

Priority four:
Attract corporate tourism all year round
 Year one spend: £6,000



From meetings to incentives, conferences and exhibitions, we will target corporate groups in the activity sector as well as wider business tourism – with the business tourism sector currently worth more than £1.9bn to Scotland's economy each year. We will build partnerships with MICE agents (such as ExecSpace, Conference Care, etc) and promote the Tweed Valley as a key destination and an alternative to Edinburgh/ Glasgow.

Given our range of medium-sized and large hotels, plus variety of experiences and activities that can be packaged for delegate groups, the Tweed Valley is a perfect location for corporate tourism.

Larger conferences and meetings will naturally be the domain of bigger hotels in the area, but the benefits will spread to many other businesses, from restaurants and B&Bs to visitor attractions and activity providers. Delegates often bring family or choose to stay for a few days afterwards to enjoy the area more fully. If suitably impressed, many also return with family after the event.

But business tourism is not just about big conferences. The Tweed Valley is equally appealing to smaller groups looking for venues and activity packages as part of corporate get-togethers, team building weekends and product launches.

By representing the Tweed Valley at key trade shows for conference and meetings organisers, as well as proactively targeting specific businesses, initially in the activity industry, we will attract a much greater percentage of this largely untapped tourism sector – with all the associated benefits for local businesses.

Priority five: Business support and advocacy

Year one spend: £2,000

We will provide a strong, collective voice to lobby on local and national issues that are of concern to tourism businesses, including enabling businesses to shape major tourism developments locally.

As highlighted in our improving tourism infrastructure project planning, the Tourism BID will work on behalf of tourism businesses to ensure that public bodies and other organisations make provision for the kind of on-the-ground visitor services and infrastructure expected of a leading tourism destination.

Bringing strength as a collection of businesses rather than individuals, we will also explore opportunities for collective savings, including in areas such as utilities support. As a developing Tourism BID, we have already been in contact with Eyebright, a partner of the Scottish Towns Partnership, that works with BIDs throughout Scotland to help hundreds of businesses offset their levy fee through effective energy and utility management strategies.

In addition, we are also committed to working closely with the Scottish Borders Tourism Partnership as it develops its own Destination Management Organisation for the Scottish Borders, and will explore joint initiatives with organisations such as Visit Scotland, Developing Mountain Biking in Scotland and others as we play a key role in influencing tourism development throughout the Tourism BID area.



“With distilleries, independent craft ale brewers, artisan bakers and world-class confectioners all producing exceptional products, and a larder of Borders bounty on our doorstep, we recognise enormous potential to develop the Tweed Valley into a luxury ‘foodie’ destination to rival any other part of Scotland”

John and Sylvia Matthews
Windlestraw

Support and advocacy

PROJECT	ACTIVITY	MEASUREMENT OF SUCCESS	BENEFIT TO BUSINESSES
Use collective bargaining power of Improvement District Scotland to offer cost savings to businesses.	Work with businesses to maximise potential savings, including in areas such as utilities support.	Number of businesses benefiting.	Reduced costs, improved margins.
Provide a strong voice for businesses on local and national issues.	Represent businesses and ensure they have a role in shaping major tourism developments.	A sense of being heard, valued and responded to.	Being part of the decision-making process on tourism developments locally.
Access grants and other public funding for businesses in the Tweed Valley.	BID structure is the preferred model for public organisations and councils to work with.	Award of funding to businesses.	Financial support.
Work with businesses to help them reduce carbon footprint.	Facilitate opportunities for businesses to become more environmentally sustainable.	Number of businesses who take up the opportunity	Minimise carbon footprint, reduced costs, improved margins

Income and expenditure

With a starting income of around £350,000 over the initial five-year period of the Tourism BID, we can afford to think big

The estimated levy income for the Tourism BID is based on full payment of the levy every year. In case a 100% collection rate is not achieved, a 5% contingency budget has been included. All of the contingency budget will be spent on the projects if more than 95% of the levy is collected.

Once the Tourism BID is operational, any variations within budgets will be reported to the Board of Directors for agreement. The Board will agree on an annual basis how funds for subsequent years will be allocated. This will be based on business feedback during the previous year and the priorities identified in the Business Plan for the coming years, which allows the Tourism BID the flexibility to respond to changing business needs and requirements. Funds will be set aside for the renewal Ballot in Year 5. The Tourism BID Board will have the authority to make relevant variations in projects and budgets without the need for an alteration ballot for the effective operation of the BID Company and in the best interests of the businesses.

Additional funding will be sought for example from the following public bodies, as well as from other funds that will be explored:

- Scottish Borders Council Funding: support by Scottish Borders Council for the Tourism BID was endorsed in August 2019 and the council is fully committed to supporting the projects and activities of the Tourism BID and will look favourably on funding applications to appropriate Scottish Borders Council funds provided the applications meet all the required criteria. Scottish Borders Council will also provide support in kind through managing the ballot process
- VisitsScotland Funding: this funding is dependent upon a successful application by the Tourism BID to the VisitsScotland Growth Fund. There is no guarantee of Growth Funding support. VisitsScotland has themed 2020 'Year of Coasts and Waters' and the application activity will reflect this theme. Future applications will also aim to maximise the benefit to the Tweed Valley of subsequent VisitsScotland themed years
- Applications for additional grant funding will also be made to the new LEADER programme, Scottish Borders Council Ward Funds, Business Gateway and the new South of Scotland Enterprise Agency (SoSEA). The Tourism BID will also seek funding opportunities from the renewable energy benefit funds and work in partnership with organisations such as Forest and Land Scotland, Scottish Natural Heritage and Historic Scotland to maximise any joint funding opportunities and/or in kind support that will benefit tourism in the Tweed Valley area.

It is also expected that up to a further £5,000 could be available each year from fees received from businesses not included in the Tourism BID. For example, we hope that existing Tweed Valley Tourism Consortium members below the threshold will opt in. We have also received assurances from active businesses who have no premises that they are keen to opt in to receive the package of benefits on offer. Annual fees for businesses that fall into the category of opt in will be commensurate with those for levy paying businesses.



Income & expenditure tables

INCOME	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
BID LEVY	£70,000	£70,000	£70,000	£70,000	£70,000	£350,000
* OPT IN INCOME	£5,000	£5,000	£5,000	£5,000	£5,000	£25,000
INCOME TOTAL	£75,000	£75,000	£75,000	£75,000	£75,000	£375,000

EXPENDITURE	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Marketing & promotion	£22,500	£22,500	£22,500	£22,500	£22,500	£112,500
Infrastructure	£8,000	£8,000	£8,000	£8,000	£8,000	£40,000
Corporate tourism	£6,000	£6,000	£6,000	£6,000	£6,000	£30,000
Events and festivals	£3,000	£3,000	£3,000	£3,000	£3,000	£15,000
Support and advocacy	£2,000	£2,000	£2,000	£2,000	£2,000	£10,000
Management & organisational	£25,000	£25,000	£25,000	£25,000	£25,000	£125,000
CONTINGENCY	£3,500	£3,500	£3,500	£3,500	£3,500	£17,500
TOTAL	£70,000	£70,000	£70,000	£70,000	£70,000	£350,000

It is calculated that there are around 103 eligible properties located within the BID area (this figure may change as businesses move, expand, or close). The BID levy income is calculated to be approximately £70,000 per annum. Current Scottish collection rates for the BID levy are reported to be standing at 95%. With this in mind, an amount has been set aside in the budget under 'contingency' to allow for any bad debt.

* Opt in income is from businesses not automatically included in the Tourism BID who have chosen to join. These businesses will pay a fee commensurate with levy paying members. This amount is not included in the total expenditure amount and is based on communications to date from non-levy businesses that have expressed financial support to the Tourism BID. Income derived from businesses that opt in will be spent on objectives and projects identified in the business plan.

Your questions answered

Want to know more about how the Tourism BID will help your business to grow? Have a look at our list of frequently asked questions

Over the years, there have been many new tourism partnership initiatives in the area, so what makes this one different?

Firstly, it's about a scope, scale and level of ambition that has not been seen before. It's also about focus on a very specific area.

What opportunity is there to access additional public funding for the area?

Lots. With the structure strongly supported by the Scottish Government and Scottish Borders Council, and recognised as an important partner model by VisitScotland, a Tourism BID has the advantage of being able to access public funding that is not necessarily open to individual businesses. As such, the Tourism BID will focus strongly on matching the money from businesses with additional public funding. As a guide, other BID areas have typically leveraged around 4:1p for every £1 invested by local businesses – or nearly half as much again.

How are businesses included in the Tourism BID?

Please see page 12 for more details on the approximately 103 businesses included in the Tourism BID, and the criteria for their inclusion.

What geographical area does the Tourism BID cover?

As the map on page 12 shows, the Tourism BID covers a core area that extends east from West Linton and Stobo, roughly following the River Tweed, encompassing Peebles, Innerleithen, Walkerton, Covenfords, plus Eddleston to the north. The area ends to the west of Selkirk. The Tourism BID will not duplicate any of the work carried out by the recently approved Selkirk town centre BID or overlap on services already provided by Scottish Borders Council. Nor will any business in the Selkirk area pay two levies.

Tell me more about the Tourism BID levy and ballot

BIDs are developed, managed and paid for by the business sector through a compulsory levy which businesses within the proposed area must vote in favour of before a BID can be established. Each business liable to contribute to the BID will be able to vote on whether the project goes ahead or not. Ballot papers will be issued by post to all participating businesses on 3rd October 2019 and businesses will have six weeks in which to cast their vote before the ballot closes at 5pm on 14th November 2019.

Does the Tourism BID overlap with the work of local authorities?

No. The Tourism BID projects do not replace or duplicate statutory services that are already provided by Scottish Borders Council and other public bodies. The Tourism BID has agreed baseline service agreements with Scottish Borders Council to reassure business owners that the levy payment is only used for additional projects voted for by the businesses themselves. Additionally, baseline agreements avoid the risk that public agencies, such as Scottish Borders Council, will reduce their current statutory level of service to the Tourism BID area following a successful ballot. Scottish Borders Council will, however, play a major role in working alongside and contributing to the Tourism BID.

How do we know this is what local tourism businesses want?

We have spoken with, and listened to, businesses at great length. In early 2018, consultation took place with a small number of businesses. This was designed to gauge likely response to the idea of a BID and to get a feel for common areas of concern. Following this process, it was felt that the BID represented a sustainable model for the creation of a destination-level tourism organisation.

A launch event was hosted on 25 April 2018 and attended by 40 people representing local businesses, community groups and Scottish Borders Council. The event received coverage on local radio, in The Peeblesshire News and Southern Reporter newspapers, as well as on ITV and BBC television.

A comprehensive survey was sent by email to businesses in April 2018 with a 32% response rate. This survey was further supported by face to face consultation with just over 69% of eligible businesses in the Tourism BID area.

The overall aim of the consultation was to assess opinions on ways to enhance and improve the BID area and give more incentive to visit and invest in the area. The results of these surveys and consultations have been combined and form the basis of this Tourism BID Business Plan.

A brand and website were established in July 2018 – see www.GOIweedValley.co.uk.

In addition, three public meetings were held in October 2018, January 2019, and July 2019 where 35 businesses attended.

By the Spring of 2019, the information gleaned from the launch event, survey responses and face to face consultation allowed the Steering Group to identify five key areas on which to focus within the Business Plan.

A draft Business Plan was launched during the first week of April 2019. A total of 300 hard copies were printed and distributed to businesses and relevant community organisations, with extensive consultation and feedback taking place throughout April, May and June 2019. The draft Business Plan was also distributed via email, plus made available online.

How will we measure success?

Throughout the lifetime of the Tourism BID, all work on specific projects will be monitored to ensure those proposed in the business plan achieve a high level of impact and are delivering to the satisfaction of the businesses that voted for the BID.

The Board of Directors will monitor and oversee the efficient delivery of all projects. The Tourism BID will also undergo an independent evaluation Assessment and Accreditation Interim Review of its activities at the halfway point and towards the end of the second term to ensure it is delivering all the projects and services as detailed in this plan.

The objective of an Assessment and Accreditation Interim Review for Scottish Improvement District companies is to give confidence to businesses and the board of directors that the practices of the BID company are robust and accord with good practice and supplies an audit trail to support any future evaluation of the company.

How will we communicate the work of the Tourism 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 be limited to: one to one business engagement, business briefings, social media engagement, newsletters for those businesses preferring hard copy information, press releases, business forums and business networking meetings. Additionally, the following information is to be displayed on the Tweed Valley BID website:

- Current BID business plan
- Annual accounts
- BID ballot result
- Contact details for the BID Manager and other staff members
- 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 (eg AGM and/or other regular meetings)
- An annual report detailing the BID's projects/services/initiatives delivered and the cost of each, and the Tweed Valley achievements and the value the BID provides to levy payers

What if there is no Tourism BID?

Between 2011 and 2017 total visitors to the Borders dropped by almost 40%, with international visitors falling nearly 60% over the same time period. By comparison, visitors to Edinburgh and the Lothians grew by 18% in the same period. The Tweed Valley needs to capitalise on its natural assets and is in a good position to do so by working together and pooling resources.

Adventure tourism – defined as any trip that encompasses natural, cultural, and physical elements – continues to be the fastest growing sector of tourism. With significant investment in activity tourism coming to the Tweed Valley (Forest Holidays at Glenrhes, and Borderlands in Innerleithen), there is a huge opportunity for businesses in the Tweed Valley.

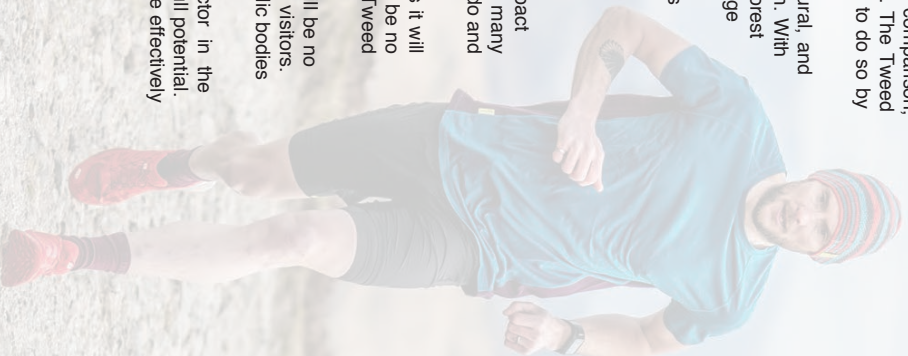
In order to maximise the opportunities and benefit local tourism businesses there needs to be an organisation that represents tourism businesses in the area. Currently, while there are clear activity/adventure tourism opportunities and huge investment coming to the area, we don't have a destination level tourism organisation that is sustainable and focused solely on business.

The loss of visitor information services in Peebles has had a direct impact on businesses in the Tweed Valley and due to the scattered nature of many businesses in the area it is hard for visitors to discover what is available to do and see outside our town centres.

Without a sustainable tourism organisation representing local businesses it will be increasingly difficult to compete against other destinations as there will be no means of representing tourism businesses or to market and promote the Tweed Valley.

Without an organisation that works solely for tourism businesses there will be no impetus to develop key projects to enhance the destination and attract visitors. There will also be no voice for tourism in the area to communicate with public bodies and influence any public investment to the benefit of local businesses.

And without the combined investment by the private and public sector in the development of tourism in the Tweed Valley, the area will not realise its full potential. We believe the area will also not have the necessary resources to compete effectively with destinations elsewhere in Scotland, the wider UK and internationally.



What needs to happen for the ballot to be successful?

First, here's how the voting process works:

Pre-ballot

The BID Proposer must submit the BID Proposals to the Local Authority, the Scottish Ministers and the billing body at least 98 days in advance of the ballot date and, of their intention to put the BID Proposals to ballot. The local authority then has 28 days in which to veto or not the BID Proposals. A 'Notice of Ballot' will be issued at least 42 days before the day of ballot.

Prior to or on the date the ballot papers are issued the BID Proposer will provide to all those eligible to vote in the proposed BID ballot a copy of the BID Business Plan. The BID Proposer will make available a copy of the BID Proposal to any person who is eligible to vote on the BID Proposals who requests a copy. Requests for a copy should, in the first instance, be lodged with the local authority.

The Ballot

Ballot papers will be issued to every eligible person in the BID area 42 days before the final ballot date. Ballot papers, together with a copy of the BID Business Plan, will be posted to the eligible person responsible for casting a vote within their business. In the case of national companies, the responsibility for voting may lie with head office.

The BID ballot is a confidential postal ballot conducted by Scottish Borders Council on behalf of the Tourism BID and in accordance with Scottish BID legislation.

For the Tourism BID, voting papers will be issued on 3 October 2019. The final date for all ballot papers to be returned is 5pm on 14 November 2019. 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.

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 15 November 2019 and the results announced by Scottish Borders Council within one week.

Following a successful ballot, payment of the annual Tourism BID levy will be mandatory on all eligible businesses in the BID area. If successful, the Tourism BID will commence on 1 April 2020 and run for a period of five years through to 31 March 2025.

How will the levy be collected (and enforced)?

Under legislation, Scottish Borders Council will collect the investment levy on behalf of the Tourism BID company. This will be an efficient, safe and cost-effective method of collection. Scottish Borders Council will deposit the levy in the company's Revenue Account. The levy can only be drawn down by the Board of Directors to enable the delivery of the business plan. The BID Revenue Account and levy cannot be accessed by Scottish Borders Council nor can it be used by the Council as an additional source of income.

Invoices will be sent out from 1 April each year and will be payable either in a single, lump sum (due 28 days from the date of invoice), or monthly. In the event of any non-payment of the BID improvement levy, it will be strongly pursued by Scottish Borders Council (as the billing body) using the recovery powers available to the Council to ensure complete fairness to all the businesses that have paid. Scottish Borders Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.

How will the Tourism BID be governed and managed?

Following a successful ballot, a Tourism BID company will be established and registered as a not-for-profit limited company with the primary responsibility of delivering the projects outlined in the approved business plan which will operate from 1 April 2020.

This 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 company.

There will be a maximum of 12 positions on the board, all of which will be voluntary and unpaid. It is expected that regular finance meetings with Scottish Borders Council will take place and an annual audit of the Tourism BID finances will also take place through an independent auditor.

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 onto the Company Board but limited to one eligible person from each eligible property. 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 from outside of 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 will recruit staff 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. 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.

If you would like more information on these or any other questions,

please visit www.GOtweedvalley.co.uk

or contact our Project Coordinator to arrange an appointment:

Emma Guy, BID Project Coordinator

T : 07519 603121

E : tweedvalleyemma@gmail.com



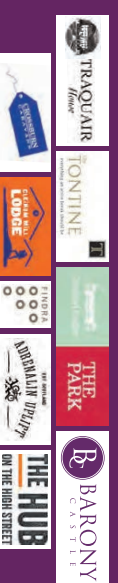
It's time to make a big splash ...

VOTE YES

For the Tweed Valley
Tourism BID!



Just some of the businesses that have pledged support



If you have specific questions about the Tweed Valley Tourism BID,
please contact Emma Guy, Project Coordinator at
tweedvalleyemma@gmail.co.uk



Photography credits:

Cover: Runners beneath Neidpath Castle, Tweed Valley Tunnel Trail Run (photo: Ian Linton Photography)
Inside pages: p2/3 – River Tweed at Cardrona (VisitScotland); p4 – Tweed Valley rider (VisitScotland); p6/7 - Macdonald Cardrona golf course (Macdonald Cardrona), John Buchan Way signage, Mighty Deerstalker, rider at TweedLove (VisitScotland), breakfast time (Cringletie House), live comedy at Eastgate Theatre (Steve Ullathorne), cocktail hour (Tontine Hotel), kingfisher, juggler at Traquair House, busking in Peebles, LoveCross competitor (VisitScotland); p8 – Neidpath Castle (VisitScotland); p10-11 – Go Ape Glentress zipline (Go Ape); p14 – walkers by The Three Brethren (VisitScotland); p15 – Traquair Medieval Fayre (VisitScotland); p18 – River Tweed, Peebles (VisitScotland); p20 – entrance to Barony Castle (Barony Castle); p24 – Glentress Forest Lodges (VisitScotland); p26/27 – snowdrops (Dawyck Botanic Garden); p28/29 – trail runner (FINDRA); p30 – Peel Café (VisitScotland); p31 – osprey fishing; back cover – high ropes fun at Go Ape Glentress (Go Ape)

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