



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

## The Changing Face of Place Management

*Mo Aswat, Director, The Mosaic Partnership*

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# About The Mosaic Partnership

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

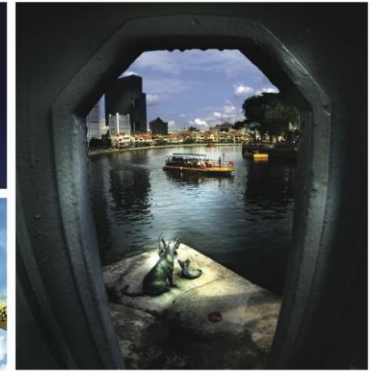
**81 BIDs Developed in UK bringing in £120m income**

**6 Destination/Tourism BIDs**

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

**Business Consultancy for Singapore River & Preliminary BIDs Model for Singapore**

**Place Making, Positioning, Branding and Marketing Work in Wandsworth, Guildford, Kent, Melton, Mid Ulster**



# BIDs Around The World







# BUSINESS PLAN 2016-2021

## HAMPSTEAD VILLAGE

—  
BUSINESS IMPROVEMENT DISTRICT



EVEN BETTER TO VISIT, MEET, STUDY, WORK AND INVEST.



BUSINESS  
IMPROVEMENT  
DISTRICT  
ARDAL GWELLA BUSNES

Vote **YES** to secure five years of new investment in Cardiff City Centre. ▶

2016-2021

BUSINESS PLAN

WELCOMING

VIBRANT

INFLUENTIAL

## SOME OF OUR SUPPORTERS



John Lewis



YOUR VOTE IS ESSENTIAL



BUSINESS PLAN FOR 2017 - 2022



Building on five years of award winning achievement

# THE WIGHT BID PROPOSAL



2016-21  
A **TOURISM BUSINESS IMPROVEMENT DISTRICT**  
FOR THE ISLE OF WIGHT



# 5<sup>OUT</sup> OF 5

Successful results for NI BIDs  
including Strabane – The best  
BID result in the UK!



NEWRY  
87% by Number, 92% by RV



BALLYMENA  
84% by Number, 88% by RV



STRABANE  
95% by Number, 98% by RV



BELFAST  
84% by Number, 88% by RV



CATHEDRAL QUARTER  
84% by Number, 91% by RV

# NORTHERN IRELAND | BIDS

[WWW.NIBIDS.ORG](http://WWW.NIBIDS.ORG)



# SINGAPORE RIVER

Business Improvement District

## DRAFT SUMMARY BUSINESS PLAN

2017-2020

[singapore-river.com/bid](http://singapore-river.com/bid)



**YOUR BUSINESS.  
YOUR VOICE.  
YOUR BID.**





# THINGS HAVE CHANGED...

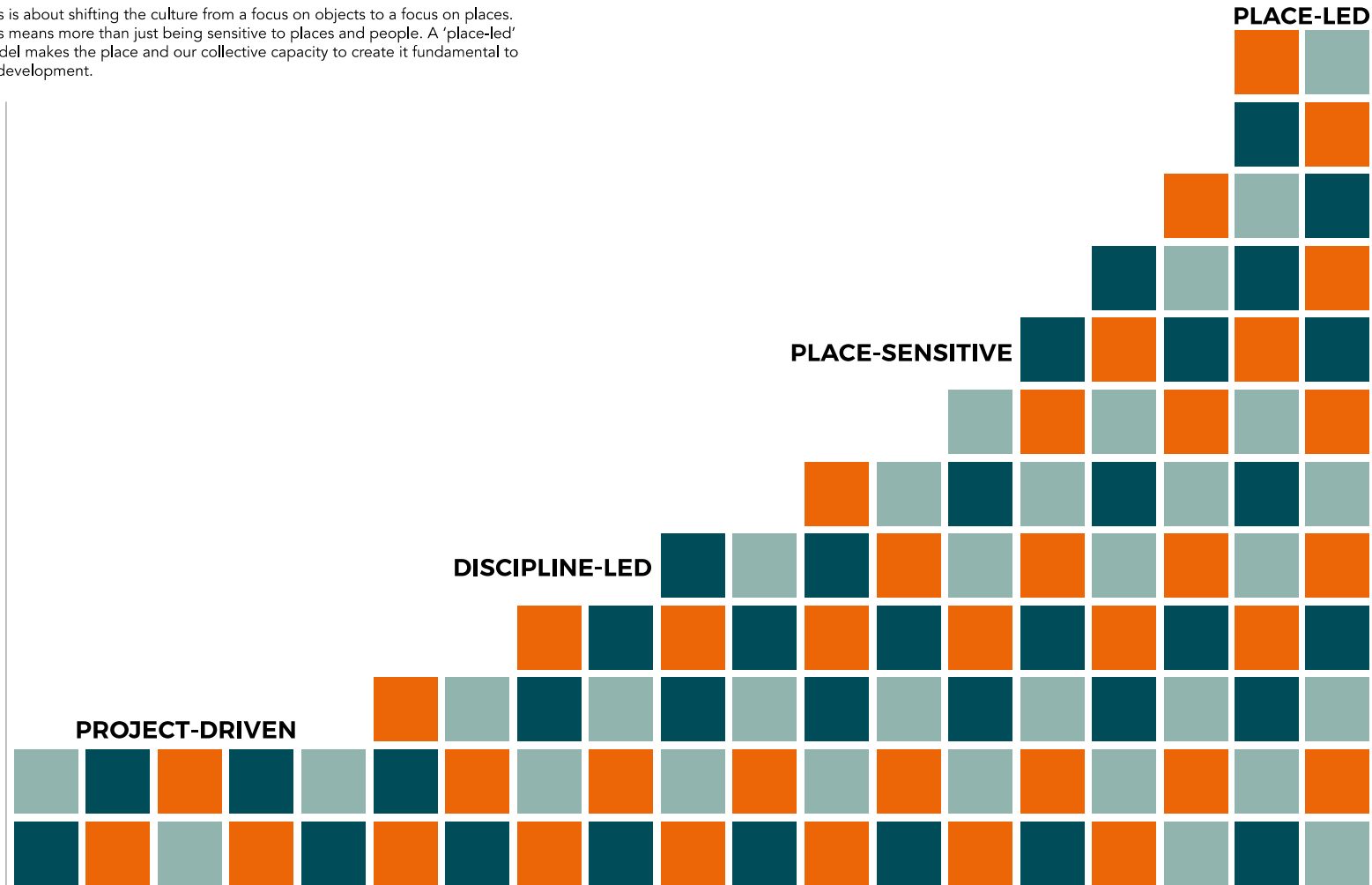
“People connect where they live, where they spend their time, and where they spend their money with what they aspire to be...”



## EVOLVING DEVELOPMENT

This is about shifting the culture from a focus on objects to a focus on places. This means more than just being sensitive to places and people. A 'place-led' model makes the place and our collective capacity to create it fundamental to its development.

PLACE CAPITAL



PLACE CAPITAL: The shared value of the public realm

EVOLUTION OF DEVELOPMENT

PEOPLE TRANSFORMING PLACES





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PEOPLE TRANSFORMING **PLACES**

PLACE MANAGEMENT

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

# THE TOOLBOX

- Business Improvement Districts (BIDs)
  - City Centre, Industrial, Destination, Tourism, Property-Owner, Creative
- Town Centre Investment Management (TCIM)
- Asset Management
- Community Infrastructure Levy (UK)
- Tax Increment Financing (TIF's)



# Is the DBID/TBID & BID Legislation Different?

- Exactly the Same Legislation as BIDs
  - The BID Area
  - Defining the Levy Payer
  - Setting the Levy



# DESTINATION/TOURISM BIDS



## THE **WIGHT** BID



CATHEDRAL QUARTER  
BUSINESS IMPROVEMENT DISTRICT



- Over £12m in BID Levy
- Over 15,000 Businesses Engaged

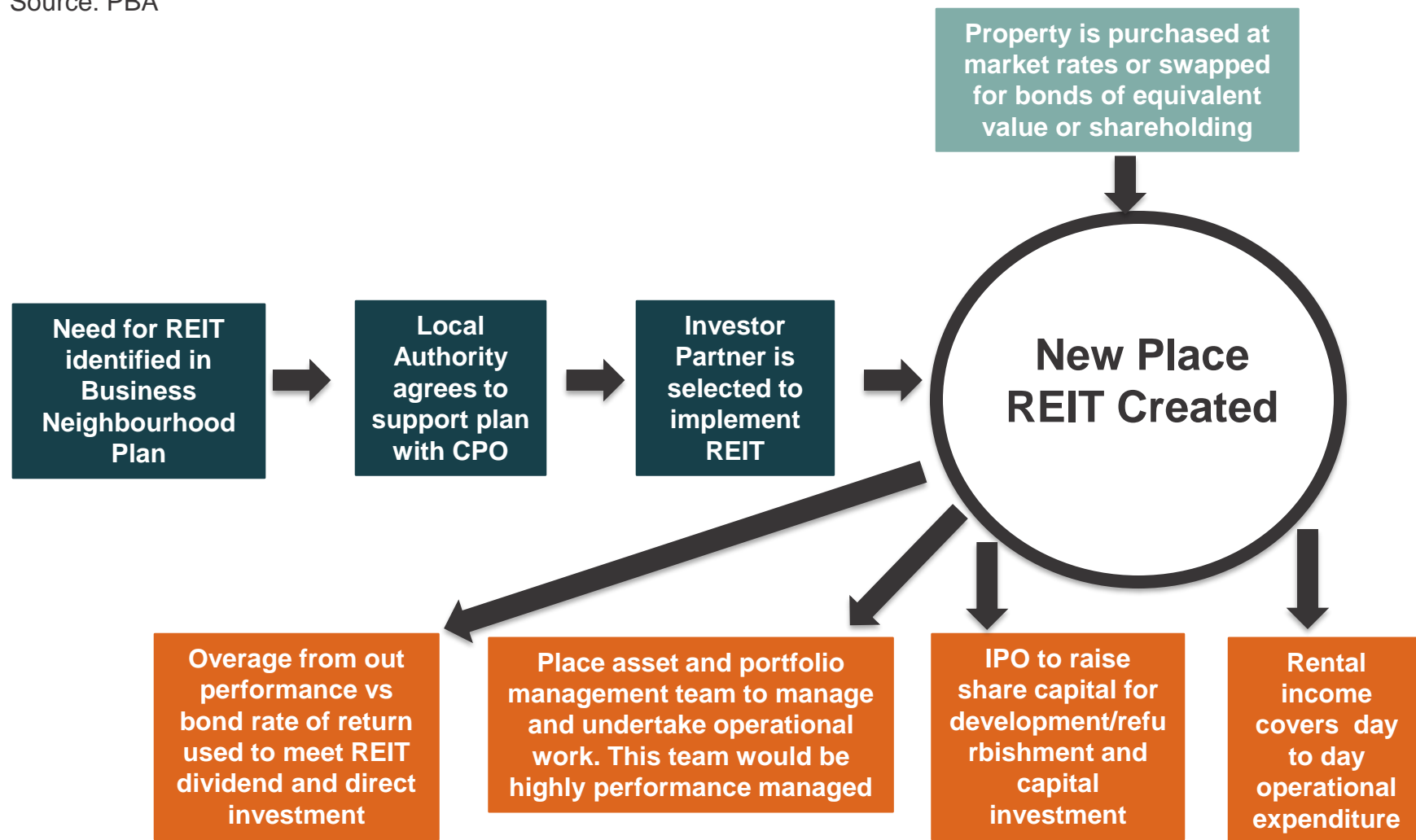
### Some Lessons

- Area/Sectors need to be clearly defined
- Tourism – Better Partnership Working
- DMO History
- Greater LA/Political Involvement
- Resources Required
- Greater Parochialism



# TOWN CENTRE INVESTMENT MANAGEMENT

Source: PBA



# TCIM Government Pilots

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- Dartford
- Weston-super-mare
- Melton Mowbray
  
- Wales



# Melton Mowbray TCIM



# Melton Mowbray – Existing Site

## 4.0 REevaluate

In addition to considering the responses in section 3, **REpaint** also proposes to examine the potential 'marriage' value of presently unconnected existing town centre spaces. For the purpose of this initial exercise, **REpaint** will consider the following:

### The Bell Centre

'Underperforming' shopping centre with small individual retail spaces. Some units have been combined to create larger trading areas. Some key entrance units have blanked off shopfronts reducing shopper appeal. Some vacant units. Potential to improve footfall as shopping mall is the main pedestrian link between the Bell Centre car park and Nottingham Street/Market Place.

### The Half Moon Public House

Small town centre pub with narrow frontage to Nottingham Street, long side alleyway with separate entrance and large semi-inaccessible building at end of passageway.

### The area of vacant land adjacent to Melton Toys in King Street

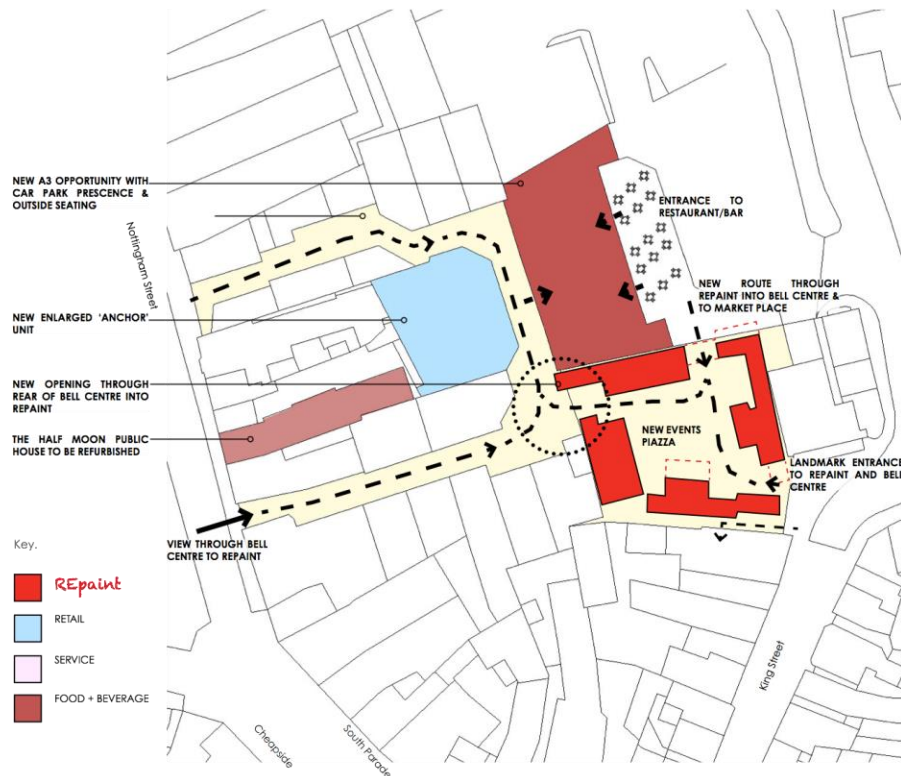
Flat green area of approx 700 sq m abutting the rear walls of the Bell Shopping Centre and the Bell Centre/ St Mary's Way car parks with a frontage to King Street and access to Market Place.



Location Block Plan (Scale 1:1000).



# Melton Mowbray - Proposed



Block Plan.



Feasibility Report prepared for



## 6.0 RETHINK

**REpaint** considers that implementation of the eight part response plan in section 3 could result in Melton Mowbray Town Centre not following the current trend of High Street retail decline. If **REpaint** is able to encourage existing and new retailers to combine the spirit of adventure of the Mad Marquess of Waterford, a willingness to accept new ideas and retail concepts and an acceptance of the benefits of combining existing disparate spaces into a more dynamic whole, then Melton Mowbray could develop a retail offer worthy of it's claim to be Rural Capital of Food.

**REpaint** proposes to reconfigure the existing retail units within the Bell Centre to create a series of spaces more suitable (but not exclusive) to food/beverage retailing including restaurants, delis, coffee shops and sandwich bars underpinned with new independent and flexible retail formats. A refurbished Half Moon public house with better use of it's external courtyard would reinforce this initiative.

These new spaces would be 'fed' from the main town centre car parks (over 200 spaces) immediately behind the opportunity area. Increased permeability through the site made possible by rethinking the use of the open green area off King Street will generate higher footfall and the creation of an established retail circuit. This, in turn, will form an extension of the prime retailing in Market Place within a fully pedestrianised and partly covered retail environment all anchored by car parking at the rear.

The new floorspace providing this new connectivity will adopt modular solutions around which there will be opportunities for seasonal event management such as a Big Screen and a Pop Up cinema aimed at widening the customer base of the town centre, extending trading hours particularly on market days and improving the evening economy with an enhanced cultural dimension.

6.0

REthink

RE-paint  
MELTON MOWBRAY

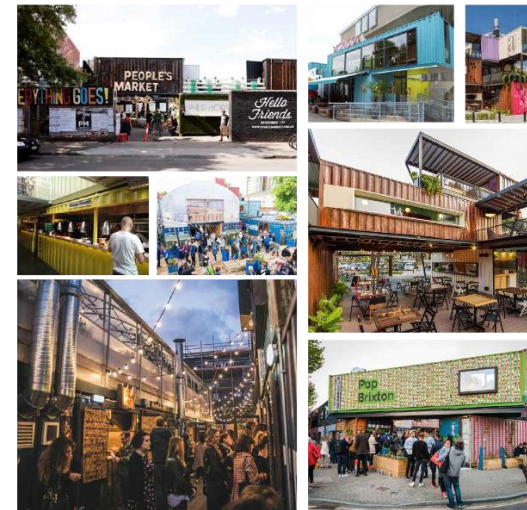
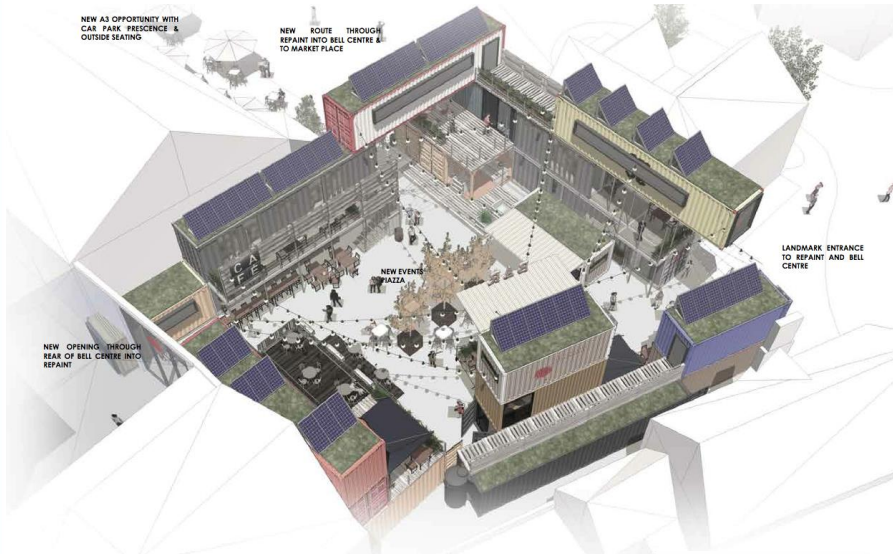
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09 JUNE 2016

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# Melton Mowbray TCIM



# Partner & Funding Profile

**Partners** – Melton Borough Council, Melton Estate, Co-op, Mr Hill, LLEP

Item	Value/Cost
Freehold Site Assembly (REIT/TCIM)	£22.7m
Lease Site Assembly (REIT/TCIM)	£0.3m
<b>Grand Total (Site Assembly)</b>	<b>£23m</b>
Intervention Cost (LLEP/Partners)	£4m
Additional Value Created Through Intervention	£8m
<b>Total Site Value After Intervention</b>	<b>£31m</b>
<b>REIT/TCIM Funds</b>	<b>£4m</b>

# Challenges.....

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- Representative v Direct Democracy
- 'Malls without Walls'
  - Controlled Environment
  - Ghettoising
- Displacement of Issues
- Making a Place Different or All the Same
- Real Additionality or Replacing Existing Public Services
- Committed NOT Coerced
- **Leadership**



## Lessons Learnt

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

Thank You For Listening.....

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**“The best way to  
predict the future  
is to create it”**

Abraham Lincoln



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[mo@themosaicpartnership.co.uk](mailto:mo@themosaicpartnership.co.uk)  
[www.themosaicpartnership.co.uk](http://www.themosaicpartnership.co.uk)