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FINANCING A TOWN IMPROVEMENT ZONE IN WIMBLEDON

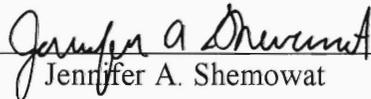
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This project is the product of an education program, and is intended to serve as partial documentation for the evaluation of academic achievement. The report should not be construed as a working document by the reader.

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ABSTRACT

This project focused on developing a Town Improvement Zone (TIZ) proposal that would enable Wimbledon Town Centre to increase its competitiveness and enhance its character and diversity. The success of Business Improvement Districts (BIDs) in revitalising cities in the United States prompted the Merton Council to consider designating Wimbledon as a pilot TIZ. The proposal focused on applying the lessons learned from the BID experience when designing a sustainable financial and management strategy for a TIZ in Wimbledon Town Centre.

EXECUTIVE SUMMARY

In 1997, the London Borough of Merton Council hired Donaldsons Chartered Surveyors to draft an action plan that focused on increasing the appeal of Wimbledon Town Centre as a favourable area for investment, retail, and living. The Action Plan evaluated the competitive position of the Wimbledon Town Centre and developed an improvement programme aimed at enhancing the character and diversity of the town centre. In order to finance the improvements set forth by the Action Plan or a similar business plan thereafter, there is a direct need to formulate innovative funding strategies and establish effective partnerships within the Wimbledon Town Centre. Therefore, the London Borough of Merton looked towards the United States Business Improvement District (BID) concept to determine if it could be applied to Wimbledon Town Centre.

The role of our project team was to draw upon the experiences of BIDs and determine if their objectives and consequent success had similar implications within Wimbledon Town Centre. In the United States, BIDs have been successful in improving many physical and social aspects of downtown areas through public-private partnerships. We found that a case study analysis of BIDs with similar size, objectives, or improvements to those of Wimbledon Town Centre was useful when determining which aspects of United States BIDs are applicable to the proposed TIZ in Wimbledon Town Centre. Wimbledon Town Centre is pursuing an improvement programme with objectives similar to those of the case studies. Also, the BIDs used as case studies were financed primarily through an additional assessment on commercial properties and also relied on alternative financing programmes to finance improvements. Also, the

managerial structures of the BIDs analysed through the case studies were dependent upon a working partnership between the public and private sectors of the community.

The next stage of our project involved a series of interviews with businesses, resident associations, and public and private sector organisations in Wimbledon Town Centre. The purpose of these interviews was to gain a better understanding of their views concerning the proposed improvements and methods by which they should be financed.

After the information collected through our background research and field studies was organised, we analysed and drew conclusions from our results. Our final recommendations and conclusions were drafted into a Town Improvement Zone proposal that presented a forward strategy for Wimbledon Town Centre. Our background research allowed us to draw upon the funding and managerial structure of BIDs and our interviews helped us to ensure that our final proposal reflected the opinions and recommendations of the community. Our proposal focused on applying the lessons learned from the United States Business Improvement District experience and designing a sustainable financial and management strategy catered to Wimbledon Town Centre.

We determined that a mandatory levy based on assessed value, matched with voluntary contributions through sponsorship, was the best suited funding strategy for Wimbledon Town Centre. Placing a mandatory levy based on assessed value upon businesses in Wimbledon Town Centre would serve as an effective method of generating funds for the service improvements outlined in Donaldsons' Action Plan. Voluntary financial contributions, in the form of sponsorship activities, would allow the community to actively participate in an improvement scheme as well as facilitate several of the improvements outlined in Donaldsons' Action Plan. Our interviews with organisations

within the London Borough of Merton, including the Council, and businesses within the town centre, emphasised the need for an organised approach to Town Centre Management. They recognised the need for an effective and efficient organisation to set the course of action for the town centre and the importance of a strong working relationship between the public and private sectors of the community. Before implementing a large-scale improvement programme, the public and private sectors of the community must form a structured organisation dedicated to pursuing those improvements or developments that are beneficial to the future of Wimbledon Town Centre.

This diversified approach to funding and our recommended forward strategy drew on the success of United States BIDs and also incorporated the information gathered through our interviews. Our TIZ proposal establishes the framework on which the London Borough of Merton Council will aspire to implement a pilot Town Improvement Zone in Wimbledon Town Centre. The proposal provides the London Borough of Merton Council with new insight on funding arrangements and the role of Town Centre Management that will allow Wimbledon Town Centre to increase its competitiveness and enhance its character and diversity. This strategy will enable the Merton Council to pursue its goal to designate Wimbledon Town Centre as a pilot Town Improvement Zone.

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1.0 INTRODUCTION

City centres serve as a common focal point for economic, social, and cultural development. The stability of the central core is a critical component to the overall success of the area. However, many cities have experienced a period of decline due to the attraction of developed areas surrounding the central core as well as other revitalised cities.

To address the decaying conditions of certain United States cities, state and local governments have responded by implementing a series of programmes aimed at improving specific business districts within the city centre. With co-ordination between the public, commercial, and residential sectors, these Business Improvement Districts (BIDs) have been successful in improving many aspects of the city, ranging from streetscape and building beautification to crime reduction and safety improvements. BIDs have become particularly popular due to their success and have consequently gained attention in Europe. Cities and towns in the United Kingdom are now looking to model Town Improvement Zones (TIZs) after Business Improvement Districts in the United States.

The recognition of the Wimbledon Town Centre, both within the Borough of Merton and around the world, has enabled the area to sustain its role as a hub of retail and recreational activity. However, there are a series of improvements needed to enhance the town centre's appeal as a favourable area for investment, retail, and living. Therefore, the local authorities are considering designating the Wimbledon Town Centre as a pilot Town Improvement Zone, whereby it will undergo a process of revitalisation to improve its competitiveness. The Council in the London Borough of Merton hired a team of consultants to draft Donaldsons'

Action Plan for the Wimbledon Town Centre in 1997. Improvements proposed in the Action Plan include improving the built and natural environment, promoting the economic, social and cultural vitality, and elevating the level of safety and accessibility to the town centre.

The role of our project team was to determine methods of financing improvements in the public domain of Donaldsons' Action Plan for the Wimbledon Town Centre. A successful financial strategy will enable Wimbledon Town Centre to be designated as a pilot Town Improvement Zone, once legislation permits. Our first step was the analysis of BIDs in United States cities, thus providing valuable case studies for our background research. These studies helped us determine the various types of BIDs utilised in different United States cities and their associated financing strategies. Our second step was to review funding strategies that could potentially finance the particular improvements desired in Wimbledon Town Centre. When we arrived in London, our team evaluated various funding profiles and the effect they would have on the public, business, and residential sectors of the Wimbledon Town Centre community. The next stage of our project involved interviews with the commercial and residential sectors of the community to obtain input on our proposed funding measures and also with public and private organisations to further understand the role of Town Centre Management initiatives in financing the improvements. Finally, we formulated a Town Improvement Zone proposal to recommend a funding strategy and the complementary Town Centre Management programmes needed to fulfil the objectives of Donaldsons' Action Plan.

This proposal provides the London Borough of Merton Council and the Wimbledon Town Centre Working Party with insight on funding arrangements and the essential role of Town Centre Management that are vital for the sustainable future of the Wimbledon Town Centre.

This report was prepared by members of Worcester Polytechnic Institute London Project Center. The relationship of the Center to the London Borough of Merton and the relevance of the topic to the London Borough of Merton are presented in Appendix A.

2.0 LITERATURE REVIEW

This literature review contains information pertaining to Business Improvement Districts (BIDs) in the United States and the development of Town Improvement Zones (TIZ) in the United Kingdom. When assessing the funding strategies that would prove successful in each area, it was important to assess the role of policy, management, and available financial resources. The background research focused on gaining insight on funding strategies that were feasible for the improvements outlined in Donaldsons' Action Plan for the Wimbledon Town Centre. It is beneficial to examine the London Borough of Merton as a whole when attempting to understand the unique character of the Wimbledon Town Centre.

2.1 LONDON BOROUGH OF MERTON

The London Borough of Merton is located on the south-west side of London and is home to a multitude of residential, retail, recreational, and professional establishments. Merton has lower unemployment and typically lower paying jobs than in Central London. Many firms have left the area due to a shortage in skilled staff, and therefore many residents choose to commute to other areas with a greater number of professional establishments. Within the Borough, the main employment areas are situated along the Wandle Valley and in Wimbledon Town Centre, the Borough's main town centre (London Borough of Merton Council, 1996).

2.1.1 Wimbledon Town Centre

Wimbledon Town Centre is a focal point for shopping, business, and transport within the London Borough of Merton (London Borough of Merton

Council, 1996). However, due to increased competition from development outside of the primary town centres and the substantial improvements made within other town centres, Wimbledon Town Centre has lost ground to its competitors. In order for Wimbledon Town Centre to uphold its position as the only main town centre in the London Borough of Merton, it is essential to adopt a broad strategy in order to enhance the character of the town centre and broaden the attraction for mixed retail and leisure development (London Borough of Merton Council, 1996).

2.1.1.1 Donaldsons' Action Plan

A team of consultants from Donaldsons Chartered Surveyors assessed the competitive position of the Wimbledon Town Centre, developed a series of proposals to enhance the town centre, and recommended establishing a partnership to implement them (Donaldsons, 1997). Donaldsons determined that the strongholds of the Wimbledon Town Centre included two department stores, an indoor shopping centre, a theatre, a transport interchange, and a name that is recognised world-wide.

One of the main challenges Wimbledon Town Centre faces is competition from surrounding town centres including Kingston, Sutton, and Croydon. To measure the competitive position of the Wimbledon Town Centre, Donaldsons' Action Plan compared Wimbledon to other town centres. This assessment concluded that Wimbledon Town Centre was reasonably strong and had the potential to surpass the other town centres in such areas as shopping, property value, diversity, accessibility, and attitudes (Donaldsons, 1997). In order for Wimbledon to improve its position, Donaldsons drafted an action plan outlining a series of improvements aimed at the quality of environment, range of attractions,

transport interchange, image, and management of the town centre (Donaldsons, 1997). The plan focused on improvements in the public domain as well as private development. The public domain includes any property currently owned and maintained by the Merton Council, whereas private development is financed by an outside entity such as a developer.

The improvements that focused on enhancing the quality of environment include reducing traffic levels and pollution, and creating pedestrian friendly, well-maintained streets and pavements. The proposed outcome of these improvements include pedestrian domination of shopping and leisure areas, the creation of a focal point in the Wimbledon Town Centre, and the development of a high quality townscape.

One major focus of the plan is the refurbishment of The Broadway, the main street through the Wimbledon Town Centre. The retail and leisure attraction of The Broadway emphasises the importance of renewal in the public domain of the town centre. Refurbishment of The Broadway would bring more pedestrians to the core of the town. People must feel safe and comfortable on the streets and footpaths in order to create a pedestrian dominated town centre. The only way to accomplish this task is to reduce traffic through the town centre. Widening the streets usually increases the volume of traffic; therefore, one option is to widen the footpaths and designate one lane of traffic for a bus lane in areas that have more than one lane running in the same direction. Other improvements necessary for welcoming people into Wimbledon Town Centre and encouraging pedestrians to walk along and across The Broadway include street repaving, footpath repair, new

street furniture, the planting of trees and flowers, and appropriate lighting (Donaldsons, 1997).

Quality lighting is important for safety and enjoyment in the Wimbledon Town Centre. Donaldsons' Action Plan describes lighting improvements such as: a gateway feature for the town centre, an additional façade, and functional lighting of the streets and car parks. These illuminating features would help to increase the quality of the environment in the Wimbledon Town Centre (Donaldsons, 1997).

Two specific improvement areas include Worple Road, where there is a major bus stop, and at the bottom of Wimbledon Hill, where the library and market are located (Donaldsons, 1997). These areas are major pedestrian zones for both tourists and residents, and therefore it is essential that these facilities be improved for the community.

Equally important is the need to address safety concerns when planning for the future development of the Wimbledon Town Centre. Community safety is directly related to the evening economy of the town centre. Some of the proposed safety projects include gathering crime statistics, developing lighting schemes, eliminating invisible areas on pedestrian routes, emphasising the role of street wardens and security, increasing safety in car parks, and implementing a security registration design for pubs and clubs.

Achieving a successful town centre is dependent upon both the public and the private sectors' commitment to fulfil the objectives set out in Donaldsons' Action Plan. The Town Centre Management Initiative involves setting up a public-private partnership with the local authority, businesses, and community interests. The partnership is responsible for outlining the needs of the town centre,

drawing up an action plan, identifying sources of funding, and designing an approach to implement the projects. Donaldsons' Action Plan suggests that the Town Centre Working Party and any emerging Town Centre Management Initiatives form a partnership to pursue the goals of the town centre. Other towns have appointed a town centre manager and Donaldsons' Action Plan recommended that Wimbledon also appoint one. This position should not be filled until funding is available to cover the cost of an appointment and promotional programme for the Wimbledon Town Centre. The town centre manager's role will depend on the priorities of the Action Plan and the Wimbledon Town Centre Partnership will be accountable for determining the responsibilities of the Town Centre Manager.

The Wimbledon Town Centre Partnership will be responsible for implementing Donaldsons' Action Plan by first producing a business plan that will outline the following aspects of the town centre: the appointment of a town centre manager, methods for securing funding support for projects, and a strategy for putting forth specific proposals. This process will involve establishing Action Groups for particular projects which will allow the group to design more detailed projects, raise funds for projects, and monitor the needs of the town centre (Donaldsons, 1997).

Furthermore, the Wimbledon Town Centre Partnership must establish itself as an organisation with links to all businesses, groups, and people. A Steering Group will have a panel of qualified individuals who have a vested interest in the town centre. The key members of the Steering Group should include nationally represented town centre property owners, local business representatives, and other smaller retailers within Wimbledon Town Centre (Donaldsons, 1997).

Currently, Wimbledon Town Centre does not have plans for funding the improvements in the public domain. Funding is a challenge facing all town centres (Donaldsons, 1997). Hence, it is hoped that the private sector will financially support specific projects if an added value can be clearly demonstrated. By evaluating the current status of the Wimbledon Town Centre, the London Borough of Merton Council determined that Wimbledon had an ideal town centre profile to serve as a pilot Town Improvement Zone for the United Kingdom (Donaldsons, 1997).

2.2 DESIGNATION OF IMPROVEMENT AREAS

Within an urban environment, centrally located areas are often set aside for improvements aimed at enhancing the social and physical structure. In the United States these areas are designated as Business Improvement Districts (BIDs). The United Kingdom is considering the possibility of implementing similar legislation to enable the formation of Town Improvement Zones (TIZs); therefore the London Borough of Merton Council is looking to model the proposed Wimbledon Town Centre TIZ after BIDs of the United States. Though the planning guideline and legislative policies may differ in some aspects and remain similar in others, it is important to recognise that both the United States and the United Kingdom can obtain new viewpoints from one another.

2.2.1 *Town Improvement Zones (TIZs)*

In European countries, towns designate improvement areas for revitalisation projects. The people take pride in the heritage of the city centre and they often attempt to preserve the architectural features that make the area unique in character (Glazer, 1996). The British Planning System customarily improves

the town centre for a number of reasons. These include maintaining the economic, social and cultural vitality of the centre, improving accessibility for workers and shoppers, enhancing the built and natural environment, and making the centre a safer and functional area for shopping, working and entertainment (Holliday, 1983). Through a programme of development, management, and promotion, the local government and the key stakeholders in the business community make an effort to finance these improvements to the town centre while retaining the character of the city.

Although these town centre revitalisation efforts have been successful in certain town centres, there has been an increasing effort to place more emphasis on securing substantial funding from the private sector (Association of Town Centre Management, 1997). This funding arrangement, coupled with a formal public-private partnership, detailed business plan, and enhancement scheme, constitutes the framework of a Town Improvement Zone.

There has been a major effort to modernise the planning system and focus on the development of town centres. More and more, the Government, planners, and the businesses alike are recognising the importance of the town centre as a leisure/shopping destination. The Government is focusing much of their attention on the planning and policy guidance affecting the future sustainability of town centres. The Government is encouraging growth and development in existing town centres rather than trying to balance between out-of-centre development and town centre development (Caborn, 1998).

The designation of Town Improvement Zones in the United Kingdom would elevate the importance of the town centre as a strategic business, leisure,

shopping, and transport destination. However, it is becoming increasingly evident that the private sector is hesitant to invest their financial resources into improving the town centre. A study conducted by the Association of Town Centre Management (1997) identified a number of key factors that influence the willingness of the private sector to financially contribute to a town centre Town Improvement Zone. First, it is essential that there are clear objectives and identifiable benefits. Second, the businesses that will benefit from the improvements should assist in financing the programme. Third, a formal partnership is created to direct the course of the improvements and make decisions in the best interest of the community. Fourth, there should be a clearly defined area established to undergo the improvement and development process. Finally, all involved parties should be responsible for ensuring that the programme meets the defined objectives and is completed according to schedule.

However, there is currently no legislation that allows for the formal designation of town centres as Town Improvement Zones. In order for the TIZ concept to gain more support in the United Kingdom, specific legislation must be passed and the Government must initiate a pilot programme to determine the success of TIZs. The objectives of a TIZ could be applied within the context of the current town centres but the designation of a formal TIZ requires the enactment of special legislation by the Government. In order to gain an innovative perspective on TIZs, many United Kingdom town centre planners and government officials are attempting to learn from the success of United States BIDs.

2.2.2 Business Improvement Districts (BIDs)

A Business Improvement District (BID) is comprised of properties and businesses bound together, where a tax or an assessment covers most of the cost of the needed facilities or services desired by the district. Typically, they are areas within the urban limits that have been designated to undergo a series of physical and social improvements. These improvements are defined by the goals and objectives of the local government, as well as by the community coalitions formed by tenant and property owners. The BID programme addresses such issues as safety and lighting, crime reduction, streetscape and building beautification, historic structure preservation, reduction of homelessness and begging, and transport-related improvements. BIDs are financed through additional real estate taxes imposed by the business owners themselves, annual monetary contributions through the city, state grants, innovative financing, or a combination of funding measures. Their popularity is exhibited by the fact that there were more than one thousand BIDs in the United States in 1996 (Williams, 1996).

2.2.2.1 Case Studies

A case study analysis of United States Business Improvement Districts (BIDs) was an effective tool to examine the various funding strategies and programmes used to finance improvements in the urban community. Each BID case study demonstrates how a city was able to accomplish needed improvements through various local and government financial resources.

2.2.2.1.1 Times Square (New York, New York)

Introduction

The Times Square Business Improvement District was instrumental in revitalising cleanliness and safety of an urban environment in the New York City area. As recently as five years before the BID was implemented in Times Square, con-artists, pickpockets, drug dealers, prostitutes, peddlers, and panhandlers dominated the sidewalks. X-rated movie houses and pornographic stores were spreading steadily throughout this part of the city. Graffiti, litter, and the homeless occupied the streets. As the area's reputation declined, fewer people visited the area for major city events, due to their insecurity concerning safety and the lack of aesthetic appeal of Times Square. In 1990, the Times Square BID was organised to improve the street environment and to aid in the development of the area (Houstoun, 1997).

Background

The BID's main goal in Times Square was to improve business by drawing new businesses and people to the area. Although this was partially done through economic development, the focus was on improving the cleanliness and safety of the area. The theory was that if people felt safe, they would come to the area and spend money. The Times Square BID focused on four main types of improvements to the district: improving security, cleaning the streetscape, implementing physical improvements, and promoting economic development (Houstoun, 1997).

Since 1990, one of the drastic improvements in Times Square was security (Houstoun, 1997). The BID continues to employ forty-five public safety officers

(PSO's) to patrol the thirty-five blocks of the Times Square district. Most of the PSOs walk set beats, while others are assigned to stand in specific locations throughout the district in clear view of the public. Their function is not to fight crime, but rather to prevent it with their presence, to provide assistance to the public in case of an emergency, and even to provide directions to pedestrians. While working in close co-operation with the New York Police Department, the BID PSO have made a significant impact on crime in Times Square. Since January 1993, crime has decreased by 47 percent, robbery by 58 percent, and assault by 55 percent. The number of homeless people, peddlers, scalpers, prostitutes, and pickpockets on the streets has also been significantly reduced. Although these measures have actually decreased the crime rate, statistics alone will not convince people of an area's safety (Houstoun, 1997).

The fear of crime, rather than the crime rate itself, influences a person's decision on whether or not to visit or conduct business in a specific area (Houstoun, 1997). For this reason, much of the Times Square BIDs budget is spent on cleaning, lighting, and beautification measures (Houstoun, 1997). Due to the volume of foot traffic in Times Square, the area produces a substantial amount of litter. In areas that lack an effective cleaning system, it also creates a lot of negative impressions. Gretchen Dykstra, the Times Square BID director, rates the cleaning function as among the BID's most important in creating a sense of security among visitors and people on the streets (Houstoun, 1997). The BID programme also employs fifty full-time graduates of long-term drug and alcohol rehabilitation programmes as sanitation personnel. Their jobs consist of a variety of cleaning tasks including sweeping the streets, scrubbing graffiti from sidewalks

and buildings, continually painting two thousand pieces of street furniture, and picking up trash and cigarette butts. When the BID began, the city rated the sidewalks 54 percent clean; now they regularly exceed 90 percent. Also, the BID has made lighting improvements in remote areas. Through a cleaner city environment, the Times Square BID has created a feeling of safety among many people (Houstoun, 1997).

Economic development comes after establishing a cleaner, safer, and more aesthetically appealing district. When the BID-managed public environment improved in Times Square, private investment soon followed. For example, Virgin Megastore (a large music store) opened in the district to take advantage of the growing pedestrian traffic in the area. A Disney theatre and store opened after many of the X-rated movie theatres closed down. Many of the already famous billboards on the buildings increased in size and large television screens drew attention toward the New York skyline more than ever. MTV has recently moved its headquarters to Times Square, using the street environment as a background for various shows (Houstoun, 1997). Overall, improvements in safety and cleanliness caused a significant increase in the economic development of Times Square (Houstoun, 1997).

Funding

The Times Square BID budget is approximately \$5.9 million annually, with an additional \$1 million annually in federal contracts and sponsorships. \$1.8 million of this total is spent on security in the district with an average of \$51,428 per block (Houstoun, 1997). The BID is a non-profit corporation with no bond issues. The amount of money contributed by the businesses in the district is

determined by a property assessment formula, which consists of 0.3 percent of total assessed value of only commercial properties (Houstoun, 1997). In conclusion, Times Square's BID will prove useful when recommending funding strategies for financing improvements in the Wimbledon Town Centre. Although the scope of the Times Square Business Improvement District is much larger than the potential Wimbledon Town Improvement Zone, the principles of Business Improvement Districts still apply on a smaller scale. By looking at the successful funding aspects of the BID, we analysed whether these funding schemes are applicable to the Wimbledon Town Centre.

2.2.2.1.2 Center City District (Philadelphia, Pennsylvania)

Introduction

In the heart of Philadelphia is the Center City District (CCD), an area that has undergone a series of improvements in order to retain its seventeenth century character. Center City is the core of business, entertainment, and culture in Philadelphia. Center City contains only 2 percent of the city's land and 3 percent of its total population. However, the district attracts 80 percent of all tourists who visit Philadelphia, offers 72 percent of all commercial office space, contains 61 percent of hotel rooms, generates 59 percent of all parking meter revenue, and contains 40 percent of all jobs in Philadelphia (Houstoun, 1997). Due to the number of people visiting the area for tourism, shopping, and going to work, a clean, safe, and aesthetic district is essential to the continued attraction of the area (Houstoun, 1997).

Background

After five years of debate about whether or not to implement a BID in Center City, the CCD was established in 1990 with three simple goals for the eighty-square block district: to make the central business district *clean, safe, and attractive*. By achieving these three simple goals, Center City hopes that tourism and business in the district will flourish (Houstoun, 1997). To help achieve these goals, a number of provisions have been enacted.

Much of the CCD's budget is devoted to round-the-clock sidewalk cleaning and trash pickups in the district. Unlike the Times Square BID, Center City hires a private contractor for sidewalk cleaning (Houstoun, 1997). Although cleaning helps to improve the appearance of the district, it alone cannot revitalise business opportunity in the area.

Center City has developed a programme similar to that of Times Square, in that it provides forty uniformed Community Service Representatives (CSRs) to patrol blocks in the district and provide assistance to the public. The CSRs role is not to fight crime, but rather to prevent it with their presence, identify safety problems in the CCD, provide information and assistance to visitors, identify public nuisances such as beggars and homeless people sleeping in the street, and provide first aid. This programme reduced major crime in the area by 23 percent. In a 1996 CCD customer satisfaction survey, 61 percent of respondents said they felt safe in the streets all the time, while 23 percent said they occasionally felt unsafe. Ten percent of all respondents reported that they never felt safe (Houstoun, 1997). In conclusion, these statistics indicate that the CCD has benefited this part of the city of Philadelphia.

The main difference between the Times Square BID and the CCD is the focus on physical improvements to streetscape and buildings. The CCD found that many older buildings in the district were not being used to their full potential. In many older buildings, only the ground floor is leased because the floor configurations of many seventeenth and eighteenth century structures are obsolete for today's modern businesses. The owners often take out the stairs leading to the floors above to create more floor space for possible leasing businesses. This creates an area that completely shuts down after business hours, resulting in deteriorated buildings, unattractive retail uses, and a lack of the social activity that Philadelphia needs as a major tourist destination (Houstoun, 1997). For this reason, the CCD began to fund a number of building restorations and improvements in strategic areas (Houstoun, 1997). The CCD also focused on beautifying the streets and sidewalks in the district. Many standard thirty-foot street lamps were replaced with new fifteen-foot pedestrian-scale fixtures bringing light closer to the sidewalks. The improvements included 1,030 of these new lights, 280 pedestrian maps, 375 new street trees, 240 pedestrian directional signs, and various other street and sidewalk improvements (Houstoun, 1997).

Funding

There are approximately two thousand Center City property owners who pay an annual fee to the district based upon their property tax assessments, which therefore provides funding for the CCD. In 1997, spending was allocated in the following manner: 40 percent was spent on cleaning, 27 percent was spent on public safety, 15 percent was spent on debt service, 10 percent was spent on marketing and promotion, and 7 percent was spent on administration (Houstoun,

1997). In addition, twenty-nine non-profit organisations, including the Academy of Music, Friends Select School, PECO Energy, Thomas Jefferson University, and United Way of Southeastern Pennsylvania, also contribute money to the CCD for various improvements. Correspondingly, the average assessment per square foot in the CCD is twelve cents (Houstoun, 1997). In conclusion, some of the funding strategies from this BID should be considered when planning to fund the designated improvements in the Wimbledon Town Centre.

2.2.2.1.3 San Diego (San Diego, California)

Introduction

The city of San Diego maintains sixteen Business Improvement Districts. Statistics indicate that the districts have been effective in achieving their goal of improving the existing business structure as well as increasing the opportunity for new business (City of San Diego Office of Small Business, 1998). These programmes provide business districts with a cost-effective approach to creating partnerships, leveraging existing financial resources, improving business, as well as enhancing San Diego's thriving tourism industry (City of San Diego Office of Small Business, 1998). We learned from these strategies when developing a funding scheme for the specific improvements outlined in Donaldsons' Action Plan for the Wimbledon Town Centre.

Background

San Diego has the largest BID programme in California. The first BID formed was the Downtown BID in 1970. Since then, the small business community throughout the United States has worked in co-operation with the City of San Diego. Together they have created fifteen more districts, with two new

districts to be implemented in late 1998. San Diego is a prime example of a city desiring to attract businesses and people to an economy based on the tourism industry. Therefore, most of the money for the BID is spent on business development and ongoing physical improvements to buildings, monuments, streets, and historic sights (City of San Diego Office of Small Business, 1998). Furthermore, BID funding serves to strengthen the promotional activities designed to attract people to the districts. The business owners in the BIDs of San Diego realise the importance of providing a safe and attractive business district to potential customers. Therefore, BIDs in San Diego, as well other BIDs nationwide, focus on storefront renovations, co-ordinated signage, window displays, art in public places, streetscape improvements, lighting, street cleaning, security measures, and pedestrian amenities. The business within the districts organise such events as block parties, weekly farmers markets, holiday festivals, and city fairs. To help promote these events, the district and BID Board of Directors work together to produce a special events brochure to inform the public of future events. Active promotion and marketing allows the district to remain the social, cultural and economic centre of the community (City of San Diego Office of Small Business, 1998). These programmes also secure funding to enable the continuation of current activities within the district.

Funding

The local business owners within a particular district typically initiate a BID. The BID proposal is then presented to the city council, and once approved, each business within the affected area receives a copy of the BID proposal. After conducting two public hearings, the city council has the authority to approve the

BID as long as written protests are not received from owners representing over 50 percent of the total assessed value of the businesses in the district. In other words, the BID is approved as long as business owners accounting for more than half of the total property tax assessment within the district are in agreement with the plan. The amount of the assessment is calculated according to the type, size, and location of the business, as well as the benefit they will receive from the improvements and activities to be funded. In San Diego, the assessment generally ranges from \$40 to \$350 per business each year. Approximately 12,000 small businesses, representing twenty percent of the city's small business sector, participate in the BID programme and raise about \$1 million annually from these self-imposed fees. All San Diego BIDs also receive grant funds from the Office of Small Business through the Small Business Enhancement Program (SBEP). In fiscal year 1998, San Diego's SBEP grant funds totalled over \$212,000 for all sixteen districts. Many San Diego BIDs also receive funding through Community Development Block Grants (CDBG) and from the city's Transient Occupancy Tax (TOT). Another important source of funding comes from the revenue earned through parking meters. This value rose from \$615,000 in fiscal year 1997 to \$1.3 million in fiscal year 1998, and a projected \$1.845 million in fiscal year 1999. The total budget of all sixteen San Diego BIDs is approximately \$5 million per year (City of San Diego Office of Small Business, 1998). In conclusion, the case study on San Diego's successful BIDs have been a helpful resource when recommending funding strategies for financing improvements in the Wimbledon Town Centre.

2.2.2.1.4 Small Districts

Introduction

Small Business Improvement Districts are those that serve business districts of small towns and older suburbs, as well as neighbourhoods in larger cities. Small districts differ from larger districts not in their services or intended improvements, but rather in the financial capabilities of their economies. The budgets of smaller BIDs range from approximately \$40,000 to \$500,000 per year. Typically, the improvements intended are similar to those in the larger districts, only on a smaller scale (Houstoun, 1997).

One example of a small BID is Burlington, Vermont's Church Street Marketplace. Burlington began the BID in 1980, when the construction of a shopping mall was proposed six miles from downtown. Businesses in downtown Burlington became concerned that the mall would consume as much as 40 percent of the region's revenues. They successfully fought against the construction of the mall. The downtown businesses planned a pedestrian mall in an effort to help improve the downtown area and furthermore prevent such similar plans as shopping malls in the future (Houstoun, 1997). This proved to be the first step in establishing a BID in Burlington. Burlington's BID is focused on the streets surrounding the pedestrian mall and the Church Street Marketplace. Property owners in the district pay an annual assessment fee of \$1.72 per square foot of ground-floor space. Burlington's total BID budget is approximately \$500,000 per year with \$375,000 derived from the assessment fee. The remainder of the money comes from parking revenues and the sale of outdoor dining permits (Houstoun, 1997). Unlike Times Square and other large BIDs, approximately 40 percent of

the budget for Burlington's BID is spent on the promotion of the downtown area. Business owners and city officials focus on the concept that cities should not be planned around the automobile, rather for and around the people (Houstoun, 1997). Out of the four BIDs described, Burlington most closely resembles the Wimbledon Town Centre in its size and intended improvement goals. For this reason, the Burlington BID example was useful when developing funding strategies for improvements in the Wimbledon Town Centre.

In each case study, there are particular aspects of the funding strategies that could possibly be implemented within the context of Wimbledon Town Centre. However, the funding options are based heavily upon the needs and the planning policies within each city. Therefore, it is important to consider every aspect of the plan when devising a comprehensive funding strategy for the Wimbledon Town Centre.

2.3 TOWN CENTRE POLICY AND MANAGEMENT

To establish an effective system of planning practice, it is essential that there be a level of interdependence established between the independent sectors of the community (Covey, 1989). The full range of functions of the town centre and the number of interested parties heightens the need for a collaborative effort. Correspondingly, synergy serves to unify the direction of policy and management when working with a group of people with varying interests vested in the town centre (Covey, 1989). The challenges of a dynamic environment and the establishment of a common platform for action drive public and private sector involvement.

Thus, there is a need to implement a strategic plan to attain the common vision of the Wimbledon Town Centre community. One important facet of the plan is the establishment of a Town Centre Management Initiative, whereby interdependent management initiatives will join together to move towards a common objective for the Wimbledon Town Centre.

2.3.1 Strategic Planning

A strategic plan is a key component in creating a self-sustaining town centre. The plan must set forth clear objectives and aim to improve co-ordination among the involved parties (Robson, 1994). The first step in devising a strategic plan is to recognise and understand the dynamics of the town centre environment. It is necessary to address the fluctuating state of the town centre when planning a course of action for future development. It is also important that the strategy is based on realistic expectations and that the goals remain flexible when pursuing a multi-dimensional plan of action. The structure of the plan should establish co-ordination procedures in order to surpass any organisational boundaries between the participants. It is essential for an influential group or person to provide direction to both the strategic plan and the Town Centre Management Initiatives in order to generate successful changes within the community (Picken, 1996). With the appointment of a town centre manager and the creation of a formal partnership, the Wimbledon Town Centre will have the organisational structure necessary to successfully implement a pilot Town Improvement Zone.

Because any public project has the potential to impact many sectors within a community, it is necessary to identify those people who use the land in the city centre, those who have invested capital in city centre land, and those who enjoy

the amenities the city centre provides (Healey, 1988). The identification of these subgroups will enable the design of a strategic plan that is representative of the views of the community and will consequently improve the level of communication between all affected parties.

2.3.2 Local Initiatives

There are a number of initiatives at the local level that operate in the form of associations and working parties that are bound together by a mutual trust among the participants (Smith, 1997).

In the residential sector, there are associations that work with residents to mobilise the assets of the community toward beneficial development. The objective of the associations is to build a vision and plan for the future of the community, and to take steps to implement and monitor the plan over time. The associations are efficient in bringing the concerns of the residents from the neighbourhood level to the local authority, which thereby enables their motivated efforts to produce positive results. There are a number of resident associations in the Wimbledon Town Centre that are actively involved in the future planning of the town centre.

Equally important are the business organisations operating within commercial areas such as the London Borough of Merton. The objective of these organisations is typically to promote economic development and investment in the area, although the function of the organisation can vary according to the economic status and needs of the particular business district. The Merton Chamber of Commerce provides businesses with networking opportunities and access to seminar events. The Merton Chamber of Commerce also enables businesses to

work together for common gain through representation at the local and more importantly at the Council level (Morgan, 1999). When attempting to contact businesses in the town centre, it is often more effective to communicate through the Merton Chamber of Commerce. The Chamber serves as an important link to the business community and speaks on behalf of the collective interests of businesses within the Borough of Merton.

There is also the Wimbledon Town Centre Working Party, one of the five working parties operating in the London Borough of Merton. The Working Party is comprised of retailers, businesses, police, public transport companies, and Council officers and members (London Borough of Merton, 1998,1999). The members of the Working Party work in conjunction with the Merton Council to pursue plans for the future of the town centre. One main priority of the Working Party is formulating a plan that details the funding arrangement needed to establish of a Town Centre Management programme. In addition, the Working Party needs to conduct a comprehensive review of Donaldsons' Action Plan to determine the process and details associated with executing the plan in the future. Lastly, the Wimbledon Town Centre Working Party must work towards establishing itself as a formal partnership, with more private sector representation, and the responsibility of ensuring the successful implementation of Donaldsons' Action Plan (Donaldsons, 1997).

2.3.3 Partnerships

A partnership is a network where individual people pool their resources for mutual benefits and to achieve common goals. The organisational structure of a partnership is more formal than an organisation formed through ad-hoc local

initiatives. The partnership can often be located within the context of the local government or even within specific departments. However, this arrangement can have its disadvantages because the partnership could abandon its purpose when overcome by politics or face delays when attempting to secure funding for a particular project. Alternatively, partnerships that are built on a foundation of voluntary effort have the potential to become particularly influential if they are successful in gaining the support of the local authority (Smith, 1997). If the partnership functions as a tax-exempt entity, it also has the ability to privately raise funds through such methods as fundraising and the hosting of gala events. Hence, a partnership requires a heightened level of commitment from both the public and private sectors.

A partnership must not be hastily formed to yield short-term financial returns or to meet a funding application deadline (Haapaia, 1993; Jones, 1996). Rather a partnership must be established at a time when the conditions are favourable for potential benefits and the members are willing to build upon the relationship over time. The members must be willing to expend their time, energy and resources on the partnership to achieve a common goal. The agendas should be aligned to the common vision, resources targeted, and strategic objectives identified in order to retain the focus of the partnership (Robson, 1994). Therefore, the members should be assigned individual tasks that are relevant to their individual resources and reflect the common objectives of the partnership. There is also a need to schedule consecutive follow-up meetings to effectively monitor and alter the progress of the partnership in attaining its goal.

Donaldsons' Action Plan for the Wimbledon Town Centre includes a plan to form a partnership with businesses, groups, and people with an interest in the Wimbledon Town Centre through a Town Centre Management Initiative. The Wimbledon Town Centre Partnership would evolve from the existing Wimbledon Town Centre Working Party. It is important that the Partnership have a balance of influential people from the public and private sectors of the Wimbledon Town Centre. The Partnership would be responsible for establishing a plan to finance and execute projects to benefit the Wimbledon Town Centre and monitoring its success over the course of the improvement programme. Action Groups would also be formed to focus on specific issues facing the Wimbledon Town Centre such as the environment, accessibility, safety, and cleanliness. This formal organisational structure, matched with a clear set of objectives, is key in allowing the Partnership to successfully implement a pilot Town Improvement Zone in the Wimbledon Town Centre.

The Wimbledon Town Centre Partnership and the Merton Council would be responsible for directing and financially supporting the appointment of a Town Centre Manager. This public-private arrangement would increase the overall effectiveness of the Town Centre Management Initiative in pursuing Donaldsons' Action Plan for the Wimbledon Town Centre.

2.3.4 Town Centre Manager

Appointing a Town Centre Manager for the Wimbledon Town Centre is an important step towards promoting effective management. This position would entail working with the local community, traders, transport operators, the police and other organisations within the Wimbledon Town Centre. The person

appointed to this position should have a number of qualifications and expertise including conflict resolution, project management, marketing and promotion, and the ability to make decisions in a dynamic environment. The creation of this position is dependent on the financial resources that the public and private sectors are willing to contribute to the appointment and promotional scheme. Once this position is filled, the Town Centre Manager will report to the Wimbledon Town Centre Partnership and will also be directly responsible for managing the implementation of Donaldsons' Action Plan.

2.4 FINANCIAL RESOURCES

When the Merton Council hired Donaldsons Chartered Surveyors to develop an action plan, they focused on gaining a plan of conceptual improvements and therefore the sustainable funding mechanism needed to finance these improvements was not included in the proposal. Due to the lack of available funds at the Council level, the implementation of Donaldsons' Action Plan will require an innovative funding arrangement. In many town centres, there has been an effort to obtain funding from the private sector rather than relying upon the public sector. Even in the United States, government budgets are strained, and therefore there is a funding deficit at both the state and local government levels for public infrastructure projects. Likewise, in the Kingston, Merton and Wandsworth Boroughs of London, the amount of public funds spent on infrastructure improvements was much lower than the Greater London average during the years 1991 to 1996 (AZTEC, 1997). The scarcity of funding has led to a need for alternative means of obtaining funds for improvements, and therefore, the government and organisations at the local level are in the process of investigating

various financial strategies that may prove successful in town centres such as Wimbledon (Golem, 1989).

2.4.1 Internal Sources of Funding

There are a number of internal funding programmes used in United States Business Improvement Districts that may serve as useful models when devising a funding strategy for a Wimbledon Town Centre Town Improvement Zone. Some of these methods include bonds, alternative financing programmes, and methods of allocating local budget and revenues to fund public improvement projects.

2.4.1.1 Bonds

Long-term borrowing, such as bonds, are only used for capital improvement projects that are unable to be financed with available revenue sources. The bonds taken out by the city or state and later sold to investors and banks are to be repaid in a period not exceeding the life of the project. During this period, the investment remains tax exempt and the borrowed sum accumulates interest. Bonds are typically repaid by allocating taxes from a particular district or service towards the investment (Sweeney, 1998). However, the type of project and availability of funding sources dictates the particular bond that should be used to finance the project.

Two typical bond programmes are general obligation bonds and user-fee supported revenue bonds. General obligation bonds are used to pay for projects that benefit citizens but do not raise revenue. They typically fund such public projects as police stations and schools. These bonds are repaid to the investor through property taxes on the parcel of land once it is developed. User-fee supported revenue bonds are used for projects that are capable of generating

revenue. The revenue produced over the lifetime of the project is then used to repay the bond-financed projects. One such example is the construction of a car park is through a bond programme whereby the funds generated through the service are allocated to pay off the bond.

Alternatively, an innovative bond programme was designed in Winston-Salem, North Carolina to involve the community in its financing programmes. Bonds are customarily sold in blocks to wealthy individuals, large corporations or financial institutions in denominations of \$5000 per bond. Setting the price so high, makes it more difficult for an average citizen to purchase a bond. However, the city of Winston-Salem, North Carolina decided to allow local citizens the option of becoming shareholders in the community for \$1000 per bond. A Bondholder Relations group was formed within the city's Financial Department to co-ordinate the purchase and on-going operations. The Citizen Bond Program was an immediate success as was demonstrated by the fact that all bonds were sold in a matter of two hours on the same day the bonds were released for sale (National League of Cities, 1997). The citizens were attracted to the opportunity for financial gain as well as the opportunity to invest in the future of the city.

However in the United Kingdom, there are currently no bond programmes used to finance public improvements, although it is an option that is currently under discussion (Falk, 1999). The local authority relies on alternative options to finance improvements in town centres such as Wimbledon.

2.4.1.2 Alternative Financing Programme

Alternative financing programmes are also used to generate revenue to finance improvements in city and town centres. These programmes are designed

based on the composition of the business community, available financial resources, structure of the government, and enabling legislation.

Tax Increment Financing Programmes are often used in conjunction with financial incentive programmes to serve more than one purpose within the community (Sweeney, 1998). The programmes can be tailored to the needs of businesses and used for compensation, financing, and planning. One method involves freezing the tax rate on a particular piece of land, allowing the businesses to invest tax savings into improvement projects. However, this approach is not applicable in the United Kingdom due to the structure of the tax system. The Valuation Office Agency, which is completely independent of the local authority, revalues the rateable value of business properties on a five-year basis in order to adjust the assessed value of the property. The rateable value is an estimate of the yearly rent at which a property might reasonably have been rented had it been on the market during the month of April two years prior to the revaluation process. The assessed value of the property is then altered to reflect any changes in the rateable value and the Unified Business Rate is applied to calculate the taxes due on each commercial property. The Unified Business Rate, or National Non Domestic Rate (NNDR), is a percentage that is both set and collected by the Government. The Merton Council has no control over the Unified Business Rate, nor do they receive the taxes, and therefore they cannot freeze or alter the rate to provide incentives to the business community. The Council only has control over where the funds are allocated once the Borough receives their stipend from the Government.

In certain Business Improvement Districts, the local government places additional surcharges on the property taxes of owners in the districts in order to generate a pool of funds to be allocated at the local level. However, the Council does not have control of the business rates and therefore must make decisions based on the funds that the Government returns to the Borough. The Council can distribute the funds according to their own priorities which often results in an unequal distribution of funds rather than the reinvestment of funds into the area in which they were generated. Unlike residents within the Borough, the businesses have no control over how their tax money is spent since there is no democratic process through which they could vote. Therefore, businesses often feel that they should not be responsible for funding improvements and that the Council should fund the improvements by reallocating their business rates back into the Wimbledon Town Centre.

Another method of financing infrastructure improvements is through impact fees for developers and new homeowners. Since most projects are one-time expenditures, it is often difficult to determine the best funding mechanism to allow equal funding by all involved parties. New businesses should be required to finance the needed improvements incurred as a result of their developments or improvements (Brueckner, 1996). Although this seems logical because each predecessor in the area finances the public facilities provided for their successors, the method is typically undesirable because it discourages new development in the area. However, in the Wimbledon Town Centre, the market for new development is quite profitable and the Merton Council has been successful in securing funds for future improvements by negotiating the cost of additional fees upon these

developers. In the United Kingdom, the term planning gain means the same as impact fees. The planning gain is reflective of the impact that the particular development will have upon the existing environment, such as the traffic level, street design, and a number of other planning implications. The funds obtained through the numerous development sites in the Wimbledon Town Centre are responsible for funding a few aspects of Donaldsons' Action Plan including the arts facility bid, Closed Circuit Television (CCTV), and certain traffic management measures (Munnely, 1999). An interrelated method used by localities to finance improvements is the matching of private investment contributions with equal investment from the local government. In other words, if a business invests in a piece of property then the locality will make an equal contribution to the property. This approach highly depends on the financial stability of both the business owners and the local authority, as well as the structure of the tax system. In the London Borough of Merton, the Council has proposed a similar programme after securing planning gains from the major development sites across from the Centre Court Shopping Centre. The Wimbledon Broadway Conservation Area Enhancement Scheme allocated £70,000 for particular building owners to fund enhancements to their properties to compensate for the loss of buildings in the Conservation Area (Wimbledon Town Centre Working Party, 1999). It has been proposed that grants be offered up to £8000 and the Council will match the investment of the business owners. Improvements eligible for these grants are those that serve to preserve and enhance the distinctive character of the designated area. This grant programme is

still in the proposal stages and the Wimbledon Town Centre Working Party is currently reviewing the match grant programme.

According to a report published by the Advisory Commission on Intergovernmental Relations, the levying of fees on a number of publicly used facilities can lead to a substantial increase in local revenue (Advisory Commission on Intergovernmental Relations, 1984). These user fees include access to recreational public facilities, general sales tax on hotels and restaurants, utility services such as water, sewer and sanitation, and fees incurred by transport including parking metres and fees. There is flexibility in altering charges during daily peak hours, or during seasonal fluctuations in tourism. Another possible user fee could include an excise tax on automobiles or a luxury tax on expensive clothes or automobiles. As long as the users can be easily identified, this system offers a "more efficient allocation of public resources than financing through general taxes" (Advisory Commission on Intergovernmental Relations, 1984, p. 22). In the Wimbledon Town Centre, there are a few user fees that could potentially be levied to create additional funding. One fee is the cost of special permits including Street Trading Licences, which allow for the placement of goods or articles on the highway, or Entertainment Licences, which are required for planned activities on property in the public domain. Also, the altering of the current metre and transport fees is another option for generating additional funds. The levying of these fees is a function of the impact they would have upon both the people who are currently using them and the attraction of the Wimbledon Town Centre as a transport, retail, and leisure destination.

Sponsorship is an innovative approach that actively involves the community in the improvement programme. This approach has been used to a small degree in some Business Improvement Districts. Sponsorship can consist of donating general funds through a charity or other organisation towards the benefit of the community. Also, it can consist of contributing funds to a specific aspect of an improvement programme where such as street furniture or planters. Either approach enables the donating entity, whether it is a business or a local organisation, to gain exposure within the community for their donations. In the Wimbledon Town Centre, sponsorship may be a feasible option for local organisations, businesses, or community groups to become involved in the future of the town centre. A number of the smaller aspects of Donaldsons' Action Plan could potentially be financed through this funding mechanism if there was a demonstrated benefit at an affordable cost. This would be an effective method of actively involving the private sector in the future of the town centre.

Although an alternative financing programme may be successful in a certain city, it is important to understand that a similar programme may fail in another city due to a different business structure, legislative policies, or the availability of public facilities. Therefore, it is important to tailor the financing programme to the particular needs of the community.

2.4.1.3 Budgets and Revenues

Another method of obtaining funds is to request financial assistance from the local government. Occasionally the public budgets of certain departments remain unused and therefore the funds are reallocated to other sectors of the local government. According to the Chief Planner in the Urban Design Department of

the London Borough of Croydon, the Croydon Council funnelled funds from the highway and transport budget to finance the centre district improvement areas in the Borough (Beedham, 1998). Also, many services within Merton generate revenue that could be used to fund the needed improvements. One particular example is the London Borough of Merton website (Merton Online) which was recently launched within the Borough and is expected to generate a substantial amount of funds from advertising (London Borough of Merton, 1998,1999).

Consequently, it is a wise strategy for local governments to first investigate the availability of internal funds. Some of the internal sources may generate only a small percentage of the total funds needed, but each financial increment will help the local government to bring about programmes of development. However, within the Merton Council there seems to be inadequate funding available and therefore it is necessary to also research external sources of funding and alternative means of acquiring funds when planning for the future of the Wimbledon Town Centre.

2.4.2 External Sources of Funding

It is important to attract contributions from a variety of sources when attempting to secure funding. Contributions from sources outside of the London Borough of Merton include Government grants and European funding. These external sources can help to promote the economic, social and physical structure of the community with more flexible funding mechanisms (Cullingworth et al., 1997). The particular sources of funding are dependent upon the extent and cost of the needed improvements within the designated area. The possibility of attaining external funding assistance requires a detailed documentation of the

improvements and their direct relation to the betterment of the area. Most external grants are not available to areas such as Wimbledon due to the lack of direct need for improvements in housing facilities, employment opportunities, or the overall economic state of the area. External grants are usually supplied to impoverished areas rather than those that have a fairly stable economy and are looking to enhance the character and diversity of the area. It is therefore important that the Merton Council and partnerships within the Wimbledon Town Centre do not rely upon grants and external funding to fill the funding gap that exists between implementing Donaldsons' Action Plan and the future of the Wimbledon Town Centre.

2.5 SUMMARY

Our background research provided our team with a foundation on which to build our understanding of the factors involved in financing urban revitalisation projects. We were able to gain a thorough understanding of Donaldsons' Action Plan and the process by which Wimbledon Town Centre could be designated as a pilot Town Improvement Zone.

The Action Plan outlined a series of improvements, many of which are comparable to the objectives of United States Business Improvement Districts. Similar improvements in both projects include the enhancement of aesthetic appeal, increase in competitive advantage, and improvement in the overall safety and image of the area. Both projects address the need for the formation of management programmes through public-private partnerships for future planning purposes. Likewise, the main objectives of both the BID case studies and the Wimbledon Town Centre are to attract people and increase business opportunity.

Due to the similarity between the improvement programmes, our team conducted a thorough analysis of BIDs and their associated funding programmes when reviewing funding strategies that could potentially finance the particular improvements desired in Wimbledon Town Centre. Our background research emphasised the importance of policy, management, and available financial resources when formulating a sustainable funding strategy to finance the public improvements in the Wimbledon Town Centre.

3.0 METHODOLOGY

3.1 PROJECT GOAL

The strategic location of the Wimbledon Town Centre enables the area to uphold its position as a hub of economic prosperity. However, a series of improvements are needed to enhance the town centre's appeal as a favourable place to work and live. Our team has therefore developed a Town Improvement Zone proposal recommending a funding strategy to finance the improvements outlined in Donaldsons' Action Plan for the Wimbledon Town Centre.

3.2 OBJECTIVES AND TASKS

Our project team delivered a proposal to the Environmental Services Department of the Merton Council detailing the possible funding arrangements and the Town Centre Management Initiative needed to implement a pilot Town Improvement Zone in the Wimbledon Town Centre. The basis of our research for the project included a series of interviews with the commercial and residential sectors of the town centre community and with public and private organisations that possessed knowledge relevant to our study. Our final TIZ proposal incorporated the input we obtained through our interviews and our background research on United States Business Improvement Districts.

3.3 SITE ASSESSMENT

Upon our arrival in the London Borough of Merton, our team conducted an initial site assessment of the Wimbledon Town Centre in order to determine the feasibility of mobilising Donaldsons' Action Plan. Although our background research had provided our team with an overview of the town centre, the purpose

of our visit was to develop a clearer perception of the proposed areas of improvement described in the Action Plan.

By experiencing the town centre first-hand, our team reinforced its initial perceptions obtained from the analysis of the Action Plan. We visited the town centre on two separate occasions, first with our liaison and then on our own. The site assessments aided our team in determining the extent to which the desired improvements were realistic within the context of the current centre as well as delineating the boundaries of the town centre. On our first visit, our liaison provided us with a general orientation of the town centre and its boundaries. During our second site assessment, we walked around Wimbledon with a detailed street map and highlighted all the streets included in the town centre. We utilised a map of the Wimbledon Town Centre to determine which businesses were located within the boundary of the primary commercial district. We selected our reference samples from this proposed Town Improvement Zone area in the Wimbledon Town Centre. At the same time, we determined which residential areas were located in close proximity to the commercial district. We reinforced our observations through the information provided to us by the Merton Council Tax Department concerning commercial properties within Wimbledon Town Centre. This assessment was especially important because it allowed our team to accurately determine the boundaries of the proposed Town Improvement Zone and the field we would use to select our samples.

3.4 DISCUSSION WITH DONALDSONS

It was important for our team to familiarise ourselves with the research methods used by the consulting team at Donaldsons Chartered Surveyors when

they drafted Donaldsons' Action Plan for the Wimbledon Town Centre. Donaldsons based the Action Plan on town centre planning techniques typically used in town centres of other boroughs and then adapted them to suit the characteristics distinctive to the Wimbledon Town Centre. The lack of available funding prohibited Donaldsons from producing a detailed improvement programme with an associated financial strategy. Therefore it was our team's responsibility to develop an approximate budget on which to base our funding strategies. It was equally important for us to investigate the origin of the proposal to determine whether the public or private sector was the driving force behind the improvements put forth in the Action Plan. We learned that the Merton Council was the primary influence upon the objectives set forth in Donaldsons' Action Plan, although they consulted with a small number of the major stakeholders when drafting the proposal. It appears that the Action Plan was more indicative of the Council's desires rather than the Wimbledon Town Centre's needs. This information assisted our team in further understanding the origin of Donaldsons' Action Plan and allowed us to formulate a tentative hypothesis about the level of support from the community concerning future improvements in the Wimbledon Town Centre.

3.5 COST-BENEFIT ANALYSIS

It is important for the improvements to have a beneficial impact upon each sector of the Wimbledon Town Centre community. Therefore, our team classified the improvements according to the quantitative or qualitative effect they would potentially have on the future sustainability of the town centre. Each individual improvement or category of improvements could deliver a direct benefit to an

individual entity or to the overall quality of the town centre. Some of the benefits could be quantified by an increase in revenues or the value of the property. Other benefits could be qualitative, such as an overall improvement in the environment or in the vitality of the area. In order to explain the benefit of the improvements to the community during our interview sessions, it was essential that we understood the way each improvement would enhance and create added value to the existing and future town centre.

The best way to demonstrate the benefit of Donaldsons' Action Plan was to compare the benefits of the improvements with the value that they will have to each commercial establishment. To accomplish this study, we first prepared a budget to estimate the cost of the Action Plan. We worked with a number of individuals in the Environmental Services Department and in the Business Partnerships Unit (BPU) within the Merton Council. We began by subdividing Donaldsons' Action Plan into its five main themes consisting of: Town Centre Management Initiative, quality of the environment, full range of attractions, transport interchange, and image. We set up a chart that divided these themes into a more detailed list of improvements, which also included a brief description of each proposed improvement. For each of these specific themes, we worked with Kevin Munnely, the Principle Projects Officer of the BPU, to approximate the budget for the Action Plan. We focused on the improvements in the public domain, rather than private developments, in order to determine the level of financing needed from the private sector of the Wimbledon Town Centre. There was already some funding available for specific improvements in Donaldsons'

Action Plan through the planning gains collected by the Merton Council from the companies currently developing properties in the Wimbledon Town Centre..

This budgeting process allowed us to calculate an approximate cost of Donaldsons' Action Plan, which we then attempted to match or exceed through various funding arrangements. The financial options considered for the Wimbledon Town Centre consisted of placing a mandatory levy upon businesses based on total assessed value, building square footage, annual generated revenue, or number of employees or the use of voluntary contributions. Due to commercial confidentiality, we were unable to obtain the annual income of the businesses in the town centre. Also, estimates of individual building square footage were not available for all properties and the number of employees was an unreliable basis due to the level of workforce fluctuation within individual businesses. Therefore, we eliminated these three options and based our funding strategies on the total assessed value of each business property. This option was best suited for the diversity of business sizes and types within the boundaries of the Wimbledon Town Centre because the assessed value is based on the rentable value of the property which in itself is reflective of a number of factors. We utilised a spreadsheet to organise our information according to the characteristics of the businesses in the Wimbledon Town Centre including: classification code (use of the building), address by street name, postal code, rate value (total value assessment based on the 1995 rateable values), and the taxes collected by the Government based on the 1998-1999 and 1999-2000 Unified Business Rates. First, we summed the total assessed value of all the properties within the Wimbledon Town Centre and applied the 1998-1999 and 1999-2000 Unified

Business Rates to calculate the total amount of taxes being collected by the Government. We then took a percentage of the total assessed value of all the properties to determine how much money could be generated through an additional levy. A range of percentages was applied to the total assessed value of all the properties in the town centre in order to determine the amount of funding that could be raised for the approximate budget for Donaldsons' Action Plan. Also, the range of percentages used in Business Improvement Districts were considered as models. We applied a flat rate percentage to all commercially listed properties to allow for a fair distribution of tax levies. In addition, the Wimbledon Town Centre Partnership will have the authority to exclude certain business from the financing plan based on individual need. This strategy allowed for flexible funding strategies that were capable of adapting to the commercial diversity of the town centre and the consequent gain of financial support of the Wimbledon Town Centre business owners.

The result of the cost-benefit analysis was a financial strategy that clearly outlined and demonstrated to the business owners how the qualitative or quantitative benefits of Donaldsons' Action Plan compared to the additional financial burden.

Our team formulated an interview schedule to evaluate the businesses' willingness to finance Donaldsons' Action Plan through different funding options and also determine their interest in the evolving Town Centre Management Initiative. Likewise, we developed an interview schedule for resident associations of the town centre to gain a better understanding of their perceptions of the town centre and to evaluate their interest in participating in a management initiative to

implement a Town Improvement Zone within the Wimbledon Town Centre. We also formulated a tentative interview protocol for our purposive interviews with representatives from both public and private organisations. This protocol was loosely structured to allow us to vary the questions based on the knowledge of the respondent concerning our project and the particular information we were trying to obtain through each individual session. (For all interview protocols see Appendix B).

3.6 PRE-TEST INTERVIEWING TECHNIQUE

Once the protocols were completed, our team pre-tested our interviewing strategy in order to determine if we exhibited bias in our method. The bias would have been identifiable through the people's responses to the questions posed in each interview session. It was important that we did not impose our own views upon the respondents because their answers would then have been reflective of our views rather than theirs. This biased technique would have resulted in invalid conclusions for our study. With this strategy in mind, we began by having our interview protocol examined by people familiar with the subject matter including our liaison and an employee of the Business Partnerships Unit. In addition, our team conducted several practice interviews within Wimbledon Town Centre in order to assess the suitability of our questions. To identify potential weaknesses in our method, we used the Total Design Method (TDM). TDM is the process by which the interviewing approach is evaluated by paying particular attention to the methods and details of the interview (Dillman, 1978). In order to obtain useful results, it was critical that we paid attention to our method and conducted a quality circle approach. The quality circle approach allowed us to analyse every aspect of

our method while paying attention to technique and detail. The specific details of our method that required examination prior to our actual interviews included the sequence and style of questions, context of the interview, order of communication, and the response rate of potential respondents. Examining each aspect of our method increased the overall effectiveness of the interview and consequently the quality of data pertaining to the focus of our study (Dillman, 1978).

3.7 INTERVIEWS

After pre-testing the interview protocol on funding strategies, our team drew reference samples from the public, commercial, and residential sectors of the Wimbledon Town Centre community. We selected these particular frames because they represented the three prominent sectors of the town centre. The reference sampling method of interviewing allowed for an in-depth analysis of the data collected through interviews with individuals in the Wimbledon Town Centre community. The two sampling techniques that our team used to select potential respondents were stratified and purposive sampling (Berg, 1998).

A stratified sample is used when the various sectors of a particular population are identifiable (Berg, 1998). In the Wimbledon Town Centre, we were able to identify and sub-divide the community into the commercial and residential frames. Researchers use a purposive sample when they have knowledge of the frame desired for the study (Berg, 1998). We interviewed the limited number of organisations in the public and private sectors, including some Council employees, who possessed knowledge relevant to our study. The goal of these interviews was to gain more information on subject matter such as the Wimbledon Town Centre, Town Improvement Zones, or the structure of

management initiatives that we felt would be beneficial to the direction of our research. Within each frame, we drew reference samples to ensure that our final proposal would represent the collective opinions of the Wimbledon Town Centre rather than those of any one particular sector.

Once our team obtained contacts in the commercial and residential sectors of the Wimbledon Town Centre and a number of organisations, we used our position as university-level researchers for the Environmental Services Department of the Merton Council to gain initial entry into the sampling frame. Using Social Exchange Theory (SXT), we convinced the people that by interviewing with our team, they would serve as primary representatives of the Wimbledon Town Centre community (Dillman, 1978). Our team emphasised the importance of their responses and the role they would play in the future of the Wimbledon Town Centre.

The interviewer provided an introduction regarding the structure of the interview and then proceeded to supply verbal instructions concerning the duration and content of the interview. One team member administered the pre-tested interview protocol while the other members of the team recorded the session by hand. At the close of the session, the interviewer provided information on how to contact our team should they have any further questions and inquired about names of additional people to contact. These contact names allowed the sample to define itself by obtaining additional names from each respondent, thereby gaining entry into the next set of interviews.

We transcribed our interview sessions into formal documentation to aid our team in performing a thorough analysis of the data. This process of sampling

continued until we saw a central theme in the responses. Our team then was able to perform a content analysis of the interviews and determine the best funding option and Town Centre Management arrangement for the proposed Wimbledon Town Centre TIZ.

3.8 FOCUS GROUPS

If the community members were unwilling to participate in interviews, our team planned to sponsor a series of extended focus group sessions aimed at attracting people from each community frame. This method was only a contingency plan and would have required further research if we had been forced to take this approach. Our tentative plan was to hold a series of sessions for the public, commercial, and residential sectors. If we had resorted to conducting a focus group, we would have advertised the session and required interested individuals to respond in advance. We would have then distributed a questionnaire before the discussion to identify possible topics of interest to the majority of the participants and aid us in facilitating the session. We would have decided if there was a need to divide the group into smaller groups based on the number of people who attended the session. This would serve to maintain order in the group, obtain more specific information from participants, and gather a large amount of data during the session. Our practised format would have served as the foundation for the session and the results of the questionnaire would have directed the discussion.

Through conducting our interviews, we determined that our interviewing strategy provided us with enough data and therefore it was unnecessary to begin using focus groups as our primary data collection instrument.

3.9 CONTENT ANALYSIS

Upon the completion of our interviews, our team analysed the content of the information obtained in order to draw a correlation between each person's responses. We used the process of triangulation, where multiple lines of sight from predetermined frames relate information from different perspectives, to eliminate bias (Berg, 1998). We looked for patterns in responses from the entire sample and made collective observations based on the interviews with the commercial and residential sectors. The interviews with the commercial sector were combined according to their responses concerning improvements, opinions on different financing, and their interest in the Town Centre Management Initiative. The residents' interviews were combined based on their views concerning the future of the Wimbledon Town Centre and their interest in becoming actively involved in the Town Centre Management Initiative. Since the interviews with organisations were purposive, we integrated their responses into our background research and recommendation sections.

The basis for our recommended funding strategies was a synthesis of the information collected through our research on United States Business Improvement Districts and the input we acquired through our interviews with the community. Our team devised a strategic policy whose objective was to ensure the future sustainability of the Wimbledon Town Centre as the principal town centre within the London Borough of Merton.

3.10 PROPOSAL PREPARATION

The final stage in our project was the development of a Town Improvement Zone proposal for the London Borough of Merton Council and the

Wimbledon Town Centre Working Party. The proposal presented innovative funding strategies and the structure of the Town Centre Management Initiative that are necessary to mobilise Donaldsons' Action Plan. Our team explored sources of funding in both the public and private sectors of the community that could facilitate the improvements. The outcome of our research was a proposal that detailed feasible funding arrangements and the essential role of Town Centre Management in implementing Donaldsons' Action Plan.

Throughout the duration of our project, our team collected data that formed the framework of the final proposal. Our group continually analysed the qualitative data collected in order to understand the perceptions of the Wimbledon Town Centre community. Qualitative methods are used to discover attitudes and opinions concerning a particular topic through the application of such systematic procedures as interviewing and focus groups (Berg, 1998). Our proposal underwent a constant process of transformation as we obtained new information throughout the course of the project. This process ensured that our final proposal met the objectives set forth by our sponsor.

3.11 PROPOSAL FORMAT

We structured the final proposal for the Merton Council according to the strategic objectives of our plan. The format consisted of the following section titles: Introduction, United States Business Improvement Districts, Wimbledon Town Centre Town Improvement Zone, Donaldsons' Action Plan for the Wimbledon Town Centre, Interview Findings, Town Centre Management Initiative, Funding Strategy, Forward Strategy, and Conclusion (Meyers, 1997).

The *Introduction* provided a brief overview of the purpose of the proposal as well as its role within the Wimbledon Town Centre. The section on *United States Business Improvement Districts* explained what a BID is and the methods by which it operates. It also demonstrated the popularity of BIDs and their success within the United States by providing a number of case studies. Also, this section discussed the applicability of each case study to Wimbledon Town Centre. The section on the *Wimbledon Town Centre Town Improvement Zone* focused upon the current state and future plans of the Wimbledon Town Centre. The section on *Donaldsons' Action Plan for the Wimbledon Town Centre* emphasised the need to adopt the Action Plan to improve and enhance the character and diversity of the Wimbledon Town Centre. The *Interview Findings* section revealed the opinions and recommendations represented by the Wimbledon Town Centre community. The section on *Town Centre Management Initiative* describes the current and future organisational structure and policy needed for a successful Town Improvement Zone in the Wimbledon Town Centre. The *Funding Strategy* section presented a diversified approach to financing the improvements described in Donaldsons' Action Plan. The *Forward Strategy* section identified the critical stages of the plan that are essential for the successful implementation of a pilot Town Improvement Zone. The *Conclusion* section summarised the entire proposal and highlighted the important components of the plan.

This format guided our team in acquiring specific information and developing our final proposal. After receiving input from our liaison and other consultants in the Borough of Merton, we administered the necessary modifications to our original proposal format.

3.12 PRESENTATION

Our team presented the final proposal to the London Borough of Merton Council, Wimbledon Town Centre Working Party, and community members who had an interest in the future of the Wimbledon Town Centre. The presentation included an overview of our project, beginning with our research on United States Business Improvement Districts, , the necessary organisational structure of the Town Centre Management Initiative, recommended funding strategy, and our final recommendations for the Wimbledon Town Centre.

3.13 SUMMARY

Our team developed a work plan that would enable us to remain on schedule and complete our project within the allotted time frame. The bar chart in Appendix C represented the amount of time required to complete each stage of the project. Each component of our methodology was critical to the completion of our project. The series of interviews with the commercial and residential sectors of the community and with public and private organisations served as the basis for our data collection. The content analysis of the data formed the foundation of the final proposal to be presented to the London Borough of Merton Council, Wimbledon Town Centre Working Party, and other people with an interest in the Wimbledon Town Centre. The narrative methodology of each task complements the chart by explaining in detail the methods that our team used to succeed in meeting the objectives of our sponsor.

4.0 DATA AND ANALYSIS

Our project team obtained data from our field studies on the Wimbledon Town Centre, from interviews with multiple public and private sectors organisations, from interviews with the commercial and residential sectors of the community, and through the process of developing potential funding strategies. We decided to combine our data with our analysis sections because our study focused on the qualitative data obtained through our interviews and the depth of topics explored during each interview.

4.1 WIMBLEDON TOWN CENTRE

Information acquired on the Wimbledon Town Centre established the framework upon which we based our process of data acquisition and the corresponding data analysis. The data included the boundaries of the proposed Town Improvement Zone (TIZ), the organisation of a business information spreadsheet, and the preparation of an estimated budget for Donaldsons' Action Plan.

4.1.1 *Boundaries*

We delineated the proposed TIZ through a site assessment and the examination of maps of the Wimbledon Town Centre. We established the boundaries of the town centre to reflect the distinct separation between the commercial and residential areas of the Wimbledon Town Centre. The final list of streets to be contained within the boundaries of the proposed TIZ include: Alexandra Road, Alwyne Road, Bridges Road, Compton Road, Francis Grove, Gladstone Road, Hartfield Crescent, Hartfield Road, Kings Road, Mansel Road, Queens Road, Russell Road, Southey Road, St. George's Road, The Broadway,

Trinity Road, Wimbledon Bridge Road, Wimbledon Hill Road, Worple Road, and Worple Road Mews. Within these proposed boundaries, there are approximately 370 businesses on 650 commercially listed properties (Gibbons, 1999). Many commercial establishments in the town centre operate from more than one parcel of land for their establishment.

4.1.2 Business Information

We compiled a spreadsheet to assist our team in organising relevant information about the businesses located within the boundaries of the proposed TIZ (See Appendix E). The spreadsheet allowed us to organise the following information about each business property: street name, classification code (use of the building), address by street name, rate value (total value assessment based on the 1995 rateable values), and the taxes collected by the Government based on the 1998-1999 and 1999-2000 Unified Business Rates, or poundage values. The classification code is organised according to the following: C prefix identifies commercial establishments, the E prefix identifies educational, training, and cultural establishments, I prefix identifies industrial establishments, L prefix identifies leisure establishments, and the M prefix identifies establishments with miscellaneous uses. We calculated that there were approximately 650 properties in the designated Town Improvement Zone with a total assessed value of approximately £24 million annually. This listing also included properties on the Crown Rating List, which are municipal properties or those that are rated separately due to special considerations for their use within the community. We then found it most useful to organise the data in ascending order according to the total assessment of the properties. We used the spreadsheet to calculate the levy

percentage that should be applied to the existing assessed value to generate the funds necessary to match or surpass the approximate budget of Donaldsons' Action Plan.

4.1.3 Budget for Donaldsons' Action Plan

Our team prepared an approximate budget for the cost of the public improvements outlined in Donaldsons' Action Plan and we also identified the time scale and parties responsible for funding each series of improvements. This budget was a critical component of our project because it allowed us to present the businesses being interviewed with a more detailed understanding of the funds needed to be generated in order to implement a comprehensive improvement programme. We organised the budget according to the five main themes of Donaldsons' Action Plan: Town Centre Management Initiative, quality of environment, full range of attractions, transport interchange, and image. These themes were then separated according to the main objectives and costed according to the information we received from the Business Partnership Units of the Merton Council. The tables in Appendix D demonstrate the breakdown of the themes into specific categories and the complementary time scale and associated source of funding. The improvements that needed financial support were those in the public domain. The private developments that previously obtained funding through planning gains were not included in the budget.

The Town Centre Management Initiative is the structured body comprised of the public and private initiatives responsible for conducting a detailed review of the Action Plan, establishing a partnership, organising a Steering Group, forming Action Groups, and appointing a Town Centre Manager to the partnership. The

review of the Action Plan will occur throughout the three year improvement programme. This measure will re-evaluate the current standing and effectiveness of the Action Plan on an annual basis to ensure the improvements are on-schedule and the funding strategy is being followed. The Town Centre Partnership, comprised of both public and private representatives, should emerge from the already formed Wimbledon Town Centre Working Party. Prior to implementing Donaldsons' Action Plan, a Town Centre Steering Group will need to be organised to direct this partnership and the number of Town Centre Action Groups responsible for focusing on specific themes and projects in Donaldsons' Action Plan. Finally, a Town Centre Manager will be appointed to work with these groups and insure that the improvement programme is successfully executed. The funding for the Town Centre Management Initiative will be a joint effort on behalf of the public and private sectors. The appointment of a Town Centre Manager will be the most significant financial burden, since it will require a full-time salary of £50,000 per year. The remainder of the fees involved with the Town Centre Management Initiative are minimal and are therefore included in the budget for the appointment of the Town Centre Manager.

We divided the quality of environment section into five main categories: refurbished Broadway, focal point, lighting improvements, gateway, and property development. Refurbishing The Broadway will improve pedestrian access by incrementally improving the street scene. Several private investors are developing sites along The Broadway in the town centre and are therefore financing these developments themselves. They are also supplying planning gains for directly affecting the maintenance and transport of the town centre, which will later be

used to refurbish The Broadway during the second year of the improvement programme. The focal point includes the construction of a piazza as a meeting place for the community and visitors both during the day and in the evening. The financing for this project will also be contributed from the private entities responsible for developing the site on which the piazza will be located. Throughout the three years of the Action Plan, it is proposed that the private sector support the continued investment in lighting. These improvements include functional and façade lighting and a gateway feature in the town centre and immediate surroundings at an estimated cost of approximately £50,000 per year for three years. The gateway feature may be as simple as a banner on a light pole on each major road into the town centre that informs people when they enter the Wimbledon Town Centre. The estimated cost of an individual gateway feature is £2,000 for a simple design. Encouraging property development within the town centre throughout the three-year Action Plan period will be the responsibility of the Town Centre Manager.

The full range of attractions includes retail and leisure investment, an arts facility bid, evening economy infrastructure, marketing for jobs, and the changing of use to housing. Retail investment deals with increasing attraction for mixed retail or leisure development and private investment funded primarily by the private sector. Leisure investment will encourage the development of day and evening leisure facilities with complementary improvements to The Broadway which will also be the responsibility of the Town Centre Manager. The arts facility is going to be a multi-use convention centre for which funding approximating £20,000 already exists through planning gains from private

developers. Evening economy infrastructure consists of improving security and access to the evening economy, including a positive Public Relations campaign. Funding will come from a combination of the funds for the Town Centre Manager and from the private sector. The Town Centre Manager will also be responsible for promoting retail turnover and investment to support the growing town centre workforce as well as encouraging the redevelopment and conversion of vacant stores to residential accommodations. These two tasks will be in progress throughout the three years.

Another major aspect of Donaldsons' Action Plan is the transport interchange, which is intended to improve existing problems with transport in the Wimbledon Town Centre. This consists of auditing and improving car parking and installing parking variable message signage. A new multi-modal transport interchange for the Wimbledon Town Centre is under construction with the purpose of bringing more people into Wimbledon for shopping and leisure activities. It is being funded on a partnership basis between London Transport, RailTrac, Merton Council, and train operating companies. During the second year of the plan, the Town Centre Management will also be responsible for re-evaluating available car park spaces for the purpose of decreasing traffic through the town centre while maintaining or increasing the number of people who come to the Wimbledon area to spend money. During this same year, the Merton Council will install variable message signage at the entries to the town centre indicating the availability of spaces at the major car parks. Funding for this project will come from the private sector.

Improving the image of the town centre consists of: the improvement of

Wimbledon Town Centre as a leisure destination, promotion, networking, extending trading periods, installing lighting for Christmas, organising events, and improving safety and cleanliness. Improving Wimbledon as a leisure destination will be an ongoing process focusing on enhancing the prime town centre leisure functions funded by the private sector. For the promotion of the Wimbledon Town Centre, the Town Centre Management will also be responsible for launching a program to publicise improvements made to the facilities and environmental quality of the town centre. Approximately £5,000 will need to be designated for promotion over each of the three years. Likewise, another £5,000 needs to be collected from both the private sector and the Town Centre Management for networking, such as publishing newsletters to enable effective communication in the community. The Town Centre Management will explore the possibility of widening retail openings on Sundays during the first year of the plan with a minimal cost. To complement the holiday season, Christmas lighting, funded by the private sector, will be purchased during the first year of the plan and will annually adorn the town centre. The initial cost of the decorations is £30,000 and the cost of installing them in future years will be minimal. Another image enhancement scheme is creating an event space for regular displays and special events which will also be financed by the private sector. In the first year of the implementation of the plan, Town Centre Management will conduct a detailed review of cleanliness and safety in the town centre, the cost of which will be minimal and financed through a combination of the private sector and Town Centre Management. The plan also proposes to hire street wardens to act as information sources for the public in the second year. An inexpensive audit of

directional signage will occur in the first year to determine the extent of improvements necessary.

4.2 INTERVIEWS

We conducted a series of interviews with the commercial and residential sectors of the Wimbledon Town Centre and with several public and private organisations. Each series of interviews provided us with different perspectives concerning the future of the Wimbledon Town Centre. These views incorporated with our background research formed the basis for the recommendations presented in the TIZ proposal.

4.2.1 Commercial Sector Interviews

The objective of the commercial sector interviews was to prioritise the improvements in Donaldsons' Action Plan, gather feedback on different funding strategies, and determine the businesses' interest in the evolving Town Centre Management Initiative.

We conducted interviews with both small and large commercial establishments within the boundaries of the town centre in order to understand their perspectives on business involvement. After interviewing thirteen businesses, we were able to identify three common themes in their responses.

The primary concern of the large businesses was the redevelopment of the transport interchange. The businesses emphasised the need to increase the amount of footfall through the town centre. The two main methods by which they proposed to accomplish this task were first, to increase the quality and number of car parks and second, to improve pedestrian access. In order for Wimbledon to attract a widespread catchment population, it is important that there are adequate

facilities for access. The multi-modal transport interchange would cater to all current modes of transport including the private car (Donaldsons, 1997). The managers of the large businesses felt a direct need to provide additional car park spaces to accommodate the number of people using the town centre facilities. They felt that there were inadequate facilities to support the number of people driving to the town centre or the forthcoming influx of people from the development sites. Equally important was the need to pedestrianise the town centre to both encourage the flow of pedestrians into the town centre and provide a safer environment for shoppers. The businesses stated that it was essential to implement traffic calming measures along The Broadway in order to promote a pedestrian dominated town centre. Similarly, businesses also mentioned the lack of message and directional signage in the town centre. They felt that improved signage would also encourage more people to come to Wimbledon and utilise the town centre's facilities. They were confident that improvements to the transport interchange would ultimately benefit their business by attracting more people into the town centre and increasing the consequent level of footfall through their shops.

Another vision shared by the businesses in the town centre was an interest in improving the relationship between the public and private sectors. Certain establishments felt that there was a severe lack of communication between the Council and the business community. The businesses stated their disappointment in the Council for often failing to inform them of major changes in the town centre or neglecting to include them in the planning process for future improvements or development projects. Many businesses felt that the credibility of the Council was reflective of the level of communication they retained with the business

community. Also, the businesses were interested in setting clear objectives for the future and designing a plan with which to proceed forward. They also recognised the need for an effective and efficient organisation to set the course of action for the town centre. All the businesses realised the need for a strong working relationship among all the parties in the town centre and the importance of Town Centre Management to the future of the town centre.

In terms of financing the improvements in the Wimbledon Town Centre, the majority of the businesses stated that a voluntary mechanism would best suit the community. Although business owners and managers recognised the need for equal representation rather than proportional representation, they also understood that a mandatory measure would hurt the small business community and anger those businesses who are irate about the future plans of the town centre. Some businesses were concerned that the smaller companies in the town centre continue to piggyback on their contributions, thus benefiting without having to donate funds. A mandatory levy would prevent piggybacking, but the larger businesses would continue to donate funds regardless of their concerns. In the past, the major stakeholders have been helpful in financing specific projects that provide an added benefit to their business and grant them some status within the town centre, and possibly even the Council. They are currently contributing funds to finance the appointment of a Town Centre Manager. Also, most businesses stated that they were hesitant to donate funds for improvements if there was not a set of clearly defined objectives, detailed time schedule, funding strategy, or clear benefits for both their business and the town centre. Small and large businesses alike tended to be more apt to donate funds if there was a tangible improvement rather than a

pool of funds that would be located at a later point. Also, they felt that the private sector should not be solely responsible for funding the improvements but it should instead be a combined effort on behalf of the business community and the Council. However, some businesses, primarily smaller businesses or those who have had prior problems with the Council, felt that the Council should have full responsibility for financing the improvements. They suggested that the Council allocate funds generated by the Unified Business Rate to financing the improvements since they feel that the business community currently pays enough in taxes. Although the Council was under the preconception that the small independent businesses could not and would not contribute to the scheme, our interviews revealed that the small business community was quite interested in actively participating in the Wimbledon Town Centre. Most were even interested in contributing through either a mandatory levy or voluntary contribution if there was an added benefit to their business premises.

Therefore, we were able to decide tentatively to develop a diversified funding approach whereby mandatory levies would complement voluntary contributions. An ideal Town Improvement Zone should gain the support of all types of businesses, both small and large, in order for it to be successful and beneficial for the entire town centre. This funding approach would allow businesses to make contributions based on their available finances for town centres improvements and mandate all business to contribute through a levy, which would lessen the piggybacking problem.

4.2.2 Residential Sector Interviews

The purpose of the interviews with resident associations was to assess the

interest of the associations in participating in the emerging Town Centre Management Initiative.

The consensus of the resident associations was that they were dissatisfied with the course of development in the Wimbledon Town Centre. Although they recognised the potential of the town centre as a focal point, the resident associations were disappointed in the Council's attempts to utilise the resources of the town centre. The residents felt that the private development sites were decreasing the character and diversity of the town centre by consuming large plots of land in the primary shopping area. They also agreed that the Wimbledon Town Centre was once a unique place where one could find an abundance of speciality shops, which are now virtually non-existent due to the influence of larger retail stores. Although the residents were dissatisfied with the improvements accomplished thus far, they did feel that there were a series improvements still needed in the town centre. One such improvement was the addition of a Civic Hall to host shows such as musical performances by the Wimbledon Orchestra. The resident associations considered the Wimbledon Town Centre a strategic location and recognised that it had the potential to surpass other surrounding town centres in appearance, shopping, leisure, and transport.

In the future, the resident associations would like the opportunity to designate a few key residential representatives to serve as members on the emerging Town Centre Management Initiative. They agreed that a public-private partnership would benefit all sectors of the community, including the residents and the associations that represent their interests.

4.2.3 Public and Private Organisation Interviews

The purpose of the interviews with public and private organisations was to gain a better understanding of Town Centre Management and the role of public-private partnerships.

The interviews with organisations within the London Borough of Merton, including the Council, revealed the importance of an organised approach to Town Centre Management. One recommendation was for the Merton Council to form a town centre support unit, which would be responsible for centralising the activities of the Council regarding specific town centres. Having a central point of contact within the town centre, such as a Town Centre Manager, and within the Merton Council is important for effective Town Centre Management. In addition, businesses and organisations have agreed that the key to effective town centre public-private partnerships is communication. Town Centre Management at the town centre and Council level would aid in facilitating the exchange of information and ideas across the main sectors of the Wimbledon Town Centre community.

The foundation needed for a successful Town Improvement Zone is one that integrates business involvement with the interest of the local authority. One interviewee, who was knowledgeable on BIDs and TIZs, was convinced that it would be almost impossible to get a 51 percent majority of businesses to approve a levy for public improvements in the United Kingdom, as is typical when implementing BIDs in the United States. Also, a TIZ needs a managerial foundation that includes an established and well-qualified Town Centre Manager, a focused and organised public-private partnership, and the support of a number of

powerful and influential people from all involved sectors. The organisations recommended that the structure of the partnership should include 12 to 15 people, with equal representation from the public, private, and community sectors. The partnership needs to focus on what is achievable and set early-win projects to gain the support of the community. In terms of funding, the organisation stated that the TIZ would have to be a voluntary mechanism due to the lack of legislation necessary for the Council to control the local business rates. Their recommendation was that the Council and local management initiatives focus on securing voluntary contributions to improve town centres until legislation exists.

The purposive interviews conducted with public and private organisations were helpful in understanding the organisational structure of Town Centre Management. It was important to look towards the private organisations for their professional opinions but it was equally important to speak with local, public organisations in order to apply the broad Town Centre Management concept to the Wimbledon Town Centre.

4.3 FUNDING STRATEGIES

The basis for our recommended funding strategy is a synthesis of the information collected through our research on United States Business Improvement Districts and the input we acquired through our interviews. We examined a number of funding strategies that were successful in acquiring funds for Business Improvement Districts in the United States. We adapted them to both the current and the pending legislation to determine if they were suitable methods for acquiring funds for a Town Improvement Zone in the Wimbledon Town Centre.

4.3.1 Business Fees

One method of generating funds is to impose an additional levy based on one or more variables including: the total assessed value, the number of employees, or the square footage of each business within the defined boundaries of the proposed Town Improvement Zone for the town centre.

We determined that the total budget for Donaldsons' Action Plan was approximately £240,000 for the first year, £285,000 for the second year, and £285,000 for the third year. This budget was described in further detail in section 4.1.3. We decided not to account for the projected rate of inflation because some aspects of the Action Plan are already under discussion and there are plans to begin the improvement programme in the near future. Had the Action Plan been proposed to begin several years from now, then we would have determined the inflated cost of the improvements. Inflation rates in the United Kingdom, are low at this time.

4.3.1.1 Total Assessed Value

The taxes generated by the Unified Business Rate are collected by the Government rather than the local Council. These taxes are a percentage of the assessed value of the property, which is audited every five years by the Valuation Office. Although the Unified Business Rate changes on a yearly basis, the assessed value is adjusted every five years and therefore it is a more reliable basis on which to structure our funding strategy. We researched the feasibility of applying a mandatory flat rate percentage across all the commercial properties in the Wimbledon Town Centre based on the assessed value of the property.

This approach to financing would only be possible with a reform of the

Unified Business Rate enabling the local authorities to vary the rate per pound. The variation would fluctuate within a range of percentages based on the capacity of the business to pay. It would also allow the local authority some discretion in taxation rates to compensate for those businesses that do or do not have the capacity to pay the current rate. More importantly, this reform would help to distinguish between funds collected by the Government for property values and those collected by the local authority for the benefit of a specific town centre. There are a number of other suggestions for possible modifications to the current legislation but these reforms would be the most influential in allowing the Business Improvement District concept to be applied within the United Kingdom (Urban and Economic Development Group, 1997).

The Council is currently using the 1995 assessed value rates and the April 1993 rateable values. Therefore we used this rating list to calculate the total assessed value of the 650 properties with 370 business establishments within the proposed boundaries of the Wimbledon Town Centre Town Improvement Zone. This figure had been calculated for the Wimbledon area but not specifically for the Wimbledon Town Centre. Our business database enabled us to determine the total assessed value of all the properties on the streets. The calculated value was approximately £24 million (See Appendix E). This amount was then adjusted to reflect the current 1998-1999 poundage percentage of 0.474, which means that the properties are only taxed 47.4% of their assessed value. The following example demonstrates the process by which the amount owed in taxes for a particular business property is determined:

Example:

Business Property # 1:

Assessed Value = £10,000

1998-1999 Unified Business Rate = 0.474

Total Paid in Taxes = £10,000 * 0.474 = £4,740

The adjusted rate based on the Unified Business Rate resulted in the total amount of taxes being collected by the Government was calculated to be approximately £11,500,000 (See Appendix E). This value is an approximation that does not reflect any special circumstances whereby businesses are taxed differently based on an individual basis. In the rates for the 1999-2000 tax season, the poundage percentage has been set at 0.489, which is a 1.5% increase from the previous tax season. The following example demonstrates how the 1999-2000 Unified Business Rate is applied to the assessed value to determine the total amount paid in taxes:

Example:

Business Property # 1:

Assessed Value = £10,000

1999-2000 Unified Business Rate = 0.489

Total Paid in Taxes = £10,000 * 0.489 = £4,890

This poundage percentage will result in the total amount of taxes being collected by the Government to be roughly £12 million (See Appendix E). We will use the 1999-2000 poundage percentage because there is a possibility that the improvement programmes could commence during this tax season. This small increase in the Unified Business Rate will ultimately result in an approximate

£360,000 gain. It therefore is important to recognise that small increments in the Unified Business Rate could generate a substantial amount of funds for a town centre improvement programme.

The rateable values of the business properties are currently under a process of revaluation and the new listing of assessed values should be in use by the year 2000, which will be based on the April 1998 rateable values. We have chosen to base our funding strategy on the 1995 business rates because there is not sufficient detailed information available about the new 2000 values.

One funding option is to base an additional levy on the assessed value of the property, exclusive of the Unified Business Rate as shown through the following example:

Example using a 1% levy:

Business Property # 1:

Assessed Value = £10,000

1% Levy = £10,000 * 0.01

Total Additional Funds =£100

Every business would have the same levy applied to their property to prevent businesses from appealing their percentage rate. The lack of variation between different business within the Wimbledon Town Centre would limit the amount of confrontation between the business community and the Merton Council. The only potential variation of this levy option would be the deferment of payments from certain businesses as a function of the financial hardship of the company. Some independent traders may have inadequate financial resources and be unable to sustain an additional levy without jeopardising the financial stability of the

business. The objective of this programme is to encourage investment and development rather than discouraging small independent traders from operating in the Wimbledon Town Centre.

4.3.1.2 Number of Employees

Basing a strategy on the number of employees at each business was another approach that we considered as a possible funding mechanism. The Merton Chamber of Commerce uses this method when determining the fees charged for membership. However, after further research, we determined that this method was an unreliable basis for our funding strategy because the number of employees is a variable that tends to fluctuate quite often over a short period of time. Designing our funding programmes around a fluid characteristic would decrease the effectiveness of our overall funding strategy. Also, many large chain stores such as the ones operating in the Wimbledon Town Centre may have a limited number of employees. Consequently, the unreliability of the number of employees has caused us to look towards other commercial characteristics on which to base our funding strategy for the Wimbledon Town Centre.

4.3.1.3 Building Square Footage

Building square footage is another variable on which we could potentially base the foundation for a financial strategy. This factor has been used in United States Business Improvement Districts and it has served as a basis for many successful improvement programmes. However, this information is not available for all businesses in the Wimbledon Town Centre. There is a limited database on this particular characteristic of commercial establishments due to the lack of centralised information between various departments. If the Merton Council

could maintain an updated database of the commercial building square footages, then this factor would serve as a useful basis for our financial strategy.

4.3.2 Redistribution of Business Rates

Although the Merton Council does not have any direct control over the funds distributed back to the Council through the business rates, they can adjust the amount of money allocated to specific town centres and projects. Currently, the Merton Council receives a proportion of the business rates as a function of the population, which they can redistribute into the Borough according to their priorities.

Many businesses in the Wimbledon Town Centre feel that the Merton Council should allocate these funds for reinvestment in the town centre in order to finance the improvements in Donaldsons' Action Plan. They feel as though their business rates should be sufficient to pay for public services, and therefore think that the Council should be responsible for funding any additional improvements in the public domain.

4.3.3 User Fees

Another method of financing a Town Improvement Zone is through the levying of fees on parking metres and car parks and the price of special licences issued by the Merton Council. Two services used by the public are the car parks and the metres located in the Wimbledon Town Centre. The London Borough of Merton Council is attempting to decrease the number of vehicles entering the town centre in response to a law being passed aimed at reducing traffic levels for environmental concerns. By increasing the cost of the parking, it would aid in decreasing the traffic levels as well as raising funds for the town centre.

However, the business community would not respond well to imposing an additional levy on these services to raise additional funds because they want to attract people into the town centre. An increase in the cost of parking could potentially lead people to travel to other town centres since the surrounding boroughs offer many of the same services as the Wimbledon Town Centre. Therefore, levying fees on metres and car parks does not appear to be a desirable method of securing additional funds.

There is an abundant number of permits held by businesses and organisations in the Wimbledon Town Centre for a number of different purposes. These licences range from Street Trading Licences to Entertainment Licenses to licences specific to the services provided by the individual business. However, most of these permits are held by a small number of businesses in the Wimbledon Town Centre rather than having a widespread sector with similar licences. Therefore, it seems that increasing the cost of such licences would only affect a small number of businesses and therefore result in only a minimal gain of funds. Also, levying these fees could also potentially discourage some business involvement in the town centre rather than promote many of the aspects of Donaldsons' Action Plan. Although user fees may have been successful in certain United States Business Improvement Districts, they will not serve as an effective funding mechanism in the Wimbledon Town Centre.

4.3.4 Sponsorship

Sponsorship activities allow the community to actively participate in an improvement scheme by contributing their capital and/or resources. These activities can be targeted at commercial or residential members of the community

as well as local organisations. Rather than contributing money to a common improvement fund, the money collected goes towards a tangible improvement. In the United States, often times local organisations such as church groups or small business donate a piece of street furniture such as a flower pot or park bench on which there is a plaque recognising their contribution. Businesses tend to contribute funds for a specific cause if the demonstrated benefits outweigh the associated costs. They are more willing to contribute funds on a voluntary basis to projects that will specifically benefit their individual business. One example of this contribution could be the banks within the town centre donating funds towards the installation of CCTV to safeguard their businesses, pubs and clubs, thus contributing to the security registration scheme. Businesses are more inclined to contribute to specific capital projects where they can see benefits specific to their establishment. One incentive for sponsorship contributions is publicity or name recognition in return for a donation. This method of obtaining funds on a voluntary basis would complement other financial strategies including business fees, which are based on the assessed value of the property, and the redistribution of the business rates.

In the Wimbledon Town Centre, there exists a mix of community support where some members are actively involved in the town centre, others who would like to become more involved, and to some extent those who wish to stay uninvolved with the town centre. Our interviews revealed that some of the larger businesses already sponsor activities in the community such as school activities and local events. They expressed an interest in contributing funds to a specific project if it were both affordable and beneficial to their business and to the town

centre. Sponsorship provides all members of the community, including business, resident associations, and organisations, with the opportunity to contribute to the future of the area in which they work or live.

4.4 CONCLUSION

The data collected throughout the course of our research enabled our team to understand further the particular needs of the Wimbledon Town Centre when attempting to establish a pilot Town Improvement Zone. The analysis of information allowed our team to develop a thorough understanding of funding strategies and the structure of the Town Centre Management, both of which formed the basis for our TIZ proposal.

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

Our conclusions and recommendations are organised in the form of a proposal for a pilot Town Improvement Zone in the Wimbledon Town Centre. The proposal integrates our field studies completed while in London with our background research on United States Business Improvement Districts. Our background research enabled our team to draw upon the experiences of BIDs and then our interviews helped us design a proposal that catered to the public and private sectors of the Wimbledon Town Centre community. The proposal focuses upon applying the BID concept to the Wimbledon Town Centre through an effective town centre policy and management programme and the design of sustainable funding mechanisms needed to implement a TIZ.

5.1.1 *Funding Strategy*

Our background and field studies revealed that a mandatory levy based on assessed value, matched with voluntary contributions through sponsorship, was the best suited funding strategy for the Wimbledon Town Centre. Placing a mandatory levy upon the businesses in the Wimbledon Town Centre would serve as an effective method of generating funds for the service improvements outlined in Donaldsons' Action Plan such as street enhancements, lighting improvements, and increased signage. This approach to financing would only be possible with a reform of the Unified Business Rate to impart some control of the business taxes back to the local authorities. One potential variation in the mandatory levy would allow the Town Centre Partnership to exclude certain businesses from the mandatory levy based on such individual circumstances as the financial hardship

of the company. In terms of voluntary financial contributions, sponsorship activities would allow the community to actively participate in an improvement scheme as well as facilitate several of the improvements outlined in Donaldsons' Action Plan. These activities can be targeted at commercial or residential members of the community as well as local organisations. Some aspects of Donaldsons' Action Plan that could be financed with this method include a promotion and marketing programme, lighting for Christmas, and leisure and retail investment. This method of obtaining funds on a voluntary basis would complement the mandatory levy. The mandatory levy would help to counteract the problem of piggybacking while the voluntary aspect would allow those with a heightened level of interest to contribute more to the future of the town centre. This diversified approach to funding drew on the success of funding programmes used in United States BIDs and also incorporated the information gathered in our interviews with the commercial sector of the Wimbledon Town Centre.

5.1.2 Town Centre Management Initiative

When establishing a pilot Town Improvement Zone in the Wimbledon Town Centre, it is important to follow a process of development before the initiation of an improvement programme such as the one outlined in Donaldsons' Action Plan. The steps involved in the development process are part of the Town Centre Management Initiative, which is one of the main themes of Donaldsons' Action Plan. This process includes establishing the Wimbledon Town Centre Partnership, setting up a Town Centre Steering Group, organising Town Centre Action Groups, and appointing a Town Centre Manager. Our interviews with organisations within the London Borough of Merton, including the Council, and

businesses within the town centre, emphasised the need for an organised approach to Town Centre Management. They recognised the need for an effective and efficient organisation to set the course of action for the town centre and the importance of a strong working relationship between the public and private sectors of the community. The businesses and residents wanted equal representation on the emerging Town Centre Management Initiative rather than having it run primarily by employees or members of the Council. The foundation needed for a Town Improvement Zone is one that integrates involvement from all involved parties in the town centre. The key to successful Town Centre Management lies in the ability of the organisation to function effectively by relying upon the continued support of the entire community.

5.2 RECOMMENDATIONS

The London Borough of Merton Council and Wimbledon Town Centre Working Party are at a critical point in the planning process for a pilot Town Improvement Zone in the Wimbledon Town Centre. Some aspects of Donaldsons' Action Plan are in the planning or construction stages and the formation of the Town Centre Management Initiative is already underway. Before implementing a large-scale improvement programme, the public and private sectors of the community must form a structured organisation dedicated to pursuing those improvements or developments that are beneficial to the future of the Wimbledon Town Centre.

Perhaps the most important aspect of any community project is the level of communication between the involved parties. It is important for the involved parties to resolve any pressing issues which have the potential to hinder the

success of the Town Improvement Zone. It is important for all sectors of the community to align their views into one comprehensive plan with a clear set of common objectives. This process will help to ensure that plans are accomplished in an efficient manner, which will impact the overall success of the Town Improvement Zone.

Therefore, it is important to understand that Donaldsons' Action Plan does not necessarily reflect the collective needs and desires of the Wimbledon Town Centre community since the Council initiated its drafting rather than the private sector. It should serve as more of a tool for discussion for the Partnership rather than a vision for the future. The collective objectives of a Town Improvement Zone proposal should incorporate broad public and private input while still allowing for active involvement from within the Merton Council. A business plan should be drafted to clearly identify the objectives, time scale, funding strategy, and identifiable benefits of the improvement programme. This plan will assist in guiding the programme from a conceptual plan to a structured strategy on which to base future decisions.

Also, before the initiation of a large-scale improvement programme, an early-win project should be co-ordinated and a benchmarking study undertaken. An early-win project, that is achievable under the current context of the town centre, will demonstrate the Merton Council's commitment to the future of the town centre and the ability of the Town Centre Management Initiative to successfully drive forward the improvement programme. One such achievable project could be the appointment of a Town Centre Manager or the initiation of a positive marketing campaign for the Wimbledon Town Centre. Benchmarking is

an effective tool in measuring the performance of a Town Improvement Zone. A benchmarking study involves first establishing key criteria upon which the success of the project will be measured and then monitoring those factors over the duration of the project. These criteria can include such factors as retail turnover, pedestrian flow, use of the transport interchange, and vacancy levels. They should be based on the objectives of the Town Improvement Zone. This tool is helpful in securing the continued support and confidence of those who sponsor the programmes by demonstrating the success of the improvements.

Upon beginning the improvement programme, the level of investment and expenditure employed towards both the planning and implementation process should be frequently monitored and evaluated. This will ensure that the improvement programme is effectively using all the available resources and keeping within the financial limitations. It will also help the Town Centre Partnership in determining the projected costs of future improvements and maintenance.

The success of a pilot Town Improvement Zone in the Wimbledon Town Centre is dependent upon the willingness of the involved parties to invest their time, energy, and resources into the area in which they live or work. The Wimbledon Town Centre will be able to move forward towards successfully implementing a pilot Town Improvement Zone once there is a heightened level of communication between the Merton Council and the community and a comprehensive business plan is in place.

The proposal presented in Appendix F presents our background research on BIDs and TIZs and details a funding strategy and complementary Town Centre

Management arrangement that would aid in successfully piloting a Town Improvement Zone in the Wimbledon Town Centre.

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APPENDIX A: AGENCY INFORMATION

Our project on financing a pilot Town Improvement Zone for the Wimbledon Town Centre was sponsored by the Environmental Services Department within the London Borough of Merton Council. The Borough itself was created in 1965 to unify the four town centres of Mitcham, Merton, Morden, and Wimbledon. The Merton Council is the local government in the Borough, comprised of fifty-seven elected Councilors representing the twenty wards that make up the Borough. The Council is responsible for stimulating the economic, financial, and cultural development of the Borough as well as maintaining the sustainable future of the area. Some of its other responsibilities include developing proposals for improvements that are formulated on the detailed analysis of the relationships between the various functions and interactions of businesses and people within the Borough of Merton. Many of these plans and their accompanying reports formed the basis of our team's background research.

Our team worked closely with the Environmental Services Department in the Council, which employs approximately 300 people. The department is divided into the Sites and Project Team, Design and Conservation team, and Unitary Development team. Mr. Ian Bremner, our liaison for the project, is a Team Leader within the Sites and Project team. The Environmental Services Department is directly responsible for planning, street management, property and business partnerships, environmental health and trading standards, and support services. Their mission statement is "to improve the local environment and economy of the Borough, through regeneration and partnership initiatives." Our project focused on financing a number of environmental and economic improvements in the Wimbledon Town Centre through public-private partnerships. It

allowed us to further understand the financial aspects of town centre regeneration and the role of the town centre management, thus reflecting the mission of our sponsoring agency.

APPENDIX B: INTERVIEW PROTOCOLS

Business Sector

1. What types of services does your business provide the town centre community?
2. How would you classify the size of your business?
 - a) Are you part of a chain of stores or an independent trader?
3. How long has your business been located in Wimbledon?
4. Could you please explain the factors that led to the establishment of your business in the Wimbledon Town Centre?
5. Could you briefly describe your viewpoints on the Wimbledon Town Centre?
6. Please describe any public improvements that you would you like to see in the Wimbledon Town Centre?
 - a) Do you feel that these improvements are necessary?
7. Suppose you had to designate an area of the Wimbledon Town Centre that would undergo a series of improvements. Could you please describe the boundaries of this area?
8. Please discuss the importance of the following proposed improvements in the Wimbledon Town Centre:
 - a) Enhancing the Quality of the Environment (refurbished Broadway, lighting improvements, gateway feature)
 - b) Encouraging a Full Range of Attractions (retail & leisure investment, mixed use development, evening economy)
 - c) Redeveloping the Transport Interchange (improved car parking, parking variable message signage)
 - d) Improving the Image (leisure destination, promotion, networking, lighting for Christmas, events, cleanliness and safety, street wardens, directional signs)
 - e) Organising a Town Centre Management Initiative (establishment of partnerships, town centre manager)
9. Explain how these particular improvements would directly benefit your business?
10. How would you propose to pay for these improvements?

I am now going to present you with a number of different funding strategies in order to gain your perspective on each one.

11. Suppose an additional levy, as a percentage of your assessed value, was to be placed upon your business to pay for the improvements in the public domain. What range of percentages do you feel would be reasonable?
 - a) 1-3
 - b) 3-5
 - c) 5-7
 - d) 7-10
12. Do you think this levy should be a mandatory or voluntary action?
 - a) Why?
13. If this levy were mandatory for all businesses in the town centre, how would your business be impacted

APPENDIX B: INTERVIEW PROTOCOLS

14. If this levy were made voluntary, would your business consider contributing funds?
15. What factors would affect your businesses' willingness to contribute funds to finance improvements in the Wimbledon Town Centre? <such as the ones on the list provided>
16. Do you feel that there are any risks associated with contributing funds?
 - a) If so, would you please explain?
17. Is your participation dependent upon any major factors?
 - a) If so, would you please explain?
18. Does your business hold any Street Trading Licenses or special permits that require you to pay a fee to the Merton Council?
 - a) If so, would you mind listing them?
 - b) How would an increase in the cost of obtaining/renewing these licenses affect your business?
19. Is your business currently active within the Wimbledon Town Centre community?
 - a) Would your business be interested in any sponsorship activities?
 - i) Could you suggest any projects that your business would potentially have interest in or projects that have been completed in the past?
 - ii) What was the basis for the businesses' involvement?
20. Would you join a partnership to expand the opportunities of the Wimbledon Town Centre?
21. Do you have any suggestions for the major stakeholders or the Merton Council regarding the Wimbledon Town Centre?
22. We would appreciate it if you would provide our team with the names of additional contacts we could speak to concerning our project.
 - a) Is it acceptable for our team to use your name as a reference when we establish contact

APPENDIX B: INTERVIEW PROTOCOLS

Residential Sector

1. How far do most members of the association live from the Wimbledon Town Centre?
2. Do most members use the resources available in the Wimbledon Town Centre?
3. Are you familiar with Donaldsons' Action Plan for the Wimbledon Town Centre?
 - a) If so, could you please discuss the main objectives?
4. Please describe any public improvements that you would you like to see in the Wimbledon Town Centre.
 - a) Do you feel that these improvements are necessary?
5. Please discuss the importance of the following issues:
 - a) Enhancing the Quality of the Environment (refurbished Broadway, lighting improvements, gateway feature)
 - b) Encouraging a Full Range of Attractions (retail & leisure investment, mixed use development, evening economy)
 - c) Redeveloping the Transport Interchange (improved car parking, parking variable message signage)
 - d) Improving the Image (leisure destination, promotion, networking, lighting for Christmas, events, cleanliness and safety, street wardens, directional signs)
 - e) Organising a Town Centre Management Initiative (establishment of partnerships, town centre manager)
6. Explain how any of these particular improvements would directly benefit residents such as yourself?
7. Is the association currently an active group in the community?
8. Would you consider joining a partnership to expand the opportunities of the Wimbledon Town Centre?
 - a) Why?
9. Do you have any suggestions for the Merton Council or major stakeholders regarding the Wimbledon Town Centre?
10. We would appreciate it if you would provide our team with the names of additional residents we could speak to concerning our project.
 - a) Is it acceptable for our team to use your name as a reference when we establish contact?

APPENDIX B: INTERVIEW PROTOCOLS

Public and Private Organisations

1. What is your role in the London Borough of Merton?
 - a) How long have you held this position?
 - b) What are your responsibilities in this role?
 - c) What is your involvement in the Wimbledon Town Centre?
2. How was the organisation that you are employed by formed?
3. What is the structure within the organisation / partnership / unit?
 - a) Who comprises the membership of the organisation?
 - i) How many members are there in this organisation?
 - b) How do you become a member?
 - i) Is there a fee involved?
 - c) What are the benefits of being a member?
 - d) How do you attract new members?
4. How does your organisation make decisions that affect the members?
5. How would your members respond to mandatory legislation for public improvements through a TIZ/BID designation?
6. We would appreciate it if you would provide our team with the names of additional contacts we could speak to concerning our project.
 - a) Is it acceptable for our team to use your name as a reference when we establish contact?

APPENDIX C: WORKPLAN

Activity Description	Start Date	Finish Date	18-Jan	25-Jan	1-Feb	8-Feb	15-Feb	22-Feb	1-Mar
Arrive	15-Jan-99								
Report on Background Research & Workplan		18-Jan-99							
Site Assessment	19-Jan-99	22-Jan-99							
Report on Method Modifications (Weekly Meeting)		20-Jan-99							
Cost-Benefit Analysis	25-Jan-99	29-Jan-99							
Devise Funding Options & Interview Schedule	22-Jan-99	26-Jan-99							
Schedule Interviews	22-Jan-99	12-Feb-99							
Report on Analysis (Weekly Meeting)		27-Jan-99							
Pre-Test Interview Schedule	25-Jan-99	27-Jan-99							
Begin Interviews	25-Jan-99								
Interviews with Public & Private Organisat.	25-Jan-99	19-Feb-99							
Report on Interviewing Strategy (Weekly Meeting)		3-Feb-99							
Interviews with Businesses	12-Feb-99	24-Feb-99							
Report on Interviews (Weekly Meeting)		10-Feb-99							
Discussion with Donaldsons		10-Feb-99							
Interviews with Residents	15-Feb-99	19-Feb-99							
Report on Content Analysis (Weekly Meeting)		17-Feb-99							
Content Analysis of Interviews	13-Feb-99	28-Feb-99							
End of Interviews		24-Feb-99							
Preparation of Draft TIZ Proposal Complete		28-Feb-99							
Review of TIZ Proposal	1-Mar-99	2-Mar-99							
Preparation of Final TIZ Proposal Complete		4-Mar-99							
Prepare Final Presentation	1-Mar-99	4-Mar-99							
Final Presentation		4-Mar-99							
Depart		5-Mar-99							

- Milestones
 - Tasks

APPENDIX D: DONALDSONS' ACTION PLAN BUDGET

TOWN CENTRE MANAGEMENT INITIATIVE

Action Plan Review: Conduct a detailed review of the Action Plan

- Cost:** ▪ Minimal
- Year:** ▪ On-going
- Funding:** ▪ LBM/PS

Setting Up a Partnership: Establish a partnership to link businesses, groups, and people with an interest in Wimbledon

- Cost:** ▪ Minimal
- Year:** ▪ Completely
- Funding:** ▪ LBM/PS

Town Centre Steering Group: Organise a Steering Group to direct the partnership

- Cost:** ▪ Minimal
- Year:** ▪ Prior to Year 1
- Funding:** ▪ LBM/PS

Town Centre Action Groups: Form action groups to focus on specific themes or projects

- Cost:** ▪ Minimal
- Year:** ▪ Prior to Year 1
- Funding:** ▪ LBM/PS

Town Centre Manager: Appoint a town centre manager to the partnership

- Cost:** ▪ £50,000
- Year:** ▪ Prior to Year 1
- Funding:** ▪ £10,000 per year/LBM
- £40,000 per year/PS

PS – Private Sector (business community)
PD – Planning Gain from Private Developers
LBM – London Borough of Merton Council
MCG – Grants Merton from the Council
TCM – Responsibility of the Town Centre Manager
L.T – London Transport

APPENDIX D: DONALDSONS' ACTION PLAN BUDGET

QUALITY OF ENVIRONMENT

Refurbished Broadway: Improve pedestrian access by incrementally improving the street scene

Cost: ▪ Not known
Year: ▪ 2
Funding: ▪ PD

Focal Point: Construction of a piazza as a meeting place for the community and visitors both during the day and after dark

Cost: ▪ Not known
Year: ▪ 1
Funding: ▪ PD

Lighting Improvements: Continued investment in lighting including façade, functional, and a gateway feature in the town centre and the immediate surroundings

Cost: ▪ £50,000
Year: ▪ On-going
Funding: ▪ PS

Gateway: Design of a gateway feature that clearly identifies entrance into the town centre

Cost: ▪ £10,000
Year: ▪ 1
Funding: ▪ PS

Property Development: Encouragement of complementary development on adjacent sites

Cost: ▪ Minimal
Year: ▪ On-going
Funding: ▪ TCM

APPENDIX D: DONALDSONS' ACTION PLAN BUDGET

FULL RANGE OF ATTRACTIONS

Retail Investment: Increase attraction for mixed retail/leisure development and private investment

- Cost:** ▪ Minimal
- Year:** ▪ 2
- Funding:** ▪ PS/LBM

Leisure Investment: Encourage development of day and evening leisure facilities with complementary improvements to The Broadway

- Cost:** ▪ Minimal
- Year:** ▪ On-going
- Funding:** ▪ TCM

Arts Facility Bid: Development of a theatre and multiplex complex to serve as an arts/meeting facility

- Cost:** ▪ Not known
- Year:** ▪ Completed
- Funding:** ▪ PD

Evening Economy Infrastructure: Improve security and access to the evening economy, including a positive PR campaign

- Cost:** ▪ Minimal
- Year:** ▪ On-going
- Funding:** ▪ PS/TCM

Marketing for Jobs: Promote retail turnover and investment to support the growing town centre workforce

- Cost:** ▪ Minimal
- Year:** ▪ On-going
- Funding:** ▪ TCM

Change of Use to Housing: Encourage the redevelopment/conversion of vacant stores to residential accommodations

- Cost:** ▪ Minimal
- Year:** ▪ On-going
- Funding:** ▪ TCM

APPENDIX D: DONALDSONS' ACTION PLAN BUDGET

TRANSPORT INTERCHANGE

New Station: Construct a fully integrated multi-modal transport interchange

- Cost:** ▪ Not known
- Year:** ▪ On-going
- Funding:** ▪ LT/LBM

Audit/Improvement Car Parking: Re-evaluate available car park spaces

- Cost:** ▪ Minimal
- Year:** ▪ 2
- Funding:** ▪ TCM

Parking Variable Message Signage: Install Variable Message Signage at the entries to the town centre indicating the availability of spaces at the major car parks

- Cost:** ▪ £175,000
- Year:** ▪ 2,3
- Funding:** ▪ PS

APPENDIX D: DONALDSONS' ACTION PLAN BUDGET

IMAGE

The Leisure Destination: Enhance prime town centre leisure functions

- Cost:** ▪ Minimal
- Year:** ▪ On-going
- Funding:** ▪ PS

Promotion: Launch a programme to publicise improvements made to the facilities and environmental quality of the town centre

- Cost:** ▪ £5,000
- Year:** ▪ On-going
- Funding:** ▪ PS/TCM

Networking: Publish newsletters to enable effective communication in the community

- Cost:** ▪ £5,000
- Year:** ▪ On-going
- Funding:** ▪ PS/TCM

Extended Trading Periods: Explore the possibility of widening retail openings on Sundays

- Cost:** ▪ Minimal
- Year:** ▪ 1
- Funding:** ▪ TCM

Lighting for Christmas: Accentuate lighting improvements to complement the holiday season

- Cost:** ▪ £30,000
- Year:** ▪ 1
- Funding:** ▪ PS

APPENDIX D: DONALDSONS' ACTION PLAN BUDGET

IMAGE (cont'd)

Events: Create an event space for regular displays and events

- Cost:** ▪ £90,000
- Year:** ▪ 1
- Funding:** ▪ PS

Clean and Safe: Conduct a detailed review of cleanliness and safety in the town centre

- Cost:** ▪ Minimal
- Year:** ▪ 1
- Funding:** ▪ PS/TCM

Street Wardens: Hire staff to act as information sources for the public

- Cost:** ▪ Not known
- Year:** ▪ 2
- Funding:** ▪ PS/TCM

Directional Signage: Audit distribution of directional signage and seek continuing improvement

- Cost:** ▪ Minimal
- Year:** ▪ 1
- Funding:** ▪ PS/TCM

APPENDIX D: DONALDSONS' ACTION PLAN BUDGET

TOTAL BUDGET

<u>Year</u>	<u>Total Budget</u>
1	£240,000
2	£285,000
3	£285,000
All Three Years	£810,000

APPENDIX E: BUSINESS INFORMATION

Street Name	Code	Address	£ Rate Value	1998-1999 Poundage (0.474)	1999-2000 Poundage (0.489)
Hartfield Road	CW3	Sub-Bst Store G Wimbledon Bridge House	165	78.21	80.685
The Broadway	CA	Site 19 F/W 192-194	200	94.8	97.8
Alexandra Road	CA	Advertising Right Bus Shelter Opp 8	225	106.65	110.025
The Broadway	CA	Advertising Right Outside 31-37	270	127.98	132.03
The Broadway	CA	Advertising Right Outside 75	270	127.98	132.03
The Broadway	CA	Advertising Right Outside 229-233	270	127.98	132.03
Wimbledon Hill Road	CA	Advertising Right Outside 10	270	127.98	132.03
Worple Road	CA	Advertising Right Outside 19	270	127.98	132.03
Alexandra Road	CA	Advertising Right Bus Shelter 51 O/S 139	275	130.35	134.475
Hartfield Road	CA	Advertising Right Bus Shelter 7 O/S 1	275	130.35	134.475
Queens Road	CA	Advertising Right Bus Shelter 3 O/S CCSC	275	130.35	134.475
Queens Road	CA	Advertising Right Bus Shelter 2 O/S 15	275	130.35	134.475
The Broadway	CA	Advertising Right Bus Shelter 4 O/S, Town Hall	275	130.35	134.475
The Broadway	CA	Advertising Right Bus Shelter 17 O/S 11	275	130.35	134.475
The Broadway	CA	Advertising Right Bus Shelter 50 O/S 107	275	130.35	134.475
The Broadway	CA	Ad Right Bus Shelter 86 O/S Holy Trinity Church	325	154.05	158.925
The Broadway	CA	Advertising Right Bus Shelter 85 O/S 247	325	154.05	158.925
Worple Road	CW3	Pt BST 206	360	170.64	176.04
Gladstone Road	CA	Site No 8 Junction The Broadway	400	189.6	195.6
The Broadway	CA	Site No 3 Outside 6	400	189.6	195.6
The Broadway	CA	Site No 6 Junction of Southey Road	400	189.6	195.6
The Broadway	CA	Site No 9	400	189.6	195.6
The Broadway	CA	Site No 10 Outside 23	400	189.6	195.6
The Broadway	CA	Site 23	400	189.6	195.6
The Broadway	CA	Site 24	400	189.6	195.6
The Broadway	CA	Site No 7 Outside 101	400	189.6	195.6
The Broadway	CA	Site No 4 Outside 162	400	189.6	195.6
The Broadway	CA	Site No 5 Outside Olympic House 196	400	189.6	195.6
Wimbledon Hill Road	CA	Ad Right Bus Shelter 88 O/S 58	400	189.6	195.6
Wimbledon Hill Road	CA	Advertising Right Bus Shelter 58	400	189.6	195.6
Worple Road	CA	Site No 11	400	189.6	195.6
Kings Road	CW3	Builders Yard	450	213.3	220.05
Alexandra Road	CP1	Springer House 8	600	284.4	293.4
The Broadway	CP1	ADJ Superdrug Stores PLC, Broadway Court	600	284.4	293.4
Wimbledon Hill Road	CW3	M Ferrari PT BST 35	600	284.4	293.4
The Broadway	CW3	R/O 19	650	308.1	317.85
The Broadway	CW3	Momenta Publishing LTD PT Gnd F, Broadway House	725	343.65	354.525
The Broadway	CW3	Adj Garage, Broadway House	750	355.5	366.75
Hartfield Road	CA	Sub-Bst Store H Wimbledon Bridge House	850	402.9	415.65
Worple Road	LC1	District Scout Council Kenneth Black Memorial Hall	850	402.9	415.65
Southey Road	IF3	ADJ 22	930	440.82	454.77
The Broadway	IF3	R/O 24	980	464.52	479.22
The Broadway	CW3	Superdrug Stores PLC, Broadway Court	1000	474	489
The Broadway	CW3	Superdrug Stores PLC, Broadway Court	1025	485.85	501.225
The Broadway	CW1	R/O 88	1050	497.7	513.45
Hartfield Road	CW3	Gnd F Store F Wimbledon Bridge House	1175	556.95	574.575
The Broadway	CW3	Gnd F, Broadway House	1250	592.5	611.25
The Broadway	CW3	Ritzview LTD PT Gnd F, Broadway House	1250	592.5	611.25
The Broadway	CW3	Oranta LTD T/A Gemini Travel PT Gnd F, Broadway House	1375	651.75	672.375
The Broadway	CW3	Ritzview LTD PT Gnd F, Broadway House	1375	651.75	672.375
The Broadway	CA	Advertising Right Adl	1380	654.12	674.82
Hartfield Road	MX	Public Convenience	1400	663.6	684.6
Worple Road Mews	CO	2A	1400	663.6	684.6
Queens Road	CW3	Storage Unit 604 CCSC 4	1500	711	733.5
The Broadway	IF3	TL patterson, Broadway Court	1525	722.85	745.725
Worple Road	CA	Site 5067 Forecourt 213	1530	725.22	748.17
Gladstone Road	CS	95	1550	734.7	757.95
The Broadway	IF3	E T Watts, Broadway Court	1575	746.55	770.175
Gladstone Road	CW3	95	1600	758.4	782.4
The Broadway	CO	Momenta Publishing LTD PT 1st F Frnt, Broadway Hse	1600	758.4	782.4
The Broadway	CW3	Easden Manufacturing Co LTD, Broadway Court	1625	770.25	794.625
Worple Road	CO	PT 1st F 30-32	1650	782.1	806.85
The Broadway	CO	Endex LTD PT 3rd F, Broadway House	1800	853.2	880.2
The Broadway	CS	246	1850	876.9	904.65
Worple Road	CO	Part Ground Floor 30-32	1925	912.45	941.325
The Broadway	CS	248	2000	948	978
The Broadway	CW1	Boots Co PLC, Broadway Court	2100	995.4	1026.9
Hartfield Road	CW3	Gnd F Store E Wimbledon Bridge House	2150	1019.1	1051.35
The Broadway	CO	Quality Data Preparation PT 3rd F, Broadway House	2225	1054.65	1088.025
Worple Road	CO	Gnd F Centre 206	2225	1054.65	1088.025
Hartfield Road	CP	ADJ 179-183	2250	1066.5	1100.25
The Broadway	CS	95	2250	1066.5	1100.25
Worple Road	CO	Gnd F Frnt 206	2400	1137.6	1173.6
Alwyne Road	CO	66	2450	1161.3	1198.05
Gladstone Road	CW3	ADJ 88	2450	1161.3	1198.05
Gladstone Road	CS3	1A	2550	1208.7	1248.95
Hartfield Road	CA	Advertising Right ADJ Car Park 66-84	2600	1232.4	1271.4
The Broadway	CW3	W Cambridge, Broadway Court	2750	1303.5	1344.75
The Broadway	CO	PT 1st F Frnt, Broadway House	2750	1303.5	1344.75
The Broadway	LC3	Haddon Hall, Broadway Court	2800	1327.2	1369.2
The Broadway	CO	235b	2900	1374.6	1418.1
Queens Road	CW	257A	2950	1398.3	1442.55
Hartfield Road	CS	191-193	3050	1445.7	1491.45
Worple Road	CO	310B	3050	1445.7	1491.45
Worple Road	MH	55	3200	1516.8	1564.8
The Broadway	CO	235a	3250	1540.5	1589.25
The Broadway	CO	Capital Labour LTD PT 1st F Frnt, Broadway House	3300	1564.2	1613.7

APPENDIX E: BUSINESS INFORMATION

Street Name	Code	Address	£ Rate Value	1998-1999 Poundage (0.474)	1999-2000 Poundage (0.489)
The Broadway	CS	97	3350	1587.9	1638.15
Hartfield Crescent	IF3	31	3400	1611.6	1662.6
Hartfield Road	CS	157A	3400	1611.6	1662.6
Worple Road	CS	316A	3450	1635.3	1687.05
Hartfield Crescent	CX	Gnd F 18	3550	1682.7	1735.95
The Broadway	MH	91a	3550	1682.7	1735.95
The Broadway	CW3	Easdon Manufacturing Co LTD, Broadway Court	3550	1682.7	1735.95
The Broadway	CO	Oceanbook LTD PT 3rd F, Broadway House	3550	1682.7	1735.95
Worple Road	MH	86	3550	1682.7	1735.95
Queens Road	CO	PT 1st F & 2nd F 13	3575	1694.55	1748.175
Hartfield Road	CG1	Workshop R/O 126	3600	1706.4	1760.4
Hartfield Road	CW3	BST 41-47	3650	1730.1	1784.85
The Broadway	IF3	Aurora Press Ltd 1st & 2nd FS, Broadway Court	3650	1730.1	1784.85
Worple Road	CS	312A	3650	1730.1	1784.85
Hartfield Crescent	CS	83	3700	1753.8	1809.3
The Broadway	CS3	101	3700	1753.8	1809.3
Worple Road	CS	314A	3700	1753.8	1809.3
The Broadway	CW3	I-N, Broadway Court	3800	1801.2	1858.2
Worple Road	CO	London Japanese Estate Services Pt 1st F 206	3800	1801.2	1858.2
Worple Road	CO	1st F 30-32	3850	1824.9	1882.65
Hartfield Road	CO	1st F 29	3900	1848.6	1907.1
The Broadway	CO	Suite C 1st F, Broadway House	3900	1848.6	1907.1
Hartfield Road	CS	185-189	4050	1919.7	1980.45
Gladstone Road	CS3	3	4100	1943.4	2004.9
Wimbledon Hill Road	CO	Flat 3 Aspen Lodge	4150	1967.1	2029.35
Worple Road	CS	310	4150	1967.1	2029.35
Wimbledon Hill Road	CO	1st F 57a	4200	1990.8	2053.8
The Broadway	CO	Suite 3e, Broadway House	4300	2038.2	2102.7
Russell Road	CO	79A	4550	2158.7	2224.95
The Broadway	CR	250-252	4650	2204.1	2273.85
Alexandra Road	CO	Murray & Co PT 2nd F Threadneedle 41	4750	2251.5	2322.75
Wimbledon Bridge Road	CS4	R Thompson North Station Sproach Wimbledon Station	4750	2251.5	2322.75
The Broadway	CO	235	4800	2275.2	2347.2
The Broadway	LC3	Labour Hall 267	4800	2275.2	2347.2
The Broadway	CS	270	4800	2275.2	2347.2
The Broadway	CP	R/O 56-64 The Broadway, Broadway Court	4800	2275.2	2347.2
Hartfield Road	CW3	154	4850	2298.9	2371.65
Worple Road	CS	211A	4850	2298.9	2371.65
The Broadway	CO	1st F 192	4950	2346.3	2420.55
Queens Road	CW3	Store 214-216 CCSC 4	5000	2370	2445
St. George's Road	CO	Reynold Clark Associates Ltd PT 6th F, Tuition House	5000	2370	2445
The Broadway	CA	Advertising Right 267	5060	2398.44	2474.34
Hartfield Road	IF3	182	5100	2417.4	2493.9
The Broadway	CS	264	5100	2417.4	2493.9
Worple Road	CO	1st F Frnt 30-32	5100	2417.4	2493.9
Worple Road	CS	209	5100	2417.4	2493.9
Worple Road	CS3	2 The Pavement	5300	2512.2	2591.7
Russell Road	CG1	56	5400	2559.6	2640.6
The Broadway	MH	28a	5400	2559.6	2640.6
Bridges Road	IF3	Bridges Mews	5500	2607	2689.5
Compton Road	CO	1st Flr Marlborough Hall	5500	2607	2689.5
Hartfield Road	CS	149	5500	2607	2689.5
Wimbledon Hill Road	CO	Business Intelligence 2nd F PT Nelson Hse 58-58a	5500	2607	2689.5
The Broadway	CS	120	5600	2654.4	2738.4
The Broadway	CS	122	5600	2654.4	2738.4
Worple Road	CS	5 The Pavement	5600	2654.4	2738.4
Worple Road	CO	1st Fl Barry House	5700	2701.8	2787.3
The Broadway	IF3	Gallew Precision Engineering Co Ltd 52-54	5800	2749.2	2836.2
Worple Road	CG1	213	5800	2749.2	2836.2
Worple Road	CO	London Property Holdings 1st F Barry House	5800	2749.2	2836.2
The Broadway	CS	122a	5900	2796.6	2885.1
Worple Road	CW	Unit 7 at 88	5900	2796.6	2885.1
Worple Road	IF3	Unit 9 at 88	5900	2796.6	2885.1
Worple Road	CS	189	5900	2796.6	2885.1
Worple Road	IF3	Unit 6 at 88	6000	2844	2934
Worple Road	CW	Unit 8 at 88	6000	2844	2934
The Broadway	CS	266	6100	2891.4	2982.9
Worple Road	CS	3 The Pavement	6100	2891.4	2982.9
Worple Road	CS	8 The Pavement	6100	2891.4	2982.9
Wimbledon Hill Road	EP	65	6150	2915.1	3007.35
Hartfield Road	CS	16	6200	2938.8	3031.8
The Broadway	CS	182	6200	2938.8	3031.8
The Broadway	CO	PT 3rd F, Broadway House	6200	2938.8	3031.8
Worple Road	IF3	Unit 5 at 88	6200	2938.8	3031.8
Worple Road	CS	191	6200	2938.8	3031.8
Worple Road	CS	4 The Pavement	6200	2938.8	3031.8
Compton Road	CO	BST Front 12	6250	2962.5	3056.25
Hartfield Road	CS	29	6300	2986.2	3080.7
Compton Road	CH	65	6400	3033.6	3129.6
Hartfield Road	CS	18	6400	3033.6	3129.6
The Broadway	LC3	103	6400	3033.6	3129.6
Worple Road	CS	187A	6400	3033.6	3129.6
Worple Road	CS	1 The Pavement	6400	3033.6	3129.6
The Broadway	CS	130	6475	3069.15	3166.275
The Broadway	CO	Digital Matrix Computers LTD PT 3rd F, Broadway House	6500	3081	3178.5
Hartfield Road	CS	37	6600	3128.4	3227.4
The Broadway	CS	116	6600	3128.4	3227.4

APPENDIX E: BUSINESS INFORMATION

Street Name	Code	Address	£ Rate Value	1998-1999 Poundage (0.474)	1999-2000 Poundage (0.489)
The Broadway	CS3	184	6600	3128.4	3227.4
The Broadway	CO	1st & 2nd FS 277-279	6600	3128.4	3227.4
The Broadway	IF3	Darcost LTD, Broadway Court	6700	3175.8	3276.3
Queens Road	EP	58	6800	3223.2	3325.2
The Broadway	CS	164	6800	3223.2	3325.2
Worple Road	LC1	66	6800	3223.2	3325.2
Worple Road	LC3	The Wimbledon Bridge Club Kenneth Black Memorial Hall	6800	3223.2	3325.2
Alexandra Road	CS	139	6950	3294.3	3398.55
The Broadway	CS	118	7000	3318	3423
Trinity Road	CO	2	7100	3365.4	3471.9
The Broadway	LC1	267	7150	3389.1	3496.35
The Broadway	CO	Oranata T/A Gemini Travel PT 4th East Wing Broadway House	7200	3412.8	3520.8
The Broadway	CS	268	7250	3436.5	3545.25
Hartfield Road	CR	33	7300	3460.2	3569.7
The Broadway	CS	128	7400	3507.6	3618.6
The Broadway	CO	262	7400	3507.6	3618.6
The Broadway	CO	Enterprise Training Agency PT 3rd F, Broadway House	7400	3507.6	3618.6
The Broadway	CO	1st and 2nd F 38	7500	3555	3667.5
The Broadway	CS	279-281	7500	3555	3667.5
Worple Road	CS	308	7600	3602.4	3716.4
The Broadway	CO	89a	7700	3649.8	3765.3
Worple Road Mews	CG1	2A	7700	3649.8	3765.3
Alexandra Road	CS	140	8000	3792	3912
Gladstone Road	CS	1	8050	3815.7	3936.45
The Broadway	CO	PT 2nd F, Broadway House	8100	3839.4	3960.9
The Broadway	CS	114	8200	3886.8	4009.8
Queens Road	CX	Centre Court Creche CCSC 4	8250	3910.5	4034.25
Alexandra Road	CO	PT 3rd & PT Gnd FS Integra House 138	8300	3934.2	4058.7
Gladstone Road	CO	171-173	8300	3934.2	4058.7
Kings Road	CH	5	8350	3957.9	4083.15
Hartfield Road	CR1	35	8400	3981.6	4107.6
The Broadway	CO	PT 1st F Frnt, Broadway House	8500	4029	4156.5
Hartfield Road	CO	2nd F 41-47	8550	4052.7	4180.95
The Broadway	CO	Suite 3f, Broadway House	8600	4076.4	4205.4
Queens Road	CO	The Old Court House CCSC 4	8700	4123.8	4254.3
Queens Road	CO	1st & 2nd FS 11	8700	4123.8	4254.3
The Broadway	CO	9-14 PT 2nd F, Broadway House	8700	4123.8	4254.3
The Broadway	CO	Birchgrey LTD PT 2nd F, Broadway House	8700	4123.8	4254.3
Alexandra Road	CO	1st & 2nd FS 11	8750	4147.5	4278.75
St. George's Road	LC3	Drake House 44	8750	4147.5	4278.75
The Broadway	CO	2nd F 3	8800	4171.2	4303.2
The Broadway	CO	1st and 2nd FS 16	8800	4171.2	4303.2
The Broadway	CO	1st and 2nd FS 30	8800	4171.2	4303.2
Worple Road	CS	193	8800	4171.2	4303.2
Wimbledon Hill Road	CS	36	8850	4194.9	4327.65
The Broadway	CO	1st 2nd & 3rd FS 10	9000	4266	4401
Trinity Road	LC1	2	9000	4266	4401
Queens Road	CS	11	9100	4313.4	4449.9
The Broadway	CS	186	9100	4313.4	4449.9
Worple Road	CO	Martin Godfrey Associates Barry House	9100	4313.4	4449.9
Russell Road	CS	1B	9200	4360.8	4498.8
The Broadway	CS	112	9200	4360.8	4498.8
Wimbledon Hill Road	CS	28	9200	4360.8	4498.8
The Broadway	CO	17a	9300	4408.2	4547.7
The Broadway	IF3	222-224	9300	4408.2	4547.7
Hartfield Road	CO	77	9400	4455.6	4596.6
The Broadway	CO	254	9400	4455.6	4596.6
St. George's Road	CO	PT 6th F, Tuition House	9500	4503	4645.5
The Broadway	MX	Communications Station YMCA Building 198-200	9500	4503	4645.5
The Broadway	CS	194	9600	4550.4	4694.4
Alwyne Road	CH	Worcester House Hotel 38	9700	4597.8	4743.3
The Broadway	CS	188	9700	4597.8	4743.3
The Broadway	CO	Interlord LTD PT 3rd F, Broadway House	9700	4597.8	4743.3
The Broadway	CR1	72	9800	4645.2	4792.2
Queens Road	CO	1A	9850	4668.9	4816.65
Hartfield Road	CR	Gnd F 31A	9900	4692.6	4841.1
Hartfield Road	CO	1st F 41-47	9950	4716.3	4865.55
Queens Road	IF3	152	10000	4740	4890
The Broadway	CO	1st and 2nd FS 6	10000	4740	4890
The Broadway	CO	1st & 2nd FS 36	10000	4740	4890
The Broadway	CS	70	10000	4740	4890
The Broadway	IF3	90a	10000	4740	4890
The Broadway	CR	162	10000	4740	4890
Hartfield Road	CA	Advertising Right Site of 52-60	10215	4841.91	4995.135
Hartfield Road	CS	22	10250	4858.5	5012.25
The Broadway	CO	1st & 2nd FS 15	10250	4858.5	5012.25
Hartfield Road	CG3	145	10300	4882.2	5036.7
Hartfield Road	CS	20	10500	4977	5134.5
Russell Road	CG1	33-37	10500	4977	5134.5
The Broadway	LC1	241	10500	4977	5134.5
The Broadway	CO	PT 4th F East Wing (rear), Broadway House	10500	4977	5134.5
Wimbledon Hill Road	CS	60	10500	4977	5134.5
Wimbledon Hill Road	CR	62	10500	4977	5134.5
Worple Road	CS	207	10500	4977	5134.5
Hartfield Road	CS	14	10750	5095.5	5256.75
Queens Road	IF3	259	10750	5095.5	5256.75
The Broadway	CO	1st F 3	10750	5095.5	5256.75

APPENDIX E: BUSINESS INFORMATION

Street Name	Code	Address	£ Rate Value	1998-1999 Poundage (0.474)	1999-2000 Poundage (0.489)
The Broadway	CS	41	10750	5095.5	5256.75
The Broadway	CO	1st 2nd & 3rd FS 12	11000	5214	5379
Wimbledon Hill Road	CS	64	11000	5214	5379
The Broadway	CS2	94	11100	5261.4	5427.9
Compton Road	CO	1st Fir Marlborough Hall	11150	5285.1	5452.35
Wimbledon Hill Road	CS	58	11250	5332.5	5501.25
Russell Road	LC1	6-8	11300	5356.2	5525.7
The Broadway	CS3	96	11300	5356.2	5525.7
Wimbledon Hill Road	CO	47a	11300	5356.2	5525.7
Trinity Road	CO	Tower Lodge 2	11500	5451	5623.5
Worples Road	CO	2nd F 30-32	11500	5451	5623.5
The Broadway	CS	108	11550	5474.7	5647.95
Compton Road	CW3	BST Rear 12	12000	5688	5868
Hartfield Road	CL1	27	12000	5688	5868
The Broadway	CO	Exporto Drvo PT 2nd F, Broadway House	12000	5688	5868
Wimbledon Hill Road	CO	1st & 2nd FS 49	12000	5688	5868
The Broadway	CS	106	12250	5806.5	5990.25
Wimbledon Hill Road	CO	1st 2nd & 3rd FS 36b	12400	5877.6	6063.6
St. George's Road	CO	PT 5th Fl St. George's Road Wing, Tuition House	12500	5925	6112.5
The Broadway	CS	91	12500	5925	6112.5
Wimbledon Hill Road	CS	51	12500	5925	6112.5
Worples Road	CS	6-7 The Pavement	12500	5925	6112.5
Hartfield Road	CO	Gnd F 41-47	12750	6043.5	6234.75
The Broadway	CS3	31	12750	6043.5	6234.75
The Broadway	CO	PT 4th F East Wing (front), Broadway House	12750	6043.5	6234.75
Alexandra Road	CO	Gnd Fl 11	13000	6162	6357
Alexandra Road	MH	39	13000	6162	6357
Hartfield Road	CR	8-10	13000	6162	6357
Hartfield Road	CG3	151-155	13000	6162	6357
Hartfield Road	CO	173	13000	6162	6357
The Broadway	CS	102	13250	6280.5	6479.25
Wimbledon Hill Road	CS	52	13250	6280.5	6479.25
Wimbledon Hill Road	CS	55	13250	6280.5	6479.25
Wimbledon Hill Road	CS	55a	13250	6280.5	6479.25
Hartfield Crescent	CW	2	13500	6399	6601.5
Hartfield Road	CS	24-26	13500	6399	6601.5
Queens Road	CS	Unit 411 CCSC 4	13500	6399	6601.5
Wimbledon Hill Road	CS	53	13600	6446.4	6650.4
Queens Road	CS	Gnd F Rear & PT 1st F 13	13750	6517.5	6723.75
St. George's Road	CO	PT 1st F, Tuition House	13750	6517.5	6723.75
The Broadway	CL	JJ's 105-109	13750	6517.5	6723.75
Gladstone Road	CS1	2-4	14000	6636	6846
Wimbledon Hill Road	CS	41	14000	6636	6846
Hartfield Road	LC1	140	14100	6683.4	6894.9
The Broadway	CS	43	14250	6754.5	6968.25
The Broadway	CS	110	14250	6754.5	6968.25
The Broadway	CO	Suite 1F, Broadway House	14400	6825.6	7041.6
The Broadway	CS	79	14450	6849.3	7066.05
St. George's Road	CO	Halliburton Manufacturing & Services Ltd PT Gnd F, Tuition House	14500	6873	7090.5
The Broadway	CS	87	14500	6873	7090.5
Gladstone Road	IF3	169	14750	6991.5	7212.75
The Broadway	CS	85	14750	6991.5	7212.75
Wimbledon Hill Road	CS2	44	14750	6991.5	7212.75
Worples Road	CO	11-17	14750	6991.5	7212.75
Worples Road	CH	43	14750	6991.5	7212.75
The Broadway	CS	10	15000	7110	7335
The Broadway	CS	258-260	15000	7110	7335
Wimbledon Hill Road	CS	42	15000	7110	7335
The Broadway	CS	77	15100	7157.4	7383.9
The Broadway	CR	104	15150	7181.1	7408.35
Queens Road	CS	Unit 407 CCSC 4	15250	7228.5	7457.25
St. George's Road	CO	PT 1st F, Tuition House	15250	7228.5	7457.25
The Broadway	CS	16	15250	7228.5	7457.25
The Broadway	CO	Latoka Engineering PT 2nd F, Broadway House	15250	7228.5	7457.25
Queens Road	CS	Unit 306 CCSC 4	15300	7252.2	7481.7
The Broadway	CS	45	15300	7252.2	7481.7
The Broadway	CO	2 Cobden Mews 90	15300	7252.2	7481.7
The Broadway	CR	88	15750	7465.5	7701.75
Wimbledon Hill Road	CS	57	15750	7465.5	7701.75
The Broadway	CO	Pt 4th Fl Lyon House 31-37	16000	7584	7824
The Broadway	CR	92	16000	7584	7824
The Broadway	CS	98	16000	7584	7824
Worples Road	CO	PT 2nd F 11-17	16000	7584	7824
The Broadway	CS	39	16100	7631.4	7872.9
Queens Road	CS	1	16150	7655.1	7897.35
Worples Road Mews	CO	1st F Rear 32	16500	7821	8068.5
Queens Road	CS	Unit 304 CCSC 4	16750	7939.5	8190.75
St. George's Road	CO	51	16750	7939.5	8190.75
The Broadway	CS	12	16750	7939.5	8190.75
Queens Road	CP	Car Park R/O 20-76	16900	8010.6	8264.1
Queens Road	CO	Simon Godfrey PT Suite 2 The Old Town Hall CCSC 4	17000	8058	8313
The Broadway	CS	51	17000	8058	8313
The Broadway	CS	59	17000	8058	8313
The Broadway	CS	100	17000	8058	8313
The Broadway	CS	20	17100	8105.4	8361.9
The Broadway	CO	1 Cobden Mews 90	17100	8105.4	8361.9
The Broadway	CR	75	17250	8176.5	8435.25

APPENDIX E: BUSINESS INFORMATION

Street Name	Code	Address	£ Rate Value	1998-1999 Poundage (0.474)	1999-2000 Poundage (0.489)
The Broadway	CO	PT 1st F Rear, Broadway House	17250	8176.5	8435.25
Wimbledon Hill Road	CO	Paton Walsh & Laundry 2nd F PT Nelson Hse 58-58a	17250	8176.5	8435.25
St. George's Road	CO	Kumho UK Ltd PT 2nd F, Tuition House	17500	8295	8557.5
The Broadway	CS	68	17500	8295	8557.5
Worple Road	CG	213	17500	8295	8557.5
Worple Road	CH	78	17650	8366.1	8630.85
St. George's Road	CO	PT 1st Fl Francis Grove Wing, Tuition House	17750	8413.5	8679.75
The Broadway	CR	86	17750	8413.5	8679.75
The Broadway	CG1	221-227	17750	8413.5	8679.75
Wimbledon Hill Road	CS	43	17750	8413.5	8679.75
The Broadway	LT3	238-244	18000	8532	8802
Wimbledon Hill Road	CS	49	18250	8650.5	8924.25
Hartfield Road	CG3	39	18500	8769	9046.5
Wimbledon Hill Road	LC1	51a	18600	8816.4	9095.4
Hartfield Road	CO	Gnd F The Point 89-91	18750	8887.5	9168.75
The Broadway	CS	57	18750	8887.5	9168.75
The Broadway	CS	84	18750	8887.5	9168.75
The Broadway	CS	24	19000	9006	9291
The Broadway	CS	38	19000	9006	9291
The Broadway	CP	Site of 111-127	19000	9006	9291
Russell Road	EL	St. Mary's RC School	19200	9100.8	9368.8
Queens Road	MH	27	19250	9124.5	9413.25
St. George's Road	CO	5th F PT Francis Grove Wing, Tuition House	19250	9124.5	9413.25
The Broadway	CO	3 Cobden Mews 90	19250	9124.5	9413.25
Wimbledon Hill Road	CO	102	19250	9124.5	9413.25
Worple Road	CO	2nd F Barry House	19500	9243	9535.5
St. George's Road	CO	Graham & Whiteside Ltd 5th F PT Francis Grove Wing, Tuition House	19750	9361.5	9657.75
The Broadway	CS	17	19750	9361.5	9657.75
Wimbledon Hill Road	CR	40	19750	9361.5	9657.75
Queens Road	CO	Wintershell (UK) Ltd. PT Suite 2 The Old Town Hall CCSC 4	19800	9385.2	9682.2
The Broadway	CS	124-126	19800	9385.2	9682.2
Queens Road	CS	Unit 205B CCSC 4	20000	9480	9780
The Broadway	CS	19	20000	9480	9780
The Broadway	CS	56	20000	9480	9780
The Broadway	CS	63	20000	9480	9780
The Broadway	CS	89	20000	9480	9780
Kings Road	CR	2A	20250	9598.5	9902.25
St. George's Road	LC	28	20250	9598.5	9902.25
Compton Road	CS6	Post Office	20500	9717	10024.5
The Broadway	CS	5	20500	9717	10024.5
The Broadway	CS	15	20500	9717	10024.5
Wimbledon Hill Road	CR	38	20500	9717	10024.5
Wimbledon Hill Road	CR	58a	20500	9717	10024.5
The Broadway	CS	53	20750	9835.5	10146.75
The Broadway	CS	18	20900	9906.6	10220.1
St. George's Road	CO	The Apartment Service PT 1st Fl Francis Grove Wing, Tuition House	21000	9954	10269
Wimbledon Hill Road	CS	66-68	21000	9954	10269
The Broadway	CS	52	21250	10072.5	10391.25
The Broadway	CS	46	21400	10143.6	10464.6
Alexandra Road	CO	Gemini Capital Ltd. 2nd Floor PT Springer House 8	21500	10191	10513.5
Compton Road	CO	Gnd Fl 12	21500	10191	10513.5
St. George's Road	CO	Perry Gamble & Co Ltd PT 2nd F, Tuition House	21500	10191	10513.5
The Broadway	CS	26	21500	10191	10513.5
Wimbledon Hill Road	CS	47	21500	10191	10513.5
The Broadway	CS	14	21750	10309.5	10635.75
The Broadway	CR1	47	21750	10309.5	10635.75
Worple Road	CO	318	21750	10309.5	10635.75
Francis Grove	*	1 (Offices 1st-3rd Floors)	22000	10428	10758
Queens Road	CS	Unit 404 CCSC 4	22000	10428	10758
Queens Road	CS	Unit 405 CCSC 4	22000	10428	10758
St. George's Road	CO	Search Pt Gnd Fl, Tuition House	22000	10428	10758
The Broadway	CS	6	22000	10428	10758
The Broadway	CS	22	22000	10428	10758
The Broadway	CO	Gnd F Olympic House 196	22200	10522.8	10855.8
The Broadway	CS	8	22250	10546.5	10880.25
The Broadway	CS	36	22250	10546.5	10880.25
Wimbledon Hill Road	CS	54	22250	10546.5	10880.25
Kings Road	CO	24	22500	10665	11002.5
The Broadway	CS	55	22500	10665	11002.5
Wimbledon Hill Road	CO	50	22500	10665	11002.5
Queens Road	CS	Unit 303 CCSC 4	22600	10712.4	11051.4
The Broadway	CS	32	22700	10759.8	11100.3
The Broadway	CS	21	22750	10783.5	11124.75
Worple Road	CW	Unit 3 R/O 88	22750	10783.5	11124.75
Compton Road	CO	2nd Fl 12	23000	10902	11247
Queens Road	CS	Unit 307 CCSC 4	23000	10902	11247
The Broadway	CO	1st & 2nd FS 40-44	23000	10902	11247
The Broadway	CS	60	23000	10902	11247
The Broadway	CS	62	23000	10902	11247
Worple Road	CO	204	23000	10902	11247
The Broadway	CS	229-233	23200	10996.8	11344.8
Russell Road	CR	1	23250	11020.5	11369.25
The Broadway	CS	58	23250	11020.5	11369.25
The Broadway	CS	132-134	23250	11020.5	11369.25
The Broadway	CS	34	23300	11044.2	11393.7
Wimbledon Hill Road	CS	32-34	23350	11067.9	11418.15
Queens Road	CS	Unit 302 CCSC 4	23400	11091.6	11442.6

APPENDIX E: BUSINESS INFORMATION

Street Name	Code	Address	£ Rate Value	1998-1999 Poundage (0.474)	1999-2000 Poundage (0.489)
Wimbledon Hill Road	CS	30	23500	11139	11491.5
Alexandra Road	CO	Cotton Thomson Cole Gnd 1st & 2nd FS Threadneedle House 41	24000	11376	11736
The Broadway	CS	23	24150	11447.1	11809.35
The Broadway	CS	64	24500	11613	11980.5
The Broadway	CS	13	24850	11778.9	12151.65
The Broadway	CO	1st F Frnt Ashville House 131-139	25000	11850	12225
Worple Road	CO	The Wimbledon Guild Part Ground Floor 30-32	25000	11850	12225
The Broadway	CR	2	25450	12063.3	12445.05
The Broadway	CR	44	25500	12087	12469.5
The Broadway	CO	1st F Rear Ashville House 131-139	25500	12087	12469.5
The Broadway	CO	2nd F Olympic House 196	25900	12276.6	12665.1
Compton Road	CO	1st Fl 12	26000	12324	12714
Queens Road	CR	Unit 602 CCSC 4	26000	12324	12714
Queens Road	CR	Unit 604 CCSC 4	26000	12324	12714
The Broadway	LX	82	26000	12324	12714
The Broadway	CO	Kings House 80a	26250	12442.5	12836.25
Worple Road Mews	CO	1st F Front 32	26250	12442.5	12836.25
Southey Road	EL	Pelham Primary School	26300	12466.2	12860.7
The Broadway	CO	Ex-Services Mental Welfare Soc PT 2nd F, Broadway House	26500	12561	12958.5
Wimbledon Hill Road	CO	1st F Nelson House 58-58a	26500	12561	12958.5
St. George's Road	CO	St. George's Road Wing 3rd F, Tuition House	27500	13035	13447.5
The Broadway	CS	168-176	27500	13035	13447.5
The Broadway	CR	271-273	27500	13035	13447.5
Hartfield Road	CO	PT 4th FL Wimbledon Bridge House 1	28000	13272	13692
St. George's Road	CO	Brown & Root UK Ltd PT 2nd F, Tuition House	28000	13272	13692
The Broadway	CS	80	28400	13461.6	13887.6
Wimbledon Hill Road	CO	100	28500	13509	13936.5
The Broadway	CS	29	29000	13746	14181
Queens Road	CS	Unit 216 Front PT CCSC 4	29250	13864.5	14303.25
Worple Road	EP	39-41	29300	13888.2	14327.7
Queens Road	CS	Unit 226 CCSC 4	30000	14220	14670
The Broadway	CO	4	30000	14220	14670
The Broadway	CO	1st F Olympic House 196	30000	14220	14670
The Broadway	CS	27	30500	14457	14914.5
The Broadway	CS	61	30500	14457	14914.5
Queens Road	CR1	The Tea Room CCSC 4	31500	14931	15403.5
St. George's Road	CO	PT 1st F, Tuition House	31500	14931	15403.5
Queens Road	CS	Unit 205A CCSC 4	32400	15357.6	15843.6
Queens Road	CS	Unit 220 CCSC 4	32500	15405	15892.5
The Broadway	CO	Suite 1G, Broadway House	33000	15642	16137
St. George's Road	CO	Peter Frankel International Ltd PT 2nd F, Tuition House	33500	15879	16381.5
St. George's Road	CP	Car Parks, Tuition House	33750	15997.5	16503.75
Wimbledon Hill Road	CO	PT 1st FL 16	33750	15997.5	16503.75
The Broadway	CO	4th F West Wing, Broadway House	34000	16116	16626
Hartfield Road	CO	Helm Chemicals PT 5th F Rear Wimbledon Bridge House 1	34500	16353	16870.5
Queens Road	CS	Unit 219 CCSC 4	34500	16353	16870.5
The Broadway	CS2	Gnd F & BST 7-9	34500	16353	16870.5
Worple Road	CO	Care Alternatives PT Gnd 1st & 2nd Fls 206	34500	16353	16870.5
The Broadway	CS1	11	34750	16471.5	16992.75
The Broadway	CS	Gnd F & 1st F Rear 28-30	34750	16471.5	16992.75
Queens Road	CO	Suite 4 The Old Town Hall CCSC 4	34800	16495.2	17017.2
Queens Road	CS	Unit 217 CCSC 4	35350	16755.9	17286.15
Worple Road	CS	19	35600	16874.4	17408.4
Queens Road	CS	Unit 305 CCSC 4	36000	17064	17604
Worple Road	CS7	Gnd F Barry House	36250	17182.5	17726.25
Queens Road	CS	Unit 114 CCSC 4	36500	17301	17848.5
Wimbledon Hill Road	CS	8	36600	17348.4	17897.4
Worple Road	CS	11-13	36750	17419.5	17970.75
Worple Road	*	22-24 (Vacant Office PT 2nd Floor)	36750	17419.5	17970.75
Hartfield Road	CO	1st F The Point 89-91	37000	17538	18093
Queens Road	EL	The Priory C of E School	37100	17585.4	18141.9
Queens Road	CS	Unit 201 CCSC 4	37750	17893.5	18459.75
Wimbledon Hill Road	CS	6	37950	17988.3	18557.55
Russell Road	CO	42-44	38750	18367.5	18948.75
The Broadway	CR	81-83	38750	18367.5	18948.75
The Broadway	CS	25	39000	18486	19071
Wimbledon Hill Road	CS	4	39000	18486	19071
The Broadway	CO	Gnd F Ashville House 131-139	39250	18604.5	19193.25
The Broadway	CG3	165-177	39500	18723	19315.5
The Broadway	CO	Kestel Communications LTD PT 3rd F, Broadway House	39500	18723	19315.5
The Broadway	CO	3rd F Lyon House 31-37	39750	18841.5	19437.75
The Broadway	CS7	213-217	39750	18841.5	19437.75
Queens Road	CS	Unit 221 CCSC 4	40000	18960	19560
The Broadway	CL	The Broadway Hotel 141	40000	18960	19560
Queens Road	CS	Unit 222 CCSC 4	40750	19315.5	19926.75
Queens Road	CS	Unit 224 CCSC 4	40750	19315.5	19926.75
Alexandra Road	CO	1st 2nd PT Gnd & PT 3rd FS Integra House 138	40850	19362.9	19975.65
Queens Road	CS	Unit 203 CCSC 4	40900	19386.6	20000.1
Queens Road	CS	Unit 202 CCSC 4	41000	19434	20049
Queens Road	CS	Unit 225 CCSC 4	41000	19434	20049
Queens Road	CO	7-9	41000	19434	20049
Wimbledon Hill Road	CS1	20	41000	19434	20049
Queens Road	CS	Unit 210 CCSC 4	41250	19552.5	20171.25
The Broadway	CO	2nd F Lyon House 31-37	41250	19552.5	20171.25
Queens Road	CS	Units 401 & 402 CCSC 4	41600	19718.4	20342.4
Queens Road	CS	Unit 208 CCSC 4	42800	20287.2	20929.2
Queens Road	CS	Unit 223 CCSC 4	43000	20382	21027

APPENDIX E: BUSINESS INFORMATION

Street Name	Code	Address	£ Rate Value	1998-1999 Poundage (0.474)	1999-2000 Poundage (0.489)
St. George's Road	CO	53	43400	20571.6	21222.6
Queens Road	CS	Unit 209 CCSC 4	43800	20761.2	21418.2
Worple Road	CO	2nd F William House 8-20	44150	20927.1	21589.35
The Broadway	CS	40-42	44250	20974.5	21638.25
St. George's Road	CO	Rapid Results college Pt Gnd Fl, Tuition House	44500	21093	21760.5
The Broadway	CR	48-50	44500	21093	21760.5
Wimbledon Hill Road	*	56 (Job Centre & Offices)	44500	21093	21760.5
Queens Road	CS	Unit 207 CCSC 4	45000	21330	22005
The Broadway	LT3	93	45000	21330	22005
Wimbledon Hill Road	CS	21-23	45500	21567	22249.5
Queens Road	CS	Unit 204 CCSC 4	45750	21685.5	22371.75
The Broadway	CS	159-161	46000	21804	22494
The Broadway	CL	O'Neils 66	46250	21922.5	22616.25
Queens Road	CS	Unit 115 CCSC 4	46500	22041	22738.5
Queens Road	CS	Unit 120 CCSC 4	47700	22609.8	23325.3
Wimbledon Hill Road	EM	35	47700	22609.8	23325.3
St. George's Road	CO	Search PT 5th Fl St. George's Wing, Tuition House	47750	22633.5	23349.75
Queens Road	CS	Unit 206 CCSC 4	48000	22752	23472
Queens Road	CS	Unit 112 CCSC 4	48500	22989	23716.5
Worple Road	CR	McDonalds Ltd 15-17	48750	23107.5	23838.75
Compton Road	CO	Gnd F 5	49750	23581.5	24327.75
Hartfield Road	CP	66-84	49750	23581.5	24327.75
Queens Road	CS	3-5	51000	24174	24939
Queens Road	CS	Unit 111 CCSC 4	51000	24174	24939
Worple Road	CO	3rd F William House 8-20	51000	24174	24939
Hartfield Crescent	CP	Wimbledon Bridge House	53100	25169.4	25965.9
Queens Road	CO	Suite 1 The Old Town Hall CCSC 4	53400	25311.6	26112.6
Worple Road	CO	British Red Cross Society Beacon House 26-28	53500	25359	26161.5
Queens Road	CR	Unit 601 CCSC 4	55000	26070	26895
St. George's Road	CO	BST, Tuition House	55500	26307	27139.5
Hartfield Road	CO	Mysis PT 2nd Fl Wimbledon Bridge House 1	55700	26401.8	27237.3
The Broadway	CS1	201-203	56000	26544	27384
St. George's Road	CP	Car Park	57000	27018	27873
The Broadway	CR	1-3	57000	27018	27873
Francis Grove	CO	34	58000	27492	28362
Queens Road	CS	Unit 117 CCSC 4	58300	27634.2	28508.7
Worple Road	CO	4th F 19	58500	27729	28606.5
Queens Road	CS	Unit 119 CCSC 4	58600	27776.4	28655.4
Queens Road	CS	Unit 118 CCSC 4	58900	27918.6	28802.1
Queens Road	CO	Suite 3 The Old Town Hall CCSC 4	59000	27966	28851
Wimbledon Hill Road	CS1	16	59500	28203	29095.5
Gladstone Road	CO	Collingham House 10-12	60000	28440	29340
Wimbledon Hill Road	CO	2nd & 3rd Fls 16	60000	28440	29340
Queens Road	CS	Unit 103 CCSC 4	62000	29388	30318
Wimbledon Hill Road	CG3	120	62500	29625	30562.5
The Broadway	CL	74-78	62750	29743.5	30684.75
Queens Road	CS	Unit 110 CCSC 4	63500	30099	31051.5
Queens Road	CS	Unit 102 CCSC 4	64000	30336	31296
Queens Road	CS	Unit 101 CCSC 4	64250	30454.5	31418.25
Wimbledon Hill Road	CL	Hand & Racket 25-27	65000	30810	31785
St. George's Road	CS	8-10	66000	31284	32274
Hartfield Road	CO	2nd & 3rd FS The Point 89-91	66500	31521	32518.5
Hartfield Road	CL	Prince of Wales Hotel 2	66750	31639.5	32640.75
Queens Road	CS	Unit 116 CCSC 4	67500	31995	33007.5
Queens Road	CS	Unit 227 CCSC 4	67500	31995	33007.5
The Broadway	CO	1st F Front Lyon House 37	68000	32232	33252
Queens Road	CS	Unit 107 CCSC 4	68200	32326.8	33349.8
Gladstone Road	CG3	First Front 6-12 & 5-7	70000	33180	34230
The Broadway	CH	Hotel Wayfairer 249-263	70000	33180	34230
The Broadway	CO	1st F Rear Lyon House 37	72500	34365	35452.5
St. George's Road	CO	Francis Grove Wing 3rd F, Tuition House	73000	34602	35697
Wimbledon Hill Road	CO	PTS 37-45	73000	34602	35697
Wimbledon Hill Road	CL	The Town House 46-48	73000	34602	35697
Francis Grove	CO	Gnd F 1	73500	34839	35941.5
Queens Road	CS	Unit LSU4 Upper Gnd Level CCSC 4	77000	36498	37653
Worple Road	CO	42	78400	37161.6	38337.6
St. George's Road	CS1	3	79000	37446	38631
Queens Road	CS	Unit 113 & PT Unit 114 CCSC 4	81000	38394	39609
The Broadway	CO	3rd-5th FS Olympic House 196	84500	40053	41320.5
Wimbledon Hill Road	CS	13-19	85000	40290	41565
Queens Road	CS	Unit 211 CCSC 4	88400	41901.6	43227.6
Wimbledon Hill Road	CS	10	88900	42138.6	43472.1
St. George's Road	CO	30-32	89600	42470.4	43814.4
Hartfield Road	CO	PT 5th Fl Wimbledon Bridge House 1	93250	44200.5	45599.25
The Broadway	*	153-161 (Offices Grd-3rd Floors)	99000	46826	48411
The Broadway	MR	198-200	99000	46826	48411
St. George's Road	CO	4th F, Tuition House	99500	47163	48655.5
Wimbledon Hill Road	CL	Alexandra 33	101000	47874	49389
Queens Road	CS	Unit LSU2 Lower Gnd Level CCSC 4	102000	48348	49878
Hartfield Road	CO	83	103000	48822	50367
Worple Road	CO	Beacon House 26-28	104000	49296	50856
Worple Road	CO	3rd Fl 22-24	106000	50244	51834
Mansel Road	CO	2A	108000	51192	52812
Wimbledon Hill Road	CS	2	108000	51192	52812
Queens Road	CS	Unit 106 CCSC 4	110000	52140	53790
The Broadway	CO	Trinity Place 247	112400	53277.6	54963.6
Wimbledon Hill Road	CO	Wellington House 60-68	113500	53799	55501.5

APPENDIX E: BUSINESS INFORMATION

Street Name	Code	Address	£ Rate Value	1998-1999 Poundage (0.474)	1999-2000 Poundage (0.489)
Wimbledon Hill Road	CL	All Bar One 37 & PT 39	118000	54984	56724
Worple Road	CO	1st & PT 2nd F 11-17	121000	57354	59169
Queens Road	CS	Unit LSU4 Lower Gnd Level CCSC 4	121500	57591	59413.5
Queens Road	CS	Units LSU2 & 218	127000	60198	62103
Queens Road	CS	Units 104 & 105 CCSC 4	128000	60672	62592
Alwyne Road	CO	Central House 1C	131000	62094	64059
Queens Road	CS	Units 108 & 109 CCSC 4	133500	63279	65281.5
Gladstone Road	CL	The Wibbas Down Inn 6-12 & 5-7	142500	67545	69682.5
Alexandra Road	CO	Gnd 1st PT 2nd F & 3rd FS Barclays House 8	143000	67782	69927
St. George's Road	CO	7th Fl 5	143000	67782	69927
The Broadway	CS	65-69	146000	69204	71394
The Broadway	CO	Pt 4th Fl, 5th & 7th Fls Lyon House 31-37	148000	70152	72372
Queens Road	CP	Car Park CCSC 4	152700	72379.8	74670.3
The Broadway	LT	143	153000	72522	74817
Compton Road	CO	1st 2nd & 3rd FS 5	163000	77262	79707
The Broadway	CS	Safeway Foodstores LTD Lyon House 31-37	180000	85320	88020
Hartfield Road	CO	6th F Wimbledon Bridge House 1	182000	86288	88998
Queens Road	CS	Units 212-215 & Back PT 216 CCSC 4	189000	89586	92421
Queens Road	CS	Unit LSU3 CCSC 4	189000	89586	92421
Wimbledon Hill Road	EP	70-82	195000	92430	95355
Worple Road	CO	1st 2nd 3rd 5th & 6th Fls 19	210000	99540	102690
St. George's Road	CO	4th Fl 5	220000	104280	107580
Queens Road	*	15-17 (Police Station)	258000	122292	126162
Alexandra Road	MP1	Wimbledon Magistrates Court	263000	124662	128607
Alexandra Road	*	133-137 (Connect House-Offices)	265000	125610	129585
Alexandra Road	CS10	B & Q	270000	127980	132030
Queens Road	CS	Unit LSU 1 CCSC 4	286000	135564	139854
St. George's Road	CO	5th & 6th Fl 5	286000	135564	139854
Hartfield Road	CO	Eidos PT 2nd Fl Wimbledon Bridge House 1	287000	136038	140343
Worple Road	CO	Gnd 1st & PT 2nd Fls 22-24	300000	142200	146700
The Broadway	CO	PT Gnd F & 1st-6th FS Highlands House 165-177	312000	147888	152568
Worple Road	CS	8-20	325000	154050	158925
Hartfield Road	CO	3rd F Wimbledon Bridge House 1	343500	162819	167971.5
Hartfield Road	CO	McGraw Hill PT 4th & 5th FS Wimbledon Bridge House 1	428000	202872	209292
Hartfield Road	CO	Pinnacle House 17	437000	207138	213693
Hartfield Road	CO	Gnd & 1st FS Wimbledon Bridge House 1	505000	239370	246945
Wimbledon Hill Road	CS	22-26	508000	240792	248412
St. George's Road	CO	1	557250	264136.5	272495.25
Queens Road	CS	Debenhams PLC CCSC 4	590000	279660	288510
The Broadway	CO	150	784000	362136	373596
St. George's Road	CO	BST 3rd Fls 5	780000	369720	381420

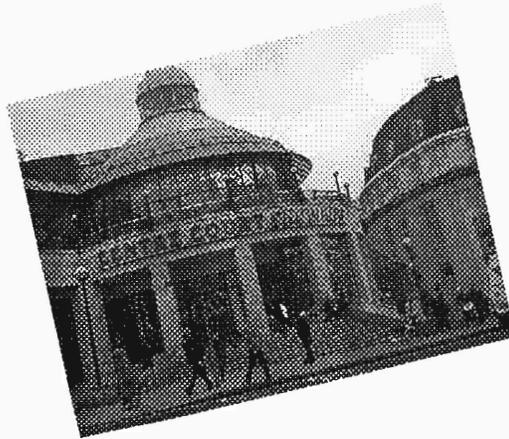
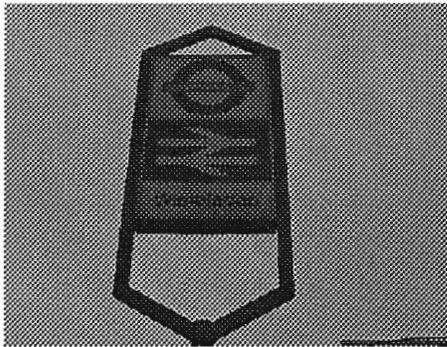
TOTALS: 24,255,745.00 11,497,224.00 11,861,060.00

* indicates properties on Crown Rating List

APPENDIX F



Wimbledon Town Centre Town Improvement Zone



Draft TIZ Proposal

March 1999

Prepared for the: Environmental Services Department
London Borough of Merton Council

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1.0 INTRODUCTION

The London Borough of Merton Council is committed to the regeneration of Wimbledon Town Centre, the Borough's focal point for shopping, business, and transport. In 1997, they hired Donaldsons Chartered Surveyors to draft an Action Plan focusing upon increasing Wimbledon Town Centre's appeal as a favourable area for investment, retail, and living. Donaldsons' Action Plan evaluated the competitive position of Wimbledon Town Centre and developed an improvement programme aimed at enhancing the character of the town centre and broadening the attraction for mixed retail and leisure development. The Action Plan proposed the structure and responsibilities of the emerging Town Centre Management Initiative but did not include a financing plan for the proposed improvements.

Wimbledon Town Centre is at a critical stage in its process of regeneration with a number of development projects already underway and the potential for more improvements in the near future. There are approximately 370 businesses on the 650 commercially listed properties in Wimbledon Town Centre and there is also an active group of people with interest in the future of the town centre. There is a direct need for a comprehensive and inclusive improvement and development strategy to promote the sustainable future of Wimbledon Town Centre. This strategy would necessitate involvement from both the public and private sectors of the community as well as secure funds through a diversified approach to financing.

In the United States, Business Improvement Districts (BIDs) have been successful in improving many physical and social aspects of downtown areas through public-private financing and partnership arrangements. Consequently, the London Borough of Merton Council is considering the BID concept as a model for a pilot Town Improvement Zone (TIZ) in Wimbledon Town Centre. The development of a sustainable financial and management strategy will allow Wimbledon Town Centre to move successfully into the new millennium.

This proposal provides the results of the research conducted on United States Business Improvement Districts, proposes methods of financing a pilot Town Improvement Zone, and recommends an organisational structure for the emerging

Town Centre Management Initiative for Wimbledon Town Centre. It incorporates the field studies on TIZs, town centre policy and management, and financial resources with the background research on BIDs. The proposal presents a balanced funding arrangement and the structure of the Town Centre Management Initiative that are essential for the sustainable future of Wimbledon Town Centre. It will aid the Merton Council and the Wimbledon Town Centre Working Party in pursuing their goal to designate Wimbledon Town Centre as a pilot Town Improvement Zone.

2.0 UNITED STATES BUSINESS IMPROVEMENT DISTRICTS

2.1 Introduction

Although Business Improvement Districts (BIDs) have been established in the United States since 1975 (New Orleans, Louisiana), their concept has yet to be adopted overseas due to discrepancies in legislation between the United States and other countries that are interested in this type of a programme. Due to the overwhelming success of the more than 1,200 Business Improvement Districts in the United States and Canada, the London Borough of Merton is looking to the BID concept as a model for a pilot Town Improvement Zone in Wimbledon Town Centre.

A Business Improvement District is a designated area comprised of properties and businesses that are bound together for economic benefit. Their overall goal is to improve the existing economy as well as attract new investment into the district through a variety of social and physical improvements. The BID programme addresses such issues as safety and lighting, crime reduction, curtailment of homelessness and begging, transport-related improvements, and district promotion and marketing.

2.2 Funding Strategies

A Business Improvement District is organised and financed by the business and property owners in the district. State and local law allows the property owners to join together and use the city's tax collection policies to assess themselves to fund the BID. The generated funds are collected by the city and then returned to the BID management. The management then allocates the money towards the improvements that have been agreed upon by the members. Once the BID is established, all business and property owners within the district are obligated to pay the assessment established by the BID management. The services provided by the BID are in addition to the existing city services.

Various types of assessments placed upon businesses and properties are used to finance the majority of the costs of a BID. The most common types of assessments are based on the assessed value, building square footage, or linear street frontage of a

business or property. Other methods of financing the BID include: state and federal grants, user fees, and impact fees. User fees include (but are not limited to) additional levies on such things as parking metres and outdoor dining permits. Impact fees are often collected when a private investor proposes a development that has the potential to disrupt the surrounding community. Such disruptions include traffic congestion, a need for more parking, and the aesthetics of the area.

2.3 Organisational Structure

Most Business Improvement Districts are governed by a Board of Directors who are elected by the business and property owners in the district. The Board is responsible for the management of BID functions. Local government often oversees the management and decisions of the BID and can also provide resources including information, money, and staff expertise. Because many business owners are sceptical of too much government involvement in the Business Improvement District, most successful BIDs found that there needs to exist a delicate balance in the partnership between the public and private sectors of the community. Many property and business owners believe that those that pay should govern BID funds.

The local business owners within a particular district typically initiate a Business Improvement District. The BID proposal is then presented to the city council, and once approved, each business within the affected area receives a copy of the BID proposal. After conducting two public hearings, the city council has the authority to approve the BID as long as written protests are not received from owners representing a majority of the total assessed value of the businesses in the district. The definition of 'majority' varies from district to district.

2.4 Case Studies

2.4.1 *Times Square, New York, New York*

The Times Square Business Improvement District was instrumental in revitalising the cleanliness and safety of an urban environment within the New York City area. As recently as five years before the Business Improvement District was implemented in Times Square, con-artists, pickpockets, drug dealers, prostitutes, peddlers, and

beggars dominated the footpaths. As the area's reputation declined, fewer people visited the area for major city events, due to their insecurity concerning safety and the lack of aesthetic appeal of Times Square. In 1990, the Times Square BID was organised to improve the street environment and to aid in the development of the area (Houstoun, 1997).

The BID's main goal in Times Square was to improve business by drawing new businesses and people to the area. Although this was partially done through economic development, the focus was on improving the cleanliness and safety of the area. The theory was that if people felt safe, they would visit the area and spend money. The Times Square BID focused on three main types of improvements to the district: improving security, cleaning the streetscape, implementing physical improvements, and promoting economic development (Houstoun, 1997).

Economic development prospers after establishing a cleaner, safer, and more aesthetically appealing district. When the BID-managed public environment improved in Times Square, private investment soon followed. For example, Virgin Megastore (a large music store) opened in the district to take advantage of the growing pedestrian traffic in the area. A Disney theatre and store opened after many of the X-rated movie theatres closed down. MTV has recently moved its headquarters to Times Square, using the street environment as a background for various shows (Houstoun, 1997). Overall, improvements in safety and cleanliness caused a significant increase in the economic development of Times Square (Houstoun, 1997).

The Times Square Business Improvement District budget is approximately \$5.9 million annually, with an additional \$1 million annually in federal contracts and sponsorships. \$1.8 million of this total is spent on security in the district with an average of \$51,428 per block (Houstoun, 1997). The BID is a non-profit corporation with no bond issues. The amount of money contributed by the businesses in the district is determined by a property assessment formula, which consists of 0.3 percent of total assessed value of only commercial properties (Houstoun, 1997).

2.4.1.1 Lessons Learned

Although the scope of the Times Square Business Improvement District is much larger than the proposed Wimbledon Town Improvement Zone, the principles of BIDs still apply on a smaller scale. Times Square is comparable to Wimbledon Town Centre in terms of world-wide name recognition and the overall goal of economic development. It has been successful in revitalising existing businesses in the district and attracting large retailers into the area, which is also a goal of the Wimbledon Town Centre. The Times Square BID is funded by placing an assessment on all commercial properties in the district, which has proved to be very successful. Thus, this funding strategy could be applied to Wimbledon Town Centre.

The main characteristics and important facts regarding the Times Square BID are shown in table format in Appendix A.

2.4.2 Center City District, Philadelphia, Pennsylvania

In the heart of Philadelphia is the Center City District (CCD), an area that has undergone a series of improvements in order to retain its seventeenth century character. Center City is the core of business, entertainment, and culture in Philadelphia. Center City contains only 2 percent of the city's land and 3 percent of its total population. However, the district attracts 80 percent of all tourists who visit Philadelphia, offers 72 percent of all commercial office space, contains 61 percent of hotel rooms, generates 59 percent of all parking metre revenue, and contains 40 percent of all jobs in Philadelphia (Houstoun, 1997). Due to the number of people visiting the area for tourism, shopping, and business, a clean, safe, and aesthetic district is essential to the continued attraction of the area (Houstoun, 1997).

After five years of debate about whether or not to implement a BID in Center City, the CCD was established in 1990 with three simple goals for the eighty-square block district: to make the central business district *clean, safe, and attractive*. By achieving these three simple goals, Center City hopes that tourism and business in the district will improve (Houstoun, 1997). To help achieve these goals, a number of provisions have been enacted.

Much of the CCD's budget is devoted to round-the-clock sidewalk cleaning and trash pickups in the district. Although cleaning helps to improve the appearance of the district, it alone cannot revitalise business opportunity in the area. Center City has also developed a programme that provides forty uniformed Community Service Representatives (CSRs) to patrol blocks in the district and provide assistance to the public. The CSRs role is not to fight crime, but rather to prevent it with their presence, identify safety problems to the CCD, provide information and assistance to visitors, identify public nuisances such as beggars and homeless people sleeping in the street, and provide first aid (Houstoun, 1997).

The CCD found that many older buildings in the district were not being used to their full potential. For this reason, the CCD began to fund a number of building restorations and improvements in strategic areas (Houstoun, 1997). The CCD also focused on beautifying the streets and footpaths in the district. Many standard thirty-foot street lamps were replaced with new fifteen-foot pedestrian-scale fixtures bringing light closer to the footpaths. The improvements made included 1,030 of these new lights, 280 pedestrian maps, 375 new street trees, 240 pedestrian directional signs, and various other street and sidewalk improvements (Houstoun, 1997).

There are approximately two thousand Center City property owners who pay an annual fee to the district based upon their property tax assessments, thus supplying funding for the CCD. In addition, twenty-nine non-profit organisations contribute money to the CCD for various improvements. Correspondingly, the average assessment per square foot in the CCD is twelve cents (Houstoun, 1997).

2.4.2.1 Lessons Learned

Center City closely resembles the improvement programme desired in Wimbledon Town Centre. Like Wimbledon, there has been a major building restoration effort aimed at improving the character of the district. This has helped to encourage the evening economy and mixed use development in Center City, two main objectives that Wimbledon hopes to achieve in the near future. Pedestrianisation has been a focus of the Center City District which is a primary concern in Wimbledon Town Centre. Although this BID uses an assessment based on the square footage of all

commercial properties, the concept of an additional levy placed on businesses is still applicable to Wimbledon Town Centre. Also, a number of non-profit organisations contributed money to the CCD for various improvements. This method of acquiring funds, which is similar to a sponsorship programme, could also be used in Wimbledon. However, the voluntary contributions need not only come from non-profit organisations but also from businesses.

The main characteristics and important facts regarding the Centre City BID are shown in table format in Appendix B.

2.4.3 Church Street Marketplace, Burlington, Vermont

One example of a small Business Improvement District is Burlington, Vermont's Church Street Marketplace. Burlington began the BID in 1980, when the construction of shopping mall was proposed six miles from the downtown. Businesses in downtown Burlington became concerned that the mall would consume as much as 40 percent of the region's revenues. They successfully fought against the construction of the mall. The downtown businesses planned a pedestrian mall in an effort to help improve the downtown area and furthermore prevent such similar developments in the future (Houstoun, 1997). This proved to be the first step in establishing a BID in Burlington.

Burlington's BID is focuses on the improvement of streets surrounding the pedestrian mall and the Church Street Marketplace. Property owners in the district pay an annual assessment fee of \$1.72 per square foot of ground-floor space. Burlington's total BID budget is approximately \$500,000 per year with \$375,000 derived from the assessment fee. The remainder of the money comes from user fees which include parking revenues and the sale of outdoor dining permits (Houstoun, 1997). Unlike Times Square and other large BIDs, approximately 40 percent of the budget for Burlington's BID is spent on the promotion of the downtown. Business owners and city officials focus on the concept that cities should not be planned around the automobile, rather for and around the people (Houstoun, 1997).

2.4.3.1 Lessons Learned

Burlington's BID, the Church Street Marketplace, is similar to the proposed Town Improvement Zone in Wimbledon Town Centre. Burlington and Wimbledon are comparable in size and population, as well as desired improvements. Burlington's BID focuses on fighting outside development and promoting the Church Street mall. Similarly, Wimbledon wants to remain competitive with other town centres including those in Croydon, Kingston, and Sutton. The budgets for both the proposed Wimbledon Town Centre TIZ and Burlington's BID are also quite comparable in terms of the amount expended on improvements. The funding for this BID comes from an annual assessment based on the square footage of commercial properties. Again, the assessment is based on a different measurable quantity, but the concept of an additional levy for funding is still applicable to Wimbledon.

The main characteristics and important facts regarding the Church Street Marketplace BID are shown in table format in Appendix C.

2.4.4 Downtown Denver, Denver, Colorado

The Downtown Denver Business Improvement District was established in 1992 for the purpose of maintaining the 16th Street transit and pedestrian mall as well as for the marketing and promotion of the area for economic development. The mall is a 13-block, mile-long strip of thriving commercial establishments. A fleet of specially designed, quick-loading buses shuttles people through the mall and surrounding streets. The mall is closed to traffic except for these buses, which makes for a very efficient transport system (Houstoun, 1997).

The Denver BID focuses on ensuring clean footpaths, attractive landscaping, and low crime rates. The mall solves problems of transport, traffic, noise, and pollution while promoting economic development, pedestrian use, and convenience. The mall is also effective in linking together towering office buildings and entertainment, retail, and culture facilities. The BID management is responsible for providing mall maintenance, capital repairs, security, marketing and economic development (Houstoun, 1997).

The BID has greatly improved the economic prosperity of Downtown Denver. Shops on and around the mall are thriving. Large retailers, cinemas, night clubs, and other leisure and commercial businesses are reaping the benefit of the BID. In a recent survey, approximately 80 percent of businesses responded that the mall had a positive impact on their property values (Houstoun, 1997).

The Downtown Denver BID is financed primarily through assessments based on each property owner's land area plus a percentage of the gross building area. Proximity to the mall is also a factor when calculating each property owner's contribution to the BID. An assessment zone map of the district aids in the breakdown of assessments. User fees are also used to gain additional funds through the sale of outdoor vending permits. The management is made up of a Board of Directors, consisting of seven electors appointed by the mayor and confirmed by the city council. Membership is representative of the entire community including small businesses, large businesses, and residents. The board is responsible for prioritising improvements, designating funds, and marketing and promotion of the district (Houstoun, 1997).

2.4.4.1 Lessons Learned

Downtown Denver's mile-long mall has been successful in decreasing traffic, increasing footfall, and thus attracting more business to this district. Lighting, streetscape beautification, and building revitalisation have been key factors in the success of the BID. Many of these same improvements are the ones outlined in Donaldsons' Action Plan for the Wimbledon Town Centre. An important finding was that although the BID limited traffic through the mall, the BID still prospered with less cars in the area. It is also essential that Wimbledon Town Centre be able to decrease traffic without causing negative impacts upon the business community. Funding for the BID comes from an assessment on commercial properties based on the proximity to the mall, which is evaluated by a zoning scheme for all businesses in the district. Downtown Denver is much larger than Wimbledon Town Centre, therefore a zoning scheme such as this is necessary to ensure a fair fee for all businesses. Wimbledon Town Centre will not use such a zoning scheme, but again, the assessment concept remains the same.

The main characteristics and important facts regarding the Denver BID are shown in table format in Appendix D.

Attached in Appendices A through D are case studies of the aforementioned Business Improvement Districts including: Times Square (New York, New York), Center City District (Philadelphia, Pennsylvania), Church Street Marketplace (Burlington, Vermont), and Downtown Denver (Denver, Colorado). The individual case studies were an effective tool when examining how various funding strategies and programmes were used to finance improvements in different urban communities. Each BID case study demonstrates how a city was able to carry out the necessary improvements through public-private partnerships and various financial resources.

3.0 WIMBLEDON TOWN CENTRE TOWN IMPROVEMENT ZONE

3.1 Introduction

Merton is one of the thirty-three Boroughs in the city of London. The Borough was formed in 1965 to unify the four town centres of Mitcham, Merton, Morden, and Wimbledon. Wimbledon is the primary town centre and it serves as a focal point for shopping, business, and transport within the London Borough of Merton. However, due to increased competition from development outside of the primary town centres and the substantial improvements made within other town centres, Wimbledon Town Centre has had difficulty competing with the surrounding town centres of Croydon, Kingston, and Sutton. In order for Wimbledon Town Centre to uphold its position as the main town centre in the London Borough of Merton, it is essential that a broad strategy be adopted to improve and enhance the character and diversity of the town centre for sustainable future development.

3.2 Current Situation

In 1997, the London Borough of Merton Council hired consultants, Donaldsons Chartered Surveyors, to assess the competitive position of Wimbledon Town Centre, develop a series of proposals to enhance the town centre, and recommend strategies for launching a management programme. Donaldsons' Action Plan focused on organising a Town Centre Management Initiative, enhancing the quality of the environment, encouraging a full range of attractions, redeveloping the transport interchange, and improving the image of the town centre. These five main improvement areas will enhance the appeal of the town centre as a favourable area for investment, retail, and living.

There has been a major effort to modernise the planning system and focus on the development of town centres. Increasingly, the Government, planners, and the businesses alike are recognising the importance of the town centre as a leisure-shopping destination. The Government is focusing much of their attention on the planning and policy guidance affecting the future sustainability of town centres. According to Richard Caborn, the Minister for Planning, the Government is committed

to encouraging growth and development in existing town centres rather than trying to balance between out of centre development and town centre development.

3.3 Town Improvement Zones

Therefore, the Government in the United Kingdom is considering legislation to enable the formation of Town Improvement Zones. A Town Improvement Zone (TIZ) is similar to a United States Business Improvement District (BID) in that a centrally located area is designated to undergo a series of improvements aimed at enhancing the social and physical structure. Financing a BID involves securing substantial funds from the private sector to fund improvements in the public domain. Although town centres in the United Kingdom have initiated their own improvement programmes, there is currently no legislation that allows for the formal designation of a town centre as a Town Improvement Zone. A TIZ would rely on a mandatory levy to raise funds and could also be dependent upon voluntary contributions. This diversified funding arrangement, coupled with a formal public-private partnership and a detailed business plan, constitutes the framework of a Town Improvement Zone.

3.4 Next Steps

In order for the TIZ concept to gain currency, legislation regarding taxation must be passed and the Government could initiate a pilot programme to determine the success of Town Improvement Zones. The London Borough of Merton Council is confident that Wimbledon Town Centre is an ideal setting for a pilot Town Improvement Zone due to its importance as a recognised name and the potential that it embraces for sustainable future development through an improvement programme. With a comprehensive financial strategy and public and private support, Wimbledon Town Centre could implement Donaldsons' Action Plan and work with the Government to pilot a Town Improvement Zone scheme to serve as a precedent for other town centres in the United Kingdom.

4.0 DONALDSONS' ACTION PLAN FOR THE WIMBLEDON TOWN CENTRE

4.1 Preamble

In 1997, Donaldsons Chartered Surveyors was hired by the London Borough of Merton Council to: draft an Action Plan for Wimbledon Town Centre, develop a series of proposals to enhance the town centre, and recommend the establishment of a partnership to implement the proposals. Donaldsons' Action Plan focused on improvements in the public domain as well as private development. Several of the private developments proposed in the plan are currently in the design or construction phases in the town centre. On the other hand, the improvements in the public domain are still in the proposal stage due to a lack of available financial resources. Therefore, an approximate budget has been determined to aid in the development of a sustainable financial and management strategy (for further detail, see the Funding Strategy section of this proposal).

4.2 Proposed Improvements

The proposed improvements outlined in Donaldsons' Action Plan include:

Organising a Town Centre Management Initiative

Action Plan Review:	▪ Conduct a detailed review of the Action Plan
Setting up Partnership:	▪ Establish a partnership to link businesses, groups, and people with an interest in Wimbledon
Town Centre Steering Group:	▪ Organise a Steering Group to direct the partnership
Town Centre Action Groups:	▪ Form Action Groups to focus on specific themes or projects
Town Centre Manager:	▪ Appoint a Town Centre Manager to the Partnership

The funding for the Town Centre Management Initiative will be a joint effort on behalf of the private sector and the London Borough of Merton Council.

Enhancing the Quality of the Environment

Refurbished Broadway:	▪ Improve pedestrian access by incrementally improving the street scene
Focal Point:	▪ Construction of a piazza as a meeting place for the community and visitors both during the day and after dark
Lighting Improvements:	▪ Continued investment in lighting including facade, functional, and a gateway feature in the town centre and the immediate surroundings
Gateway:	▪ Design of a gateway feature that clearly identifies entrance into the town centre
Property Development:	▪ Encouragement of complementary development on adjacent sites

Several private investors are developing sites along The Broadway in the town centre and are therefore financing these developments themselves. The developers provided planning gain to the Council for directly affecting the maintenance and transport of the town centre, which will later be used to refurbish The Broadway during the second year of the improvement programme.

Encouraging a Full Range of Attractions

Retail Investment:	▪ Increase attraction for mixed retail/leisure development and private investment
Leisure Investment:	▪ Encourage development of day and evening leisure facilities with complementary improvements to The Broadway
Arts Facility Bid:	▪ Development of a theatre and multiplex complex to serve as an arts/meeting facility
Evening Economy Infrastructure:	▪ Improve security and access to the evening economy, including a positive Public Relations campaign
Marketing for Jobs:	▪ Promote retail turnover and investment to support the growing town centre workforce
Change of Use to Housing:	▪ Encourage the redevelopment/conversion of vacant stores to residential accommodations

Encouraging a full range of attractions will increase the appeal for mixed retail/leisure development and will be funded primarily by the private sector.

Redeveloping the Transport Interchange

Transport Interchange:	<ul style="list-style-type: none"> ▪ Construct a fully integrated multi-modal transport interchange
Audit/Improve Car Parking:	<ul style="list-style-type: none"> ▪ Re-evaluate available car park spaces
Parking Variable Message Signage:	<ul style="list-style-type: none"> ▪ Install Variable Message Signage at the entries to the town centre indicating the availability of spaces at the major car parks

The development of the new multi-modal transport interchange will be funded on a partnership basis between London Transport, Railtrack, Merton Council, and train operating companies.

Improving the Image

Refurbished Broadway:	<ul style="list-style-type: none"> ▪ Enhance prime town centre leisure functions
Focal Point:	<ul style="list-style-type: none"> ▪ Launch a programme to publicise improvements made to the facilities and environmental quality of the town centre
Lighting Improvements:	<ul style="list-style-type: none"> ▪ Publish newsletters to enable effective communication in the community
Extended Trading Periods:	<ul style="list-style-type: none"> ▪ Explore the possibility of widening retail opening on Sundays
Lighting for Christmas:	<ul style="list-style-type: none"> ▪ Accentuate lighting improvements to complement the holiday season
Events:	<ul style="list-style-type: none"> ▪ Create an event space for regular displays and events
Clean and Safe:	<ul style="list-style-type: none"> ▪ Conduct a detailed review of cleanliness and safety in the town centre
Street Wardens:	<ul style="list-style-type: none"> ▪ Hire staff to act as information sources for the public
Directional Signage:	<ul style="list-style-type: none"> ▪ Audit distribution of directional signage and seek continuing improvement

Improving Wimbledon as a leisure destination will be an ongoing process focused on enhancing the prime town centre leisure functions. These improvements will be funded primarily by the private sector. For the promotion of Wimbledon Town Centre, the Town Centre Management will also be responsible for launching a programme to publicise improvements made to the facilities and environmental quality of the town centre.

4.3 Conclusion

It is important for Wimbledon Town Centre to build upon its strengths in order to retain its “small centre” character within the Borough and reputation around the world. With the execution of Donaldsons’ Action Plan or a business plan thereafter, Wimbledon Town Centre will launch a comprehensive improvement programme aimed at attracting new investment to enhance the appeal of the town centre as a favourable area for retail, living, and leisure. The adoption of a well-designed funding strategy and complementary Town Centre Management Initiative are essential for the sustainable future of Wimbledon Town Centre and its designation as a Town Improvement Zone.

5.0 Interview Findings

A series of interviews were conducted with the commercial and residential sectors of Wimbledon Town Centre and with several public and private organisations. Each series of interviews provided different perspectives concerning the future of Wimbledon Town Centre. These views incorporated with background research on BIDs formed the basis for the recommendations presented in this proposal.

5.1 Commercial Sector Interviews

The objective of the commercial sector interviews was to prioritise the improvements in Donaldsons' Action Plan, gather feedback on different funding strategies, and determine the businesses' interest in the evolving Town Centre Management Initiative. Interviews were conducted with both small and large commercial establishments within the boundaries of the town centre in order to understand their perspectives on business involvement. After interviewing thirteen businesses, it was possible to identify three common themes in their responses.

5.1.1 Shared Vision

The primary concern of the large businesses was the redevelopment of the transport interchange. The businesses emphasised the need to increase the amount of footfall through the town centre. The two main methods by which they proposed to accomplish this task were first, to increase the quality and number of car parks and second, to improve pedestrian access. In order for Wimbledon Town Centre to attract a widespread catchment population, it is important that there are adequate facilities and access to Wimbledon. The multi-modal transport interchange would cater to all current modes of transport including the private car (Donaldsons, 1997). The managers of the large businesses felt that there was a direct need to provide additional car park spaces to accommodate the number of people using the town centre facilities. They felt that there were inadequate facilities to support the number of people driving to the town centre or the forthcoming influx of people from the development sites. Equally important was the need to pedestrianise the town centre to both encourage the flow of pedestrians into the town centre and provide a safer environment for shoppers. The businesses stated that it was essential to implement traffic calming measures

along The Broadway in order to promote a pedestrian dominated town centre. Similarly, businesses also mentioned the lack of message and directional signage in the town centre. They felt that improved signage would also encourage more people to come to Wimbledon and utilise the town centre's facilities. They were confident that improvements to the transport interchange would ultimately benefit their business by attracting more people into the town centre and increasing the consequent level of footfall through their shops.

Another vision shared by the businesses in the town centre was an interest in improving the relationship between the public and private sectors. Certain establishments felt that there was a severe lack of communication between the Council and the business community. The businesses stated their disappointment in the Council for often failing to inform them of major changes in the town centre or neglecting to include them in the planning process for future improvements or development projects. Many businesses felt that the credibility of the Council was reflective of the level of communication they retained with the business community. Also, the businesses were interested in setting clear objectives for the future and designing a plan with which to proceed forward. They also recognised the need for an effective and efficient organisation to set the course of action for the town centre. All the businesses realised the need for a strong working relationship among all the parties in the town centre and the importance of town centre management to the future of the town centre.

In terms of financing the improvements in Wimbledon Town Centre, the majority of the businesses stated that a voluntary mechanism would best suit the community. Although business owners and managers recognised the need for equal representation rather than proportional representation, they also understood that a mandatory measure would hurt the small business community and anger those businesses who are irate about the future plans of the town centre. Some businesses were concerned that the smaller companies in the town centre continue to piggyback on their contributions, thus benefiting without having to donate funds. A mandatory levy would prevent "piggybacking", but the larger businesses would continue to donate funds regardless of their concerns. In the past, the major stakeholders have been helpful in financing specific projects that provide an added benefit to their business

and grant them some status within the town centre, and possibly even the Council. They are currently contributing funds to finance the appointment of a Town Centre Manager.

Also, most businesses stated that they were hesitant to donate funds for improvements if there were not a set of clearly defined objectives, detailed time schedule, funding strategy, and clear benefits for both their business and the town centre. Small and large businesses alike tended to be more apt to donate funds if there was a tangible improvement rather than a pool of funds that would be located at a later point. Also, they felt that the private sector should not be solely responsible for funding the improvements but it should instead be a combined effort on behalf of the business community and the Council. However, some businesses, primarily smaller businesses or those who have had prior problems with the Council, felt that the Council should have full responsibility for financing the improvements. They suggested that the Council allocate funds generated by the Unified Business Rate to finance the improvements since they feel that the business community currently pays enough in taxes.

Although the Council was under the preconception that the small independent businesses could not and would not contribute to the scheme, our interviews revealed that the small business community was quite interested in actively participating in Wimbledon Town Centre. Most were even interested in contributing through either a mandatory levy or voluntary contribution if there was an added benefit to their business premises.

Therefore, it was possible to tentatively develop a diversified funding approach whereby mandatory levies would complement voluntary contributions. An ideal Town Improvement Zone should gain the support of all types of businesses, both small and large, in order for it to be successful and beneficial for the entire town centre. This funding approach would allow businesses to make contributions based on their available finances for town centre improvements and mandate all business to contribute through a levy, which would decrease the piggybacking problem.

5.2 Residential Sector Interviews

The purpose of the interviews with resident associations was to assess the interest of the associations in participating in the emerging Town Centre Management Initiative.

5.2.1 Shared Vision

The consensus of the resident associations was that they are dissatisfied with the course of development in Wimbledon Town Centre. Although they recognised the potential of the town centre as a focal point, the resident associations were disappointed in the Council's attempts to exploit the resources of the town centre.

The residents felt that the private development sites were decreasing the character and diversity of the town centre by consuming large plots of land in the primary shopping area. They also agreed that Wimbledon Town Centre was once a unique place where one could find an abundance of speciality shops, which are now virtually non-existent due to the influence of larger retail stores. Although the residents were dissatisfied with the improvements accomplished thus far, they did feel that there were a series of improvements still needed in the town centre.

One such improvement could be the addition of a Civic Hall to host shows, such as musical performances by the Wimbledon Orchestra. The resident associations considered Wimbledon Town Centre to be a strategic location and they recognised that it had the potential to surpass other surrounding town centres in appearance, shopping, leisure, and transport.

In the future, the resident associations would like the opportunity to designate a number of key residential representatives to serve as members on the emerging Town Centre Management Initiative. They agreed that a public-private partnership would benefit all sectors of the community, including the residents and the associations that represent their interests.

5.3 Public and Private Organisation Interviews

The purpose of the interviews with public and private organisations was to gain a better understanding of town centre management and the role of public-private partnerships.

The interviews with organisations within the London Borough of Merton, including the Council, revealed the importance of an organised approach to town centre management.

5.3.1 Recommendations

One recommendation provided was for Merton Council to form a town centre support unit, which would be responsible for centralising the activities of the Council regarding specific town centres. Having a central point of contact within the town centre, such as a Town Centre Manager, and within the Merton Council is important for effective town centre management. In addition, businesses and organisations have agreed that the key to effective town centre public-private partnerships is communication. Town centre management at the town centre and Council level would aid in facilitating the exchange of information and ideas across the main sectors of the Wimbledon Town Centre community.

The foundation needed for a successful Town Improvement Zone is one that integrates business involvement with the interest of the local authority. One interviewee, who was knowledgeable on BIDs and TIZs, was convinced that it would be almost impossible to get a fifty-one percent majority of businesses to approve a levy for public improvements in the United Kingdom, as is typical when implementing BIDs in the United States. Also, a TIZ needs a managerial foundation that includes an established and well-qualified Town Centre Manager, a focused and organised public-private partnership, and the support of a number of powerful and influential people from all involved sectors. The organisations recommended that the structure of the partnership should include 12 to 15 people, with equal representation from the public, private, and community sectors. The partnership needs to focus on what is achievable and set early-win projects to gain the support of the community. In terms of funding, the organisation stated that the TIZ would have to be a voluntary

mechanism due to the lack of legislation necessary for the Council to control the local business rates. Their recommendation was that the Council and local management initiatives focus on securing voluntary contributions to improve town centres until legislation exists.

The purposive interviews conducted with public and private organisations were helpful in understanding the organisational structure of town centre management. It was important to look towards the private organisations for their professional opinions but it was equally important to speak with local, public organisations in order to apply the broad town centre management concept to Wimbledon Town Centre.

6.0 TOWN CENTRE MANAGEMENT INITIATIVE

6.1 Introduction

When establishing a Town Improvement Zone, it is important to follow a process of development before the initiation of an improvement programme. The steps involved in the development process are part of the Town Centre Management Initiative, which is one of the main themes of Donaldsons' Action Plan. This process includes establishing the Wimbledon Town Centre Partnership, setting up a Town Centre Steering Group, organising Town Centre Action Groups, and appointing a Town Centre Manager. At the same time, the Wimbledon Town Centre Working Party will emerge along with new interests to structure a formal Town Centre Partnership (See Figure 1). A strong managerial structure will facilitate the decision making process and the appropriation of funding, two aspects that are essential for an effective and efficient Town Improvement Zone.



Figure 1: Town Centre Management Initiative

6.2 Forming the Partnership

The Wimbledon Town Centre Partnership should be formed after the Action Plan has been approved by Merton Council and all those with an interest in the future of the town centre. This partnership will be responsible for carrying out the Action Plan by establishing Action Groups, designing and budgeting projects, raising funds for projects, monitoring the needs of the town centre as well as regularly reviewing and updating the Action Plan. The Partnership will consist of the Steering Group, Action Groups, Town Centre Manager, and the London Borough of Merton Council.

6.3 Forming the Steering Group

A Town Centre Steering Group will serve to direct and support the Town Centre Manager. The Steering Group will be responsible for bringing together stakeholders in the town centre to work in partnership and guiding their activities toward a common goal. It is also important that the Steering Group set the direction of the Initiative based on the needs of the customers, employees, retailers, business interests, and the local authority. They will also be responsible for developing a realistic business plan and a prioritised programme for executing the improvements outlined in Donaldsons' Action Plan. Among other things, the Steering Group will develop a marketing and promotional strategy for the town centre, monitor and review the progress of the initiative, monitor the competition, and manage the budget for the improvements to the town centre.

The Steering Group should include no more than fifteen members from the public, private, and community sectors. The public sector, which consists of the local authority, should have no more than four officers from the Council representing the Steering Group. It is desirable that these members possess knowledge specific to the Wimbledon Town Centre, such as its planning and development.

Members from the private sector should include the Chamber of Commerce, nationally supported retail store managers, and influential members of the business sector. The community sector should also appoint members of resident associations, the local police, and church groups to the Steering Group. The chair of the Steering Group should not be an employee or councillor in the Merton Council. With such a wide range of representatives from different sectors of the town centre, the Steering Group should be duly prepared to work for the best interest of Wimbledon Town Centre.

6.4 Forming the Action Groups

After the formation of a Steering Group, Action Groups will be formed on an as-needed basis to work on specific projects for the town centre such as those dealing with the environment, accessibility, and safety and cleanliness. Members of the

Action Groups will include potential sponsors, employees of Merton Council, and experts with knowledge relevant to the study. The head of each specific Action Group would ideally be a member of the Steering Group. However, the entire Action Group should not consist of Steering Group members, but rather knowledgeable people from outside of the town centre with a devoted interest in Wimbledon, who would be able to contribute new ideas. These Action Groups will then use their expertise in the field to design and cost projects and present their ideas to the Steering Group.

6.5 Appointing a Town Centre Manager

Before the implementation of Donaldsons' Action Plan, a Town Centre Manager must be appointed to serve over a period of at least three years. His or her responsibilities will include maintaining and improving the viability of the town centre and encouraging co-operation between key stakeholders. Their job will also include the marketing and promotion of the town centre in a competitive environment, organising street events, and advertising and co-ordinating with the shopping centre marketing effort. The Town Centre Manager's office should be located in the town centre rather than at the Merton Civic Centre, so that they are not viewed by the community as merely a Council employee.

6.6 Role of the Local Authority

The local authority, (the London Borough of Merton Council), plays the single largest role in the future of Wimbledon Town Centre. For this reason, the Council must also be involved in the Town Improvement Zone. The Council will serve as an active participant in the Town Centre Management Steering Group. It will also be responsible for the establishment and monitoring of service standards, overseeing the collaboration on town centre issues, providing a budgetary focus on the town centre, and reviewing the town centre management needs of other town centres in the Borough. Although Council representation is necessary for the Town Improvement Zone to prosper, it is important to limit the extent of Council membership or involvement in the Steering Groups and Action Groups. This will aid in alleviating the threatening feelings or lack of participation that the businesses have when discussing the future of Wimbledon Town Centre.

7.0 FUNDING STRATEGY

7.1 Introduction

The main aspect of an improvement programme that was not included in Donaldsons' Action Plan was the issue of funding. Before developing a funding strategy, it was first important to approximate the cost of the improvements in the public domain as described in Donaldsons' Action Plan. The proposed time schedule of the project was three years and therefore the costs were approximated on an annual basis over the course of the improvement programme as shown below:

Year	Total Budget
1	£240,000
2	£285,000
3	£285,000
All Three Years	£810,000

The funds required to support the improvement programme should be acquired by matching mandatory levies with voluntary contributions from various sectors of the community. A diversified approach to funding will aid in developing a strategy that is better suited to the needs and desires of the Wimbledon Town Centre community.

7.2 Mandatory Levy

Placing a mandatory levy upon the businesses in the Wimbledon Town Centre would be an effective method of generating funds for the service improvements outlined in Donaldsons' Action Plan including street enhancements, lighting improvements, and increased signage. This approach to financing would only be possible with a reform of the Unified Business Rate to impart some control back to the local authorities to vary the rate per pound. It would also allow the local authority some discretion in taxation rates to compensate for those businesses that do or do not have the capacity to pay the

current rate. More importantly, this reform would help to distinguish between funds collected by the Government for property values and those collected by the local authority for the benefit of a specific town centre.

Applying a mandatory flat rate percentage across all the commercial properties in the Wimbledon Town Centre based on the assessed value of the property would be a reliable basis on which to structure a funding strategy. A levy of 1 to 2 percent on top of the taxes currently paid through the Unified Business Rate would provide sufficient funds for Wimbledon Town Centre to implement a comprehensive improvement programme. The Council is currently using the 1995 assessed value rates and the April 1993 rateable values. Therefore, this rating list was used to calculate the total assessed value of the 650 properties with 367 business establishments in the town centre. The total assessed value of all the properties within the proposed boundaries of Wimbledon Town Centre Town Improvement Zone is roughly £24 million. The rateable values of the business properties are currently undergoing a process of revaluation and the new listing of assessed values should be in use by the year 2000, which will be based on the April 1998 rateable values. This funding strategy is based on the 1995 business rates due to the unavailability of information regarding the upcoming year 2000 values.

One facet of the funding strategy should be an additional levy based on the assessed value of the property, exclusive of the Unified Business Rate, as shown through the following example:

Example using a 1% levy:

Business Property # 1:

Assessed Value = £10,000

1% Levy = £10,000 * 0.01

Total Additional Funds = £100

Every business would have the same levy applied to their property to prevent businesses from disputing their percentage rate. The lack of variation between different business within Wimbledon Town Centre would limit the amount of confrontation between the business community and the Merton Council. The only

potential variation of this levy option would be the deferral of payments from certain businesses as a function of the financial hardship of the company. Some independent traders may have inadequate financial resources and be unable to sustain an additional levy without jeopardising the financial stability of the business.

If this approach was applied based on the current assessed value of all the properties within the boundaries of the proposed Town Improvement Zone, then the total funds generated during the first year would be approximately £243,000. This levy could potentially cover the cost of the improvement programme during the first year providing all businesses were included and not a single business was given a waiver based on financial hardship or other special circumstances. However, the cost of the improvement programme was only an estimate based on available information, and therefore the merit of other financing options should be discussed in further detail.

7.3 Voluntary Contributions

Sponsorship activities allow the community to participate actively in an improvement scheme by contributing their capital and/or resources. These activities can be targeted at commercial establishments or residents of the community as well as local organisations. Rather than contributing money to a common improvement fund, the money collected is designated for a tangible improvement. Businesses are more willing to contribute funds on a voluntary basis to projects that will specifically benefit their individual business. An example could be the banks within the town centre donating funds towards the installation of CCTV to safeguard their business, or pubs and clubs contributing to the security registration scheme. Businesses are more inclined to contribute to specific capital projects where they can see benefits specific to their establishment. One incentive for sponsorship contributions is publicity or name recognition in return for a donation.

Some aspects of Donaldsons' Action Plan that can be financed with this method include a promotion and marketing programme, lighting for Christmas, and leisure and retail investment. This method of obtaining funds on a voluntary basis would complement the mandatory levy as the financial strategy. It would help to counteract the problem of piggybacking while also allowing some of the major stakeholders to

contribute a little more to the future of the town centre. Sponsorship provides all members of the community, including businesses, resident associations, and organisations, with the opportunity to contribute to the future of the area in which they work or live.

8.0 FORWARD STRATEGY

The Merton Council and Wimbledon Town Centre Working Party are at a critical point in the planning process for a pilot Town Improvement Zone in the Wimbledon Town Centre. Some aspects of Donaldsons' Action Plan are in the planning or construction stages and the formation of the Town Centre Management Initiative is already underway. Before implementing a large-scale improvement programme, the public and private sectors of the community must form a structured organisation dedicated to pursuing the improvements that are beneficial to the future of Wimbledon Town Centre.

8.1 Communication

Perhaps the most important aspect of any community project is the level of communication between the parties involved. It is important for those parties to resolve any pressing issues which have the potential to hinder the success of the Town Improvement Zone. It is important for all sectors of the community to align their views into one comprehensive plan with a clear set of common objectives. This process will help to ensure that plans are accomplished in an efficient manner, which will impact the overall success of the Town Improvement Zone.

8.2 Business Plan

Therefore, it is important to understand that Donaldsons' Action Plan does not necessarily reflect the collective needs and desires of Wimbledon Town Centre interests since the Council was responsible for its initiation rather than the private sector. It should serve as more of a tool for discussion for the Partnership rather than a vision for the future. The collective objectives of a Town Improvement Zone proposal should incorporate broad public and private input while still allowing for active involvement from within Merton Council. A business plan should be drafted to clearly identify the objectives, time scale, funding strategy, and identifiable benefits of the improvement programme. This plan will assist in guiding the programme from a conceptual plan to a structured strategy on which to base future decisions.

8.3 Gaining Support: Benchmarking

Also, before the initiation of a large-scale improvement programme, an “early-win” project should be co-ordinated and a benchmarking study undertaken. An early-win project, which is achievable under the current context of the town centre, will demonstrate Merton Council’s commitment to the future of the town centre and the ability of the Town Centre Management Initiative to successfully drive forward the improvement programme. One such achievable project could be the appointment of a Town Centre Manager or the initiation of a positive marketing campaign for Wimbledon Town Centre. Benchmarking is an effective tool in measuring the performance of a Town Improvement Zone. A benchmarking study involves first establishing key criteria upon which the success of the project will be measured and then monitoring those factors over the duration of the project. These criteria can include such factors as retail turnover, pedestrian flow, use of the transport interchange, and vacancy levels. They should be based on the objectives of the Town Improvement Zone. This tool is helpful in securing the continued support and confidence of those who sponsor the programmes by demonstrating the success of the improvements.

8.4 Monitoring

Upon beginning the improvement programme, the level of investment and expenditure employed towards both the planning and implementation process should be frequently monitored and evaluated. This will ensure that the improvement programme is effectively using all the available resources and keeping within the financial limitations. It will also help the Town Centre Partnership in determining the projected costs of future improvements and maintenance.

8.5 Conclusion

The success of a pilot Town Improvement Zone in Wimbledon Town Centre is dependent upon the willingness of the parties involved to invest their time, energy, and resources into the area in which they live or work. Wimbledon Town Centre will be able to move forward towards successfully implementing a pilot Town

Improvement Zone once there is a heightened level of communication between the Council and the community and a comprehensive business plan is in place.

9.0 CONCLUSION

This proposal integrates the field studies conducted within the town centre with the background research completed on United States Business Improvement Districts. The background research made it possible to draw upon the experiences of BIDs and the interviews helped to design a proposal that catered to the public and private sector interests in Wimbledon Town Centre. The proposal focuses on applying the BID concept to Wimbledon Town Centre through an effective town centre policy and management programme and the design of sustainable funding mechanisms needed to implement a TIZ.

9.1 Findings from the Case Studies

There are various aspects of United States BIDs that are applicable to the proposed TIZ in Wimbledon Town Centre. BIDs have been successful in improving the safety, cleanliness, streetscape, and traffic problems facing many United States cities and towns. The BID concept has been successful in encouraging economic development and increasing the competitiveness of these districts. Wimbledon Town Centre is pursuing an improvement programme with objectives similar to those of the case studies presented in this proposal. Also, the BIDs used as case studies were financed primarily through an additional assessment on commercial properties. A potential funding strategy for Wimbledon Town Centre matched the assessment levy used in all the case studies with the sponsorship programme of the Centre City District BID. This approach to funding could aid in financing the improvements set forth in Donaldsons' Action Plan. Also, the managerial structures of the BIDs analysed through the case studies were dependent upon a working partnership between the public and private sectors of the community. Therefore, it is recommended that Wimbledon Town Centre build a similar relationship among the public and private sectors of the community when striving to pilot a TIZ.

9.2 Funding Strategy

Background research and field studies revealed that a mandatory levy based on assessed value, matched with voluntary contributions through sponsorship, was the

best suited funding strategy for Wimbledon Town Centre. Placing a mandatory levy upon the businesses in Wimbledon Town Centre would serve as an effective method of generating funds for the service improvements outlined in Donaldsons' Action Plan such as street enhancements, lighting improvements, and increased signage. This approach to financing would only be possible with a reform of the business rate to impart some control of the business taxes back to the local authorities. One potential variation in the mandatory levy would allow the Town Centre Partnership to exclude certain businesses from the mandatory levy based on such individual circumstances as the financial hardship of the company. In terms of voluntary financial contributions, sponsorship activities would allow the community to actively participate in an improvement scheme as well as facilitate several of the improvements outlined in Donaldsons' Action Plan. These activities can be targeted at commercial or residential members of the community as well as local organisations. Some aspects of Donaldsons' Action Plan that could be financed with this method include a promotion and marketing programme, lighting for Christmas, and leisure and retail investment. This method of obtaining funds on a voluntary basis would complement the mandatory levy. The mandatory levy would help to counteract the problem of piggybacking while the voluntary aspect would allow those with a heightened level of interest to contribute more to the future of the town centre. This diversified approach to funding drew on the success of funding programmes used in United States BIDs and also incorporated the information gathered in interviews with the commercial sector of Wimbledon Town Centre.

9.3 Town Centre Management Initiative

When establishing a pilot Town Improvement Zone in Wimbledon Town Centre, it is important to follow a process of development before the initiation of an improvement programme such as the one outlined in Donaldsons' Action Plan. The steps involved in the development process are part of the Town Centre Management Initiative, which is one of the main themes of Donaldsons' Action Plan. This process includes establishing the Wimbledon Town Centre Partnership, setting up a Town Centre Steering Group, organising Town Centre Action Groups, and appointing a Town Centre Manager. The interviews with organisations within the London Borough of Merton, including the Council, and businesses within the town centre, emphasised the

need for an organised approach to town centre management. They recognised the need for an effective and efficient organisation to set the course of action for the town centre and the importance of a strong working relationship between the public and private sectors of the community. The businesses and residents wanted equal representation on the emerging Town Centre Management Initiative rather than having it run primarily by employees or members of the Council. The foundation needed for a Town Improvement Zone is one that integrates involvement from all parties in the town centre. The key to successful town centre management lies in the ability of the organisation to function effectively by relying upon the continued support of the entire community.

9.4 Town Improvement Zone: Implementation

To implement a pilot Town Improvement Zone in Wimbledon Town Centre, there must first exist a feasible funding strategy and the foundation for a Town Centre Management Initiative. This proposal provides the basis on which to base a future Business Plan. Finally, with the commitment of all involved parties, Wimbledon Town Centre will remain the hub of shopping, leisure, and transport.

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APPENDIX A: Times Square, New York, New York

- Purpose:**
- To create a clean, safe, and attractive downtown
- Year Established:**
- Adopted: July 1991; began operations: January 1992
- Size:**
- 35 Blocks
- Budget:**
- Current budget: \$5.9 million plus \$1 million in federal contracts and sponsorships
 - No bond issues
- Services:**
- Public safety, sanitation and maintenance, economic development, events, marketing, public improvements, homelessness, administration
- BID Employment:**
- Total number of employees: 84 (not including those under contract)
 - Cleaning: 25 full-time, 25 contracted out
 - Security: 40 BID public safety officers
 - Other: 19
- Organisational Structure:**
- Non-profit corporation
 - Board members are elected by corporation membership
- Assessment Formula:**
- Approximately 0.3 percent of total assessed value for commercial properties only
- Measures of Success:**
- Crime has decreased by 47 percent since January 1993
 - Robbery has decreased by 58 percent
 - Assault has decreased 55 percent
 - 416 tons of trash were collected in nine months
 - 267 locations were cleaned of graffiti
 - 20 outdoor cigarette receptacles were purchased
 - Around-the-clock sidewalk sweeping and constant painting of street furniture
 - Significant increase in tourism and the hospitality industry since 1991
 - Times Square New Years Eve celebration drew a record crowd in 1996
- Comparability to Wimbledon Town Centre:**
- Similar improvements to those in Donaldsons' Action Plan
 - Overall goal of encouraging economic development
 - Name recognised world-wide

Sources: Times Square BID, Report to Board (1997). In L.O. Houstoun, Jr. (1997). Business Improvement Districts. Washington D.C.: ULI – The Urban Land Institute.
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APPENDIX B: Center City District, Philadelphia, Pennsylvania

- Purpose:**
- For a clean, safe, and attractive Center City
- Year Established:**
- Adopted: November 1990
- Size:**
- 80 Blocks, 2130 property owners
- Budget:**
- Current budget: \$7.7 million in 1996
 - \$21 million in tax exempt bonds over 20 years to finance capital improvements
 - \$50,000 from non-profit and cultural institutions in the district
- Services:**
- Public safety, cleaning and maintenance, marketing and promotion, administration, contingency, debt service, building restoration
- BID Employment:**
- Total number of employees: 87 (not including those under contract)
 - Contract cleaners and supervision: 66
- Organisational Structure:**
- Municipal authority
 - 23 member Board of Directors representing Center City's property owners and prominent leaders of business, labour, neighbourhood, civic, and healthcare organisations
 - Board composition: members selected by members. Mayor and city council confirm.
- Assessment Formula:**
- Assessment formula: 5 percent surcharge on real estate property tax
 - Typical assessment: \$0.12 per square foot
- Measures of Success:**
- Crime has decreased by 23 percent since 1990
 - Surveys indicate a significant increase in cleanliness and perception of safety
 - 1,030 new pedestrian-scaled street lights, 106 new banner poles
 - 375 new street trees, 280 pedestrian maps, 240 pedestrian directional signs
 - Repairing 70,000 square feet of deteriorated footpaths
 - Repairing or installing two linear miles of curbs
- Comparability to Wimbledon Town Centre:**
- Similar improvements to those in Donaldsons' Action Plan
 - Promoting mixed used development of historic buildings
 - Traffic calming
 - Streetscape beautification

Sources: Houstoun, L.O., Jr. (1997). Business Improvement Districts. Washington, D.C: ULI – The Urban Land Institute.

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APPENDIX C: Church Street Marketplace, Burlington, Vermont

- Purpose:** ▪ To increase economic development in the town centre
- Year Established:** ▪ 1981
- Size:** ▪ Church Street Mall, one strip of road running through the town centre
- Budget:** ▪ Current budget: \$500,000 annually
- Services:** ▪ Economic development, promotion, events, marketing, public improvement, cleaning, administration
- BID Employment:** ▪ One district executive director
 ▪ Others involved in administration
- Organisational Structure:** ▪ Non-profit corporation
 ▪ Board members are elected by corporation membership
- Assessment Formula:** ▪ Self-imposed annual fee of \$1.72 per square foot of ground-floor space
 ▪ User fees such as outdoor dining permits and the sale of pushcarts
- Measures of Success:** ▪ Fought successfully against a proposed shopping mall to be built six miles from the town centre
 ▪ 40 percent of the districts budget is spent on promoting the downtown
 ▪ Special events including jazz festivals, fairs, and sidewalk sales
- Comparability to Wimbledon Town Centre:** ▪ Pedestrian mall comparable to The Broadway in Wimbledon Town Centre
 ▪ Opposing outside development and maintaining town centre vitality
 ▪ Similar improvements to those in Donaldsons' Action Plan
 ▪ Wimbledon and Burlington are comparable in size

APPENDIX D: Downtown Denver, Denver, Colorado

- Purpose:**
- The catalyst for ensuring a clean, safe, and attractive downtown
- Year Established:**
- 1993
- Size:**
- 120 Blocks
- Budget:**
- Current budget: \$2 million annually
- Services:**
- Maintenance and repairs, marketing and promotions, administrative services, business support, security, contract services
- BID Employment:**
- Not available
- Organisational Structure:**
- Downtown Denver Partnership which manages the mall
 - Board of directors consisting of seven electors appointed by the mayor and confirmed by the city council
 - Each director serves a three-year term and may serve two consecutive terms
- Assessment Formula:**
- Based on land area plus 5% of gross building area
 - Portion of budget is assessed on proximity to the centre of the BID
- Measures of Success:**
- Increase in the population living in downtown
 - Converting vacant commercial space into residential units
 - Reducing traffic by providing additional shuttle busses to the already existing mall shuttle service
 - 80% of business owners involved in a survey said the BID had a positive impact on their property values
- Comparability to Wimbledon Town Centre:**
- Mile-long pedestrian mall is similar to The Broadway of Wimbledon Town Centre
 - Development of vacant commercial space for other uses
 - Traffic calming

Sources: Houstoun, L.O., Jr. (1997). Business Improvement Districts. Washington, D.C.: ULI – The Urban Land Institute.

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