

REPORT TO: CITY GROWTH AND INFRASTRUCTURE COMMITTEE – 16 FEBRUARY 2026

REPORT ON: BUSINESS IMPROVEMENT DISTRICT - UPDATE

REPORT BY: EXECUTIVE DIRECTOR OF CITY DEVELOPMENT

REPORT NO: 37-2026

1 PURPOSE OF REPORT

1.1 This report updates the Committee on the Business Plan of the proposed City Centre Business Improvement District (BID) and seeks approval for Dundee City Council to cast its ballot votes in favour of the BID.

2 RECOMMENDATION

2.1 It is recommended that the Committee:

- a notes the content of the Business Plan that has been published by the proposed BID;
- b notes that Leisure and Culture Dundee has confirmed its support for the proposed BID and agreed to contribute £5000 per annum towards the levy if the ballot is successful; and
- c authorises the Chief Executive to vote “yes” in the BID ballot that closes on 19 March 2026.

3 FINANCIAL IMPLICATIONS

3.1 The Executive Director of Corporate Services has confirmed that the agreement of these recommendations will, subject to the outcome of the ballot being that a BID is established, result in additional recurring costs of £30,000 for five years. Leisure and Culture Dundee has agreed to contribute £5,000 per annum towards this. Should the BID be established, the costs for 2026/2027 will be met from the general contingency fund and then added to the City Development budget in later years.

4 BACKGROUND

4.1 Reference is made to Article VII of the Fair Work, Economic Growth and Infrastructure meeting on 9 June 2025 (Report 156-2025) and Article III of the City Growth and Infrastructure meeting on 5 January 2026 (Report 4-2026) that provided updates on emerging proposals for a Dundee City Centre Business Improvement District. As set out in that report, it has been agreed that the Council will be treated as single entity with its arm’s length organisation Leisure & Culture Dundee.

4.2 In advance of the ballot, the BID Project Manager and Steering Group has undertaken extensive stakeholder engagement with city centre businesses. The feedback from this has informed the preparation of the BID Business Plan. The published plan which accompanies each ballot sets out the key areas which the BID will aim to address (see Appendix 1). As previously outlined the BID proposal focused on four main areas:

- a **Safer Streets** - the proposal outlines initiatives which will create a more secure and friendly city centre. Actions to be delivered include initiatives to prevent crime and better reporting of city centre crime; and work towards Purple Flag status which strives to create a safe and thriving city centre at night for all users. The BID will also provide a visible presence in the city centre at key times.
- b **Cleaner** - refers to actions to create a more welcoming city centre. This would be through the deployment of a rapid response clean and green team to augment services currently delivered by Dundee City Council. The BID will also work with partners to improve the presentation of vacant units and improvement of shared public spaces.

- c **Vibrant** - focusses on the role of events in the city centre to increase footfall, dwell-time and spend. The Business Plan sets out that the BID will support existing events, develop and deliver new events and ensure increased awareness of activities to businesses in city centre. All this supports the city's events strategy
 - d **Empowered** - this element of the business plan outlines that businesses will be engaged, represented and informed of all aspect of the BID activity. A more engaged business community in the city centre will help create strong partnerships which will benefit all.
- 4.3 The priorities in the Business Plan are aligned with and support progress to deliver the Dundee Local Development Plan 2019, the City Centre Strategic Investment Plan 2020-2050; and the Dundee Events Strategy 2024-2029.
- 4.4 Should the BID ballot be successful, 390 eligible businesses in the BID area with an NDR value of £25,000 or more on 19 March 2026, will pay a 1.5% levy. A cap on the annual levy payable will be set at £30,000 per business. It is estimated that the total annual levy that will be generated and invested in delivering the Business Plan will be around £489.000 per annum.
- 4.5 The services delivered by the BID will be additional to those currently being provided by the Council and other public sector partners.
- 4.6 Ballot papers and the BID Business Plan were issued to all eligible businesses on 29 January 2026. The ballot is a postal vote which closes on 19 March 2026. Subject to a successful outcome, the BID will operate for an initial five-year term, commencing on 1 May 2026.
- 4.7 Dundee BID will be a not-for-profit organisation operated by a board of directors who will require to be appointed no more than three months after 1 May 2026. The Board of Directors will be representative of businesses and stakeholders in the area and will consist of 12-15 Directors.
- 4.8 Dundee City Council will have two members on the Board of Directors, of which one may be a voting member.

5 POLICY IMPLICATIONS

- 5.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate Senior Manager has reviewed and agreed with this assessment.

6 CONSULTATIONS

- 6.1 The Council Leadership Team have been consulted in the preparation of this report.

7 BACKGROUND PAPERS

7.1 None.

Gregor Hamilton
Head of Planning, Economic Development and Regulatory Services

Author: Gaynor Sullivan

Robin Presswood
Executive Director of City Development

Dundee City Council
Dundee House
Dundee

GH/GS/KM

2 February 2026

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Dundee
Business
Improvement
District

together we grow

Business Plan

1 May 2026 to 30 April 2031

dundeebid.co.uk

Dundee City Centre, rich in potential and proud history, is poised to take an exciting step forward with the creation of a Business Improvement District (BID).

Dundee BID represents a powerful opportunity to drive collaboration, investment and lasting change for the heart of our city. We believe Dundee BID is the vehicle for this change.

Our consultation with businesses showed a strong desire to take charge and implement initiatives to improve the city centre for all users and amplify Dundee's business appeal.

By pooling resources, we can deliver a safer, cleaner, more vibrant city where the business community has a voice and is actively involved in positive change.

Dundee BID will consist of around 380 city centre businesses, from large nationals to traditional, family-owned concerns, all of whom invest in our local economy. We could potentially raise £2.4 million over five years -

money that would be invested directly into improving the city centre to attract more visitors and create a more dynamic experience.

A crucial part of Dundee BID's remit will be to work with key organisations and stakeholders to allocate resources effectively. Dundee City Centre businesses are paramount, and our success depends on your ongoing support and engagement.

We are at a critical juncture in our city centre's life; we need to compete effectively with other Scottish cities and collectively maximise our potential.



Carrie Shannon (Archies/CAM Ventures)
Co-chair, Dundee BID Steering Group

Archies/CAM Ventures
Commercial Street, Dundee



Stuart McFarlane (Primark)
Co-chair, Dundee BID Steering Group

Primark
Overgate, Dundee

We're proud to be part of this movement - and we urge you to
vote YES

during the upcoming six-week ballot, which opens on **5 February** and closes at 5pm on **19 March 2026**. This is our chance to shape a city centre that reflects our ambition, energy, and pride.

What is a Business Improvement District (BID)?

A Business Improvement District (BID) is a defined area where businesses collaborate to invest in local improvements, services and initiatives that enhance their trading environment. These improvements are above and beyond what Dundee City Council provides and are funded by eligible businesses within the district.

BIDs are established through a formal ballot process and governed by a Board of Directors made up primarily of local business representatives. This ensures decisions are driven by those who best understand the needs and priorities of the levy payers.

Dundee BID Steering Group

Andrew Black	Andrew Black Design
Paul Mooney	Apex Hotel & Spa City Quay
Carrie Shannon	Archies/CAM Ventures
Alison Henderson	Dundee and Angus Chamber of Commerce
Jennifer Caswell	Dundee City Council
Gregor Hamilton	Dundee City Council
Gaynor Sullivan	Dundee City Council
Ashleigh Fraser	Dundee Rep and Scottish Dance Theatre
Jill Farrell	Dundee Science Centre
Lindsay Darroch	Gilson Gray
Ron Smith	Glamis Investments
Paul Campbell	Leisure & Culture Dundee
Anna Day	Leisure & Culture Dundee
Kevin Dornan	McDonalds
Nick McPartland	McDonalds
Malcolm Angus	Overgate
Stuart McFarlane	Primark Stores Ltd
Danielle McRorie-Smith	Scotland's Improvement Districts
Neil McDougall	Silkstone Properties/Keiller Centre
Cullen Warnock	University of Abertay Dundee
Barry Ferguson	V&A Dundee

How do BIDs Work?

BIDs are *for* businesses and *by* businesses and, once approved through a ballot, all eligible businesses within the BID boundary contribute a set levy, based on their rateable value. The funds are then used to deliver projects - developed in consultation with stakeholders that might include:

- Enhanced street cleaning and maintenance
- Marketing and events to drive footfall
- Crime reduction and security initiatives
- Business support and networking
- Improvements to public spaces

BID Governance

BIDs are governed by a not-for-profit company or organisation led by a board of stakeholders. Typically, this includes,

- Local business owners
- Property owners
- Representatives from local government
- Community or civic leaders

The BID board is accountable to the levy payers and ensures transparency and regular communication. Annual reports and public meetings help maintain trust and engagement across the district.

BIDs in other major cities

Across Scotland and the UK, Business Improvement Districts have a strong track record of delivering business-led investment that creates cleaner, safer, and more attractive city centres. By pooling levy income and working in partnership with public bodies and stakeholders, BIDs are able to deliver targeted improvements that individual businesses could not achieve alone.

Essential Edinburgh - First established in 2008, Essential Edinburgh demonstrates the long-term value of sustained BID investment in a capital city environment. Now in its fourth term, it has enabled city centre businesses to collectively invest in co-ordinated services spanning city centre management, safety initiatives, marketing, and major events. This long-term, business-controlled investment has helped strengthen Edinburgh's competitiveness and ensure the business community has a strong, credible voice in shaping the city centre. Its current term runs until 31 March 2028.

Aberdeen Inspired - This award-winning BID represents almost 700 city centre businesses. It illustrates how BID investment can be used to drive footfall, improve perceptions, and raise a city's profile. By combining levy income with partner funding, Aberdeen Inspired has invested in high-impact events, marketing, and placemaking activity, including internationally recognised events such as the Tall Ships Races Aberdeen 2025 and the Aberdeen Comedy Festival 2025 – delivering clear benefits for retail, hospitality, and leisure businesses.

Go Forth Stirling - shows how BID investment can deliver practical, day-to-day value in a historic city centre. Following a strong 'YES' vote in 2022, the BID secured a second five-year term, running until August 2027. Investment is focused on business promotion, partnership working, and tackling shared challenges, ensuring local businesses benefit directly while protecting Stirling's unique character and heritage.

What this means for Dundee

These examples show that BIDs are not one-size-fits-all. Instead, they provide a proven framework for business-led investment, allowing each city to set its own priorities, leverage additional funding, and deliver visible improvements where they matter most.

A Dundee BID would build on this proven approach – ensuring investment decisions are shaped by Dundee City Centre businesses, for the benefit of the city centre as a whole.

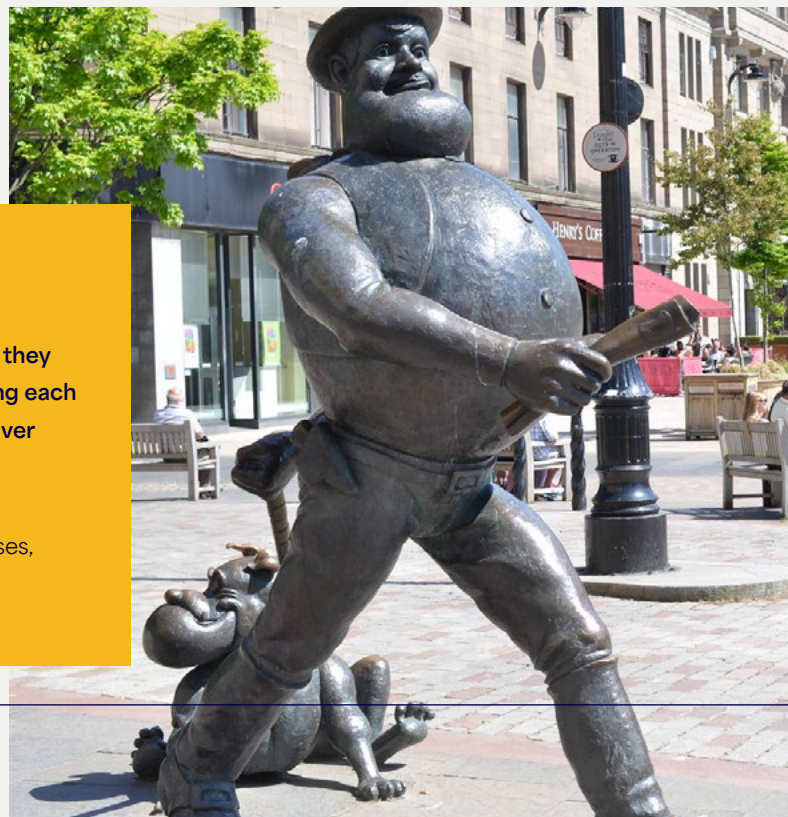
How will Dundee City Centre benefit from a BID?

All businesses in the city centre, whether BID levy payers or not, will benefit from the projects and services that Dundee BID will deliver.

We're building a stronger, safer, and more vibrant Dundee City Centre - together.

Dundee BID will support:

- ✓ **Safer streets** - tackling crime and anti-social behaviour.
- ✓ **A vibrant city** - promoting Dundee as a lively, welcoming destination.
- ✓ **More footfall** - attracting visitors and encouraging them to stay longer.
- ✓ **Year-round buzz** - supporting diverse events and activities.
- ✓ **A business-friendly Dundee** - improving perceptions and opportunities.
- ✓ **One strong voice** - representing local businesses to public authorities.
- ✓ **A thriving economy** - enhancing retail, leisure, and evening trade.
- ✓ **Smart insights** - sharing market intelligence and research.
- ✓ **Collaborative marketing** - working with partners to promote the city.
- ✓ **Funding growth** - exploring new investment opportunities.





Dundee BID Area

There are approximately 380 eligible properties located in the BID area. The defined BID area, based on the Dundee City Council Local Development Plan Map, extended to include Gallagher Retail Park, part of Constable Street (and surrounding area) and parts of Hawkhill, and includes all roads, streets and private developments within the defined boundary, even if they are not listed yet or are created after the ballot has taken place.

Allan Lane
Argyllgait
Artillery Lane
Bank Street
Barrack Street
Bash Street
Bell Street
Blair Road
Brown Street
Camperdown Street, City Quay
Candle Lane
Castle Street
Chapel Street
City Square
Commercial Street
Commercial Street Lane
Courthouse Square
Coutties Wynd
Cowgate
Crichton Street
Cross Lane
Discovery Quay
Dock Street
Earl Grey Place East
Earl Grey Place West
East Dock Street
East Marketgait

East Whale Lane
Euclid Crescent
Exchange Street
Exchange Street/Exchange Court
Forester Street
Foundary Lane
Gallagher Retail Park
Gellatly Street
Greenmarket
Hawkhill
High Street
Horse Wynd
Johnston Street
King Street
Kirk Lane
Mary Ann Lane
Meadow Entry
Meadow Lane
Meadow Place Buildings
Meadowside
Murraygate
Nethergate
New Inn Entry
Nicoll Street
North Lindsay Street
Overgate Centre
Palais Court

Panmure Street
Peter Street
Queen Street
Rattray Street
Reform Street
Riverside Drive
Riverside Esplanade
Royal Exchange Lane
Salem Street
Seagate
Shore Terrace
Soapwork Lane
South Castle Street
South Crichton Street
South Marketgait
South Tay Street
South Union Street
South Victoria Dock Road
South Ward Road
St Andrew Land
St Andrews Lane
St Andrews Street
Sugarhouse Wynd
Tay Square
Tay Street Lane
Temple Lane
The Wellgate

Trades Lane
Union Street
Ward Road
Waterfront Place
West Bell Street
West Marketgait
West Port
West Victoria Dock Road
Exchange Lane
Whitehall Crescent
Whitehall Street
Willison Street
Wishart Archway
Wishart Place
Yeaman Shore

If you are unsure if your business is eligible and within the BID area, please contact us at hello@dundeetid.co.uk

The Consultation Process

Extensive consultation has taken place with businesses to help shape the Dundee BID's priorities.

The initial outreach engaged city centre businesses via a bespoke survey to gauge interest in a BID and identify key themes. These early conversations tested the concept, gathered reactions, and raised awareness of BID opportunities.

Running in tandem with the survey, direct one-to-one meetings were held with businesses within the proposed BID boundary. These meetings helped establish a deeper understanding of business needs and priorities, ensuring that different sectors could contribute meaningfully.

Feedback showed a consistent desire for stronger collective action on issues like city centre vibrancy, safety, and promotion. All proposed activity is additional to that provided by Dundee City Council, or other public sector providers.

The BID plan has been shaped by feedback from forums, one-to-one engagement, and surveys. This ensures the project's focus is business-led and evidence-based, with priorities reflecting the city centre business community's voices.

We are grateful for the feedback which has helped to shape the projects that our BID would deliver.

The project team will continue engaging with businesses until the ballot.

What you told us your priorities were



- Crime & Anti-Social Behaviour
- Number of Vacant Units
- Cleanliness & Litter
- Availability of Car Parking
- Low Emission Zone (National Policy)
- Level of Shop Theft
- Graffiti & Flyposting
- Maintenance of Street Furniture
- Public Transport (Is It Easy/Affordable)
- Connectivity (Air, Train & Bus)



What Dundee BID Will Do



Safer

A more secure and friendly city centre

- ✓ Introduce a visible street presence at key times to offer support to business, residents and visitors.
- ✓ Partnership initiatives to promote collaboration in preventing and reporting city centre crimes.
- ✓ Collaborate with healthcare professionals and consider attaining “Purple Flag” accreditation.



Cleaner

A more welcoming city centre for all

- ✓ Deployment of a rapid response Dundee BID “Clean & Green” targeting graffiti, etc.
- ✓ Work with partner organisations on the overall presentation of vacant units.
- ✓ Work in partnership to improve the shared public spaces .



Vibrant

A more engaging city centre

- ✓ Deliver a strong programme of new city centre events.
- ✓ Contribute to the planning, promotion and delivery of major city centre events to make Dundee City Centre more engaging for all audiences.
- ✓ Ensure that businesses are kept up to date with events and in a position to maximise their economic potential.



Empowered

Representing city centre businesses through strong partnerships

- ✓ Keeping businesses better informed and more engaged by encouraging collaboration.
- ✓ Engagement, co-operation, and partnership activities with key stakeholders to align our shared city centre priorities.
- ✓ Represent the business interests of levy payers within the public realm at local and national levels.

DUNDEE BID LEVY RULES

The BID Steering Group agreed the following levy rules,

- 1 The BID term will be for 5 years from 1 May 2026 to 30 April 2031.
- 2 The levy must be paid in one payment within 21 days from the date of the levy invoice.
- 3 The BID levy will be index linked and tied to the Consumer Price Index (CPI) on the date of the issue of the levy invoices to a maximum of 3%, but subject to the agreement of the Board of Directors on an annual basis.
- 4 The BID levy will be charged on all properties in the BID area which appear on the Local Assessors Valuation Roll with a non-domestic rateable value (RV) of £25,000 or more.
- 5 The number of relevant properties liable for the levy is approximately 380.
- 6 The BID levy will be collected annually in advance in one payment and the charging period will be 1 May to 30 April, starting 1 May 2026. The person or company responsible for the non-domestic rates on 1 May of each chargeable period will be liable for the entire year's charge.
- 7 The BID levy will be 1.5% of the non-domestic rateable value as of the ballot date of 19 March 2026 for the 5-year term and will not change for the 5-year term.
- 8 The BID levy will be index linked to the CPI (to a maximum of 3%) to account for inflation, subject to the discretion and agreement of the Board of Directors on an annual basis.
- 9 NHS hospitals and health centres will be excluded from the BID.
- 10 A cap on the annual levy payable will be set at £30,000 per business. To qualify for this relief a business must be a single legal entity liable for the non-domestic rates for all relevant properties or be a business with an 'At Arm's length Organisation' (ALEO).
- 11 The BID levy will have to be paid by a new ratepayer occupying an existing (including a sub-division) or a new rateable property within the BID area up until the end of the five-year term on 30 April 2031, even if they did not vote in the ballot.
- 12 A ratepayer/property owner will be liable to pay the BID levy on an unoccupied property without any void period.
- 13 Voluntary membership of the BID will be available to non-levy paying businesses at the discretion of the Board.
- 14 There will be no increase or decrease in the levy throughout the BID term because of a non-domestic rateable revaluation occurring during the BID term.
- 15 The levy payments are not linked to what businesses actually pay in rates but are based on the rateable value of the property.

THE BALLOT PROCESS

- 1 The BID ballot is a confidential postal ballot conducted by Dundee City Council on behalf of Dundee BID and in accordance with Scottish BID legislation.
- 2 Ballot papers will be posted to the eligible person responsible for casting a vote within their business at least 42 days before the day ballot.
- 3 In the case of national companies, the responsibility for voting may lie with head office.
- 4 Prior to, or on the date the ballot papers are issued, the BID Proposer will provide to all those eligible to vote in the ballot, a copy of the BID Business Plan.
- 5 Voting papers will be issued no later than 5 February 2026.
- 6 The last date for all ballot papers to be returned is 5pm on 19 March 2026. Ballot papers received after this date and time will not be counted.
- 7 All eligible persons will have one vote or, where a person is liable for non-domestic rates for more than one property, that individual shall be eligible to cast more than one vote and will be required to pay the levy for each of the properties that they occupy.
- 8 Some eligible persons may receive more than one ballot paper. Each ballot paper should be completed, signed and returned in its pre-paid envelope.
- 9 For the ballot to be successful there must be a minimum turnout of 25% (the headcount) by number of eligible persons and by combined rateable value; and, of those who turnout, the majority must vote in favour by number and rateable value.
- 10 The ballot papers will be counted on 20 March 2026 and the results announced by Dundee City Council within one week.
- 11 Following a successful ballot, the BID will commence on 1 May 2026 for a period of five years until 30 April 2031.

BID GOVERNANCE

- Dundee BID will be transferred to a not-for-profit organisation from 1 May 2026.
- The company will be managed by the Dundee BID Steering Group until a Board of Directors is elected, for no longer than three months after the ballot date.
- The Board of Directors will create a Code of Conduct and Management and Governance policies and agree the "Operating Agreement" with Dundee City Council which will cover billing, collection, and transfer of the levy to the BID company.
- The Board of Directors will be representative of businesses and stakeholders in the area and will consist of 12-15 directors, with each eligible property having one nomination and nominations for directors from outside the BID will be at the discretion of the Board of Directors.
- The Chair, Vice Chair, and Treasurer (or Finance Director) will be elected from the directors of the Board.
- The Board will have a maximum of two non-voting representatives from Dundee City Council and one from Police Scotland (either non-voting members or local groups can be co-opted). Dundee City Council and/or Police Scotland can also nominate a voting board member as part of this quota.
- The BID Board of Directors will have the authority to adapt or alter the projects, services, and activities from year to year where it is in the best interests of the levy payers and without recourse to an alteration ballot.
- The BID Company Board reserve the right to consider creating a charitable arm of the company if this will enable the company to secure additional funding, which can only be sourced with charitable status.
- The Board will be responsible for all decisions relating to staff, contracts, and the delivery of the approved business plan and will recruit a BID manager and supporting team.

Dundee BID Timeline



**By 5th
February
2026**

Ballot papers and Dundee BID
business plans are sent to all
eligible businesses

Ballot Day

Your vote must
reach us by 5pm on
19th March 2026



The Count 20th March 2026



Declaration of results



**From 20th March 2026
And by 26th March 2026**



Dundee BID Finances

Dundee City Council will collect the levy on behalf of Dundee BID ensuring complete transparency, security of money collected and auditable collection procedures. The levy will be lodged in a BID Revenue Account which can only be accessed by the BID Board to finance the delivery of the Business Plan.

Dundee BID will also strive to source additional income where possible via grant funding, voluntary levy schemes, etc to supplement the levy income and provide additional funding for projects.

Dundee City Council will charge 2.3% (plus staff costs) for the collection of the levy.

Any non-payment of the levy will be pursued, and statutory powers will be enforced to ensure fairness to those levy payers that have paid. The Council will be entitled to charge an additional fee to the levy amount to meet any additional costs incurred in the recovery of the levy.

INCOME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
BID Levy	£489,000	£489,000	£489,000	£489,000	£489,000	£2,445,000
Additional Funding						
INCOME TOTAL	£489,000	£489,000	£489,000	£489,000	£489,000	£2,445,000

EXPENDITURE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Safe And Secure	£117,030	£132,030	£132,030	£132,030	£132,030	£645,150
Clean And Green	£117,030	£132,030	£132,030	£132,030	£132,030	£645,150
Vibrant	£63,350	£73,350	£73,350	£73,350	£73,350	£356,750
Empowered	£22,005	£22,005	£22,005	£22,005	£22,005	£110,025
Operating Costs	£68,460	£68,460	£68,460	£68,460	£68,460	£342,300
Collection Fee	£12,225	£12,225	£12,225	£12,225	£12,225	£61,125
Contingency	£48,900	£48,900	£48,900	£48,900	£48,900	£244,500
Set Up Costs (One Off)	£40,000	£0	£0	£0	£0	£40,000
TOTAL EXPENDITURE	£489,000	£489,000	£489,000	£489,000	£489,000	£2,445,000

How To Vote

The ballot for a Dundee BID will run from the 5 February until 5pm on 19 March 2026.

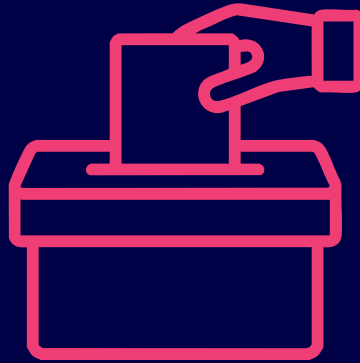
You should receive one ballot paper for each property that you are eligible to vote for by post (these should start to arrive at the end of January 2026). If your ballot paper doesn't arrive by 10 March 2026, or if you require a replacement ballot paper, please get in touch (hello@dundeebid.co.uk).

Each ballot paper comes with its own return envelope.

You should **complete the ballot paper by putting a cross (X) beside your choice** on the creation of a Dundee BID.

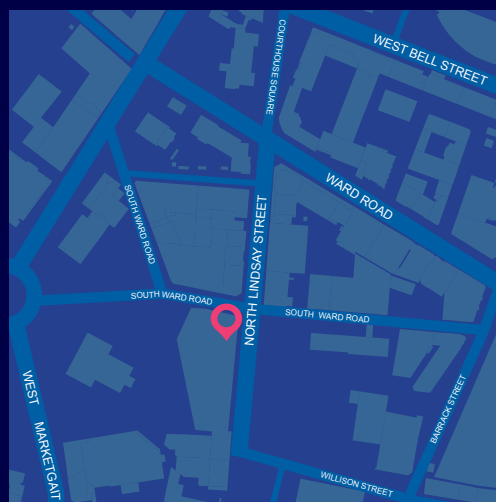
Write your name in BLOCK capitals, your position in the business and your signature and return the ballot paper in the envelope provided or return it to the ballot box at Customer Services, Dundee City Council, Dundee House, 50 North Lindsay Street, Dundee, DD1 1LS.

Your ballot must arrive by 5pm on Thursday 19 March 2026 to be included in the vote. Papers received after this date and time will not be counted.



Return your completed ballot paper(s) by one of the following:

1. Return by post in the prepaid envelope(s)
2. Place in the ballot box located at **Customer Services, Dundee City Council, Dundee House, 50 North Lindsay Street, Dundee, DD1 1LS** (shown on map below), Monday to Friday, between 9.00am and 4.00pm.



Email hello@dundeebid.co.uk if you need assistance returning your ballot.

Contact Us

If you would like more information, please visit our website www.dundeebid.co.uk or contact the Chair or Project Manager by telephone, e-mail or make an appointment to see them.

Stuart McFarlane (Co-Chair)

E: hello@dundeebid.co.uk

Carrie Shannon (Co-Chair)

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Louise A Fraser

Dundee BID Project Manager

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