



# CANTERBURY CONNECTED

## Business Plan 2019-2024





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# VOTE FOR THE FUTURE OF YOUR BID

Business Improvement Districts (BIDs) are business-led partnerships that agree by ballot to pay an extra levy based on their rateable value to fund activities, services and improvements that will benefit the businesses and the place in which they operate.

As we approach the end of our first five-year term, it's appropriate to reflect on the positive impact our projects and services have had in nurturing a healthier environment for business to flourish.

From highly successful summer and Christmas marketing campaigns to sponsoring events that drive footfall and dwell time; and from lobbying on priority issues for business to providing key business insights reports, we have delivered on our promise to give value back to you our levy payers.

As a Tax Partner at Kreston Reeves, we support the BID because it means that our business is located in a city that is dedicated to making Canterbury a better place for customers and clients, shoppers and staff, residents, students and visitors.

I look forward to a second term and all that we can deliver for Canterbury.



**Clive Relf**

Chair of Canterbury BID  
and Tax Partner at Kreston Reeves

The past five years have seen us deliver demonstrable change and progress across a range of key issues outlined in our first Business Plan – a plan directly influenced by and developed with the business community in Canterbury.

We have succeeded in making Canterbury a better place and everything we do is focused on the needs of the businesses and organisations in the city.

The city has changed enormously over the first term of the BID. We are in a rapidly changing retail environment nationally; our higher education institutions contribute significantly to Canterbury's economy and they are changing, too; our hospitality, attractions and entertainment offering is developing and we need to support that. We need to work together as a business community to face these challenges and opportunities.

As Chief Executive of the BID, I am responsible for delivering the priorities laid out in this business plan, together with a dedicated team, led by a voluntary Board of Directors, representing the business sectors who operate in the city.

Together we are a stronger voice, and we look forward to more shared success.



**Lisa Carlson**

Chief Executive of Canterbury BID



# THIS IS CANTERBURY

Canterbury is a world-famous cathedral city with strong historic, cultural and commercial appeal and a premium retail offer with an enviable mix of independents and national brands. We are a UNESCO World Heritage Site with the Great Stour river flowing through the city centre and beautiful parks and gardens all around – the perfect cosmopolitan city with a countryside feel.



“BIDs are providing certainty in an uncertain landscape. Their ability to evolve and innovate depending on local challenges is powerful.”

OJAY MCDONALD  
CHIEF EXECUTIVE, ASSOCIATION OF  
TOWN AND CITY MANAGEMENT

Canterbury is also home to a successful business and professional service sector, three Universities and seven language schools who are important ambassadors for the city, generating a significant number of visits.

Canterbury BID was established by ballot in 2014 as an independent, business-led, not-for-profit initiative to ensure investment in the city based on the priorities of the business community. All of the money raised by the BID – from the levy, voluntary contributions, sponsorship and commercial income – is invested directly back into Canterbury. In the first BID term (2014-2019), your BID raised 20% on top of the levy, totalling £430,000 over the five years, bringing the total amount invested to over £2.9 million. Nationally, there are 300 BIDs in the UK, investing over £130 million every year, giving business an independent voice and investing in business-led initiatives.

Canterbury BID is now firmly established as a key partner in the management of the city centre and is respected by government and industry partners at local, regional and national level. We work with the local organisations and institutions who influence the city’s operation and vitality, and we also represent Canterbury at All Party Parliamentary Groups for Town and City

Centres and lead the South East for the Association of Town and City Management.

As your BID, we take pride in our city and we want Canterbury to continue to thrive – and to make the most of the opportunities we have whilst addressing the challenges we face in this rapidly changing environment nationally.

**The ballot for a second BID term will take place from 13 June to 11 July.** A second BID term is our opportunity to ensure we continue to build a strong trading future for our city. Through recent consultation we listened to what you think we have done well, what we could improve further and what new initiatives you would like to see introduced to make Canterbury the best it can be. This proposal sets out your priorities to establish Canterbury BID for a second term to operate from 13 October 2019 to 12 October 2024.

**We are asking for your support** to ensure that Canterbury grows as a vibrant and professionally managed place, a profitable place in which to do business, and to ensure that all the sectors represented in Canterbury’s city centre economy are supported and nurtured.

# BID 1

## ACHIEVEMENTS

(2014-2019)

## VALUE FOR MONEY

Your BID Board includes representatives from independent and national retailers, business and professional services, hospitality, tourism, education and the evening and night time economy. They all volunteer their time and experience to ensure your BID provides value for money.



By sourcing additional income streams, **the BID increased the levy investment into the city by 20%** totalling £2.9 million over the first five years (an additional £430,000 on top of the levy).

Here are a few highlights of the success we have seen over the last five years:



“The BID delivers fantastic value for money and it’s reassuring to have the BID on your side with the day-to-day challenges of improving your business.”

RACHEL SANDERS  
BOCONCEPT

# IMPROVING THE CITY



## Canterbury in Bloom

We dressed the city from May to September every year with **1 million flowers** in **400 hanging baskets** and **led Canterbury to gold** in the bloom competitions.



## Cleaning

We **deep cleaned 13 miles of city streets** and introduced a pilot programme to **tackle graffiti** by funding anti-graffiti paint on grot-spots and by providing graffiti wipes to clean tags on lamp posts, doorways, signs and hoardings across the city.



“St George’s Lane is the first impression visitors arriving by coach get of the city. We’re grateful for the work which the BID undertakes to keep this area clean.”

MATTHEW ARNOLD  
COMMERCIAL DIRECTOR,  
STAGECOACH



## Purple Flag and Crime Reduction

We secured **Purple Flag status for the city** to help manage and promote the evening and night time economy and **increased our involvement with Kent Police**, meeting regularly to discuss the challenges businesses face in the city and delivering **workshops on crime reduction and anti-social behaviour**.

The Police liaise regularly with the BID Ambassadors and are part of the Purple Flag Steering Committee and the BID Board.



## awards

**Purple Flag** accreditation for the evening & night time economy **South & South East and Britian in Bloom** Gold Winner 2016-17 **Lasting Impression** Kent Tourism Awards 2017 for Medieval Pageant

# PROMOTING CANTERBURY



## Medieval Pageant

The BID **put Canterbury on the map** by introducing a Medieval Pageant reaching an **audience of 5,000**, with a record 4,000 Medieval Trail visits in 2018 to historic venues and local businesses throughout the city, and **winning an award for tourism**.



## Christmas

We make Christmas happen by funding 23 miles of **Christmas lights**, organising the **lights switch-on** event, and co-ordinating a county-wide marketing campaign, driving footfall and promoting Canterbury as the best regional shopping destination.



## Marketing

We **reached over 142 million people** through BID-funded marketing campaigns, promoting the city locally, nationally and internationally.



“Our Canterbury location has just celebrated its most successful Christmas season to date. We believe this is a direct result of all the work that was done by the BID in Canterbury.”

EMMA BISWAL  
THE AMBRETTE



## Events and Festivals

We invested £205,000 in funding events and festivals that support local businesses, **bringing over 285,000 people to the city** through events like Pride Canterbury, Wise Words Festival, Canterbury Food and Drink Festival, the Shakespeare Festival, City Sound Project in the Park, King's Mile Trick or Treat, the Christmas Lights Switch On, Canterbury Festival and the Cathedral Quarter Christmas Shopping Night.



# SUPPORTING BUSINESS



## Funding your Initiatives

We invested **£20,000 in business-led initiatives** including the provision of security for The Kings Mile's Trick or Treat annual event and supporting the new Cathedral Quarter with branding.



## Networking and training

We brought you together to **build new business connections** by hosting free networking and training events **attended by 2,917** local business professionals, taking place in 50 city centre locations, showcasing your activities and facilities. Training included sessions on GDPR, visual window display, digital marketing, business rates, low carbon grant applications, cyber security and anti-terrorism.



## Lobbying

We represented your views on **16 different steering groups** and forums amounting to over **1,560 hours of lobbying** on topics affecting the health of the city centre, from parking to cleaning and from business rates to marketing. We negotiated a reduced rate for coaches using the Coach Park and ensured that the total number of car parking spaces across the city would not be lost.



## Ambassadors

Our award-winning **BID Ambassadors** walk the city streets 362 days of the year, working to resolve the challenges you face on issues such as cleaning, graffiti, anti-social behaviour and shoplifting with over 30,000 business visits logged.



"After attending the BID event we applied for the LOCASE grant which allowed us to install new equipment."

JON MILLS  
THE FOUNDRY



## Influencing

**70 businesses and statutory authorities** are active members of BID co-ordinated Forums and Steering Groups.



"BID networking events helped us embed in the local business community smoothly, quickly and efficiently."

ZOE RODDA  
LILY'S BISTRO

# YOUR VIEWS

Canterbury BID is focused on delivering projects and services that benefit you. This Business Plan has been created bearing in mind the continuous dialogue we have had with you over the past five years.

We ran an extensive consultation process from September to November 2018. A consultation conference launched this period with live polling, and a questionnaire was produced in hard copy and digital format that was distributed to businesses and organisations at a local and national level. We followed up with direct contact via the BID Ambassadors, the BID Team and the BID Board.

Here is a snapshot of your priorities:



Promote and Animate



Support and Represent



Improve the Experience

# WHAT WILL BID 2 DELIVER

(2019-2024)

A second BID term will see us build on the strong foundations established over the past five years and take on board the new challenges the city centre is facing.

Your dedicated BID team will work to provide leadership and representation to ensure a strong voice on the issues that matter most. We will enhance the trading environment and user experience, generating tangible value and cost savings for businesses, promoting and supporting those trading in the city – as well as inspiring new visitors (locals and tourists) to discover all that our city has to offer. We will introduce and develop new initiatives based on the priorities expressed by the business community, and continue with the projects and activities that you valued in the first BID term.



“The work that the BID undertakes in Canterbury is vital in order that businesses are heard and our money is invested in projects that make a direct impact.”

MARIA COCKBURN  
OWNER, ANTOINE ET LILI

“Our sales increased 40% year on year the night of the Christmas Lights Switch On because of the effort that Canterbury BID put into making Christmas happen in Canterbury.”

IAIN OLIVER  
BUSINESS MANAGER, MCDONALDS  
(ST GEORGE’S STREET, CANTERBURY)



# PROMOTE & ANIMATE

The BID will fund events and festivals, and fresh promotional campaigns focused on encouraging dwell time and spend.



## Animating the city

Illuminate and decorate the city to attract customers: **Christmas lights** from mid-November to early January and **floral displays** from June to September are significant ways of generating a positive lasting impression for locals and visitors. Without the BID, these wouldn't happen. An improved environment means people are more likely to stay longer and spend more.



## Attract higher-spending visitors

Only 8.4% of visitors to Canterbury are currently staying overnight and yet they generate 38% of the total spend. The BID funded a **new visitor economy strategy** – the Destination Management Plan (DMP) – which will shape the city-wide promotional strategy over the next five years and bring the Canterbury story to life through **high impact, targeted campaigns** promoting Canterbury as a first class cultural heritage destination.





## Free promotional material

The BID will help supply a **free repository of high-quality photography, video content, itineraries and stories** that can be shared by all businesses to their clients and customers and press. The photos on our Flickr account are free for you to use – just click the Flickr icon on the BID website.



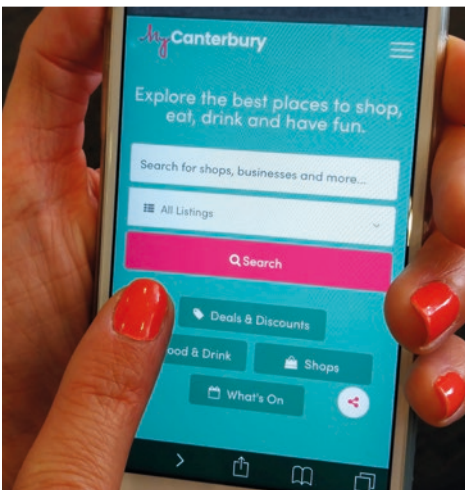
## Event support

Events bring **increased footfall, dwell time and overnight stays**, and attract visiting friends and relatives. In the first BID term, BID-supported events brought more than 285,000 visitors to the city. The BID will continue to support events to ensure our city remains a vibrant and creative destination for everyone.



## Reaching out to locals

Marketing to **inspire locals to be tourists and shoppers in their own city** is essential, including residents, staff and students. The people who are going to spend money on a regular basis are those who live within 30 minutes of the city and those who work in and around the city. Canterbury's significant influence is reflected by the city centre's extensive shopping catchment area with a population estimated to be over 1,000,000 people. Your BID will **target this market to encourage local spending**.



“Every single customer at the Gin Night had booked via the BID’s MyCanterbury digital marketing platform.”

HANNAH THOMPSETT  
THE ABODE

# SUPPORT & REPRESENT

The BID will provide free business support and will ensure that you have access to the information you need to help with day-to-day and longer-term challenges and opportunities.



## Business Insights

Your BID will provide regular **city performance reports with essential information** about your trading environment: vacancy rates, footfall, sales performance, transport and tourism.



The BID is a member of the **All Party Parliamentary Group for Town Centres** which has led to lobbying for Diverted Giving and calling for a review of Business Rates in favour of High Street businesses, and the BID's Chief Executive is the **South East Chair for the Association of Town and City Management**.



## Representing your voice

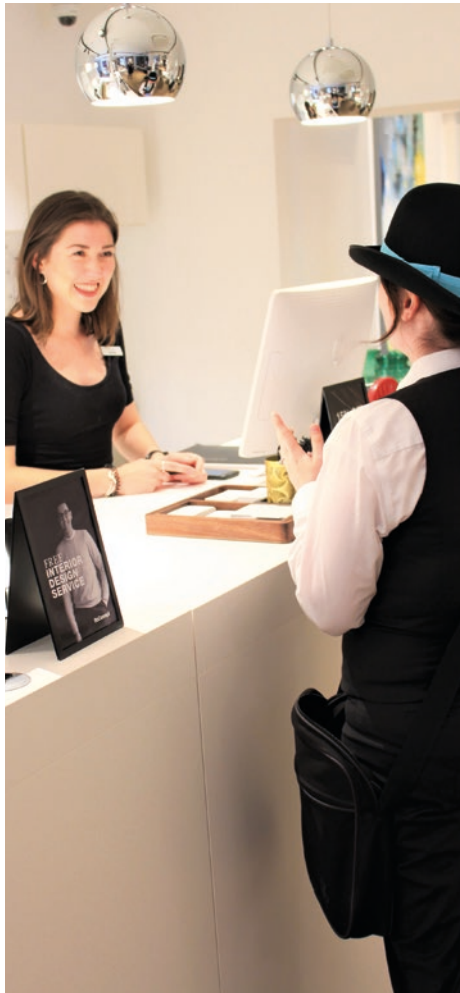
We will **represent you and lobby for your priorities** at committees and working groups, ensuring the voice of business is heard covering topics such as transport and access, cleaning and graffiti, connectivity, public realm improvements, marketing and events, the night time economy, heritage and anti-social behaviour.





## Free networking and training

The BID will provide **free training and workshops** on topics relevant to you such as business rates, marketing, window displays and business grants. We will provide free networking – a great opportunity to showcase your business – and we will introduce new networking events to help share ideas and best practice. Going forward, networking will be spread over different days and times to enable a variety of businesses to attend.



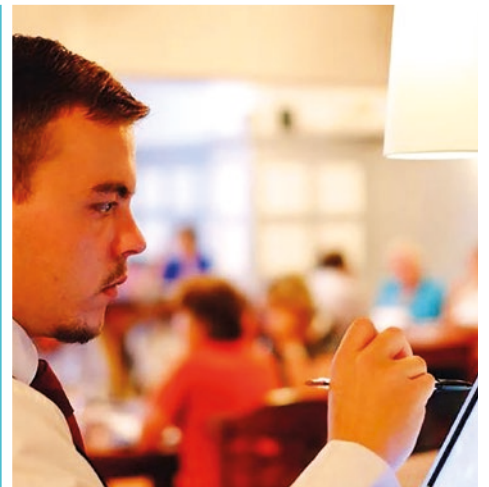
## Ambassadors

The BID Ambassadors work closely with the Council's enforcement team, Whitefriars security and the Police, in addition to being on the District Watch radios, which means there is a **joined-up communication** channel between those people who are in the city centre observing and reporting. They are members of the Rough Sleeper Forum, Litter Round Table and Safety Tasking Group and provide invaluable knowledge to all that attend.



“The free training sessions are brilliant – something that small businesses just wouldn't have access to without BID.”

SARAH WHARTON  
925 SILVER



## Traders' Association support

The BID will **support the development of traders' associations** such as The King's Mile and the Cathedral Quarter in order to ensure that visitors to the city are aware of the rich mixture of diverse and unique businesses situated in the city.

# IMPROVE THE EXPERIENCE

First impressions are important and ensuring everyone has a positive lasting impression of our city is high on our agenda. We are determined to help make Canterbury clean, safe and enjoyable for those who work, live, visit and study in Canterbury.



## WiFi and connectivity

The number one priority identified during consultation was connectivity – both WiFi and 4/5G. We will **support and lobby for better connectivity** and dedicate funds to support the development of public WiFi in Canterbury in order to **boost growth and development opportunities**.



“We need better connectivity in Canterbury and really value the work the BID is doing to make this happen. We lose customers and sales because the WiFi and 4G isn’t good enough.”

JONATHAN WILSON-JAMES  
WRAPPED



## Enhancing the public realm

Working in association with partners we will improve the streetscape and attractiveness of specific areas of our city centre, including **vibrant window vinyls** to reduce the impact of vacant units. We will also **lobby on behalf of businesses for public realm improvements** to the streetscape, including St George’s Street, St Margaret’s Street and Castle Street.





“There are huge benefits from working with BID - without it, Canterbury would be a very different place.”

CI MARK WELLER  
DISTRICT COMMANDER,  
KENT POLICE



## Cleaning

The BID will bring back the popular and much-needed **deep street cleaning** and introduce a new service to **help tackle graffiti**. Of 660 customers surveyed in December 2018, 40% stated graffiti removal and deep street cleaning were their top priority for the city.



## Signage and wayfinding

We will deliver projects to improve how people find their way into and around the city **to encourage visitors to explore different areas of the city, helping to spread footfall and spend.**



## Improving security

The BID will continue to develop our **crime reduction partnership** for the city, working closely with our **Purple Flag** committee which includes Kent Police, District Watch, the Universities and Unions, local security firms, Canterbury City Council, Whitefriars security, resident groups as well as owners and managers from businesses that operate in the early evening, night time and late-night economy. We will lead on Purple Flag accreditation, promoting a safe and vibrant night time economy for everyone.

# FINANCES (2019 - 2024)

Your BID will deliver projects and activities for levy payers for a five year period from 13 October 2019 until 12 October 2024 funded by the levy, voluntary income and sponsorship. Here is the proposed budget:

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	%
Levy Income*	463,000	472,260	481,705	491,339	501,166	2,409,471	83%
Commercial Income	25,000	25,000	25,000	25,000	25,000	125,000	4%
Voluntary Membership	25,000	25,000	25,000	25,000	25,000	125,000	4%
Grants & Sponsorship	20,000	20,000	20,000	20,000	20,000	100,000	3%
Service Level Agreement (CCC)	19,000	19,000	19,000	19,000	19,000	95,000	3%
BID 1 reserves**	50,000					50,000	2%
<b>Total Income</b>	<b>£602,000</b>	<b>£561,260</b>	<b>£570,705</b>	<b>£580,339</b>	<b>£590,166</b>	<b>£2,904,471</b>	<b>100%</b>
<b>Projects Expenditure</b>							
Promote & Animate	192,238	195,338	198,500	201,725	205,015	992,817	34%
Support & Represent	170,920	171,827	175,089	174,010	183,217	875,063	30%
Improve the Experience	116,805	102,227	103,778	105,360	106,771	534,942	18%
<b>Total Projects</b>	<b>£479,963</b>	<b>£469,393</b>	<b>£477,368</b>	<b>£481,095</b>	<b>£495,002</b>	<b>£2,402,821</b>	<b>83%</b>
<b>Other Expenditure</b>							
Management & Overheads	72,559	71,351	72,159	72,983	73,823	362,875	12%
Levy Collection	17,613	11,200	11,424	11,652	11,886	63,775	2%
Contingency	15,000	15,000	15,000	15,000	15,000	75,000	3%
<b>Total Other</b>	<b>£105,172</b>	<b>£97,551</b>	<b>£98,583</b>	<b>£99,635</b>	<b>£100,709</b>	<b>£501,650</b>	<b>17%</b>
<b>Total Expenditure</b>	<b>£585,134</b>	<b>£566,944</b>	<b>£575,951</b>	<b>£580,731</b>	<b>£595,711</b>	<b>£2,904,471</b>	<b>100%</b>

Figures included for voluntary contributions and sponsorship income are estimated but cannot be guaranteed.

\*The BID levy is projected to increase by an annual discretionary inflationary factor of up to 2%.

\*\*Reserves required to provide sufficient cash in the business to maintain a trading position between the end of the first BID term and the opportunity to draw down the levy collected for the next year.


# INVESTING IN YOUR PRIORITIES



YOUR  
BUSINESS



YOUR  
CITY



“In the last five years, since the BID has been in place, we have doubled our weekly sales and we’re still growing. Without a doubt, this is down to the BID.”

FILIPE DA SILVA  
MANAGER, ZIZZI’S



YOUR  
BID

# YOUR QUESTIONS ANSWERED

## Q. How will the ballot work?

The ballot will be carried out via post and voting by proxy is available, full details of which will be sent out with the notice of ballot. Canterbury City Council's Electoral Services Department will carry out the ballot independently of Canterbury Connected BID, as required by legislation. The ballot result will be announced as soon as possible after the last day of ballot on 11 July.

## Q. Am I eligible to vote?

All eligible businesses within the BID area with a Rateable Value exceeding £1,700 will be able to vote.

## Q. Isn't this what I pay my business rates for?

No. Business rates are collected by Canterbury City Council and are used to fund statutory and discretionary services. Not all of this is invested in the city centre and businesses have very little say on what these services are. BIDs differ from this as the money is collected locally and ring-fenced for the initiatives detailed in this business plan.

## Q. Does this mean that the local authority will stop providing services?

No. We have established a baseline service provision from the local authorities. Baseline statements have been obtained for the following areas and can be viewed on the BID website:

Policing	Car and coach parking
Highways maintenance	Tourism
Street lighting	Museums
Licensing and enforcement	Community safety
Street cleansing	Transportation

BIDs can only undertake services or improvements that are addition to that which is already provided. The local authority will also contribute to the BID, as they own property in the BID area and will therefore be treated as any other levy payer.

## Q. How much will this cost me?

The levy is based upon 1.6% of the Rateable Value of each eligible property for businesses with an RV exceeding £1,700 (exceptions apply, see "Levy Rules" on p27). The levy will be collected once a year for each of the five years of the BID and will contribute to the £2.9 million in funding to be spent on projects and services outlined in this business plan.

The table below provides a guide of what individual businesses will pay:

Rateable Value (RV)	Annual Levy @ 1.6%	Weekly Cost	Daily Cost
£2,000	£32	£0.63	£0.09
£5,000	£80	£1.54	£0.22
£10,000	£160	£3.08	£0.44
£20,000	£320	£6.15	£0.88
£50,000	£800	£15.38	£2.19
£100,000	£1,600	£32	£4.38
£250,000	£4,000	£76.92	£10.96
£500,000	£8,000	£153.85	£21.92
£850,000	£13,600	£261.54	£37.26

## Q. How will I know if it's working?

Each year the BID will produce an annual performance report to show what the BID is delivering and the return on investment for levy payers. Project and operational reports, and the annual accounts, are also published on the BID website.

## Q. Why should I vote Yes?

Voting YES to the BID in Canterbury will mean that you can expect continued investment based on YOUR priorities for another five years. Canterbury will be a better marketed, maintained and managed city.



“BIDs are brilliant for small independents.”

SARAH WREN  
OWNER, OSCAR & BENTLEYS RESTAURANT

## Q. And if I vote No?

Canterbury will no longer have a business-led group investing your city centre.

## Q. Can I opt out?

No. A positive result in the ballot will mean that all eligible businesses over the threshold and within the BID area are required by law to pay for a 5-year period.

## Q. What happens if my business closes or moves during the year? Will I get a refund?

The BID Levy is based on a Chargeable Day, in our case 13 October is the start of the BID year. What this means is that whoever is liable for the Business Rates on this day each year is also liable for the full BID levy, in a single payment. This means that there are no refunds available for the balance of the year if you move out of the premises for which the levy is liable; the balance of the levy is then a matter for negotiation between you and any incoming tenant or the landlord if at the end of the tenancy. The presence of a BID levy should arise in pre-transaction searches and questions about whether a given property is included in a BID area, and if so, the amount of levy and related matters are included in standard enquiries which are raised in every commercial property transaction.

## Q. Why can't I pay in instalments, like Business Rates?

We are obliged by legislation to use the collection agent used by our local authority, which, in our case, is Civica. It costs £25.50 to collect a levy from each hereditament, a cost that would increase if we collected by instalments. It is the view of the BID Board that this money is better used to invest in the programmes businesses want to see in the city, not on collection charges.

## Q. What will the public sector contribute?

The public sector will pay the levy in the same way as other businesses in the BID area. Canterbury City Council own 16 hereditaments in the city centre and will be paying accordingly. Kent County Council own one hereditament in the city centre. Please note, Whitefriars is owned by Canterbury City Council but it is the retailers that vote and pay the BID levy.

## Q. What are the benefits of BIDs?

**Direct investment:** BIDs allow businesses to influence economic change by raising funds that are invested directly into their area based on business priorities.

**Economic growth:** BIDs promote economic growth through enhanced footfall and dwell time; by establishing practical links between private and public sector institutions; and by attracting additional inward investment.

**Competitive advantage:** BIDs help to establish a competitive advantage by providing an improved economic environment and better facilities for businesses.

**Additional funding:** BIDs can raise additional funding on top of the levy through voluntary contributions from businesses outside the BID area, grants and commercial income. Your BID raised 20% on top of the levy during the first BID term.

**Lobbying:** BIDs are representative of local businesses and can influence change.

## Q. How does the BID operate?

Canterbury Business Improvement District is a community interest company (CIC) which means that all the money raised by the levy (or any additional funds raised by voluntary contributions, grants or commercial income) is reinvested back into its “community of interest”: businesses in Canterbury city centre.

# MANAGING PERFORMANCE

An important part of the BID is to provide the business community with the intelligence needed to stay ahead.



“Whirligig Canterbury has been an active member of the BID since opening in 2018. We get great information from the BID Ambassadors and I appreciate being kept up to date with the work of the BID and results being delivered on our behalf.”

PETER ALLINSON  
WHIRLIGIG

## City's Performance

We will continue to produce regular city performance statistics including footfall trends, sales performance, future transport and access issues and tourism to help us better understand the trends and impact on different industry sectors and areas of the city.

We will undertake a regular Customer Perception Survey, measuring amongst other things demographics, travel time and mode, visit motivation, dwell time, and visit frequency. We will share the results with you to review quality and management standards of the city's services.

The BID Ambassadors provide reporting and monitoring of city-centre issues, enabling us to understand what the issues are across the city, and street-by-street, which helps inform decisions on how to make improvements. They are also a direct route to the city centre business community for the purposes of consultation and disseminating communication messages.

## BID's Performance

Return on Investment (ROI) is a key component of the BID. All businesses benefit from funds raised by the levy. In addition, we will undertake to raise an additional 20% on top of that through voluntary contributions, grants and commercial income.

The BID will provide robust appraisals of projects and will report back to levy payers through our newsletters, website, operations reports and through the production of an annual report. Our annual accounts are published in full on the BID website.

Events coordinated by or sponsored by the BID will be monitored using attendance numbers, ticket sales (where applicable), footfall and sales performance so we can better understand the impact of events on your business.

The BID will participate in all relevant meetings related to crime reduction and anti-social behaviour. It will also continue to seek Purple Flag accreditation for the evening and night time economy and to earn awards for floral displays and tourism.

The number of businesses participating in BID groups (Board, steering committees, working groups and forums) is also a key indicator of the BID's performance. In the first BID term 70 different businesses and local authority departments were represented in our working groups, a total of 114 business voices being heard. In turn we will continue to represent Canterbury's businesses in external steering groups (we currently sit on 14).

Finally, we will continue to consult and request business feedback throughout the term of the BID and will undertake an independent mid-term review.

# KEEPING YOU INFORMED



Email newsletters and updates



One-to-one business meetings



City performance reports



Annual reports and meetings



BID Ambassador visits and reports



Free training



Board meeting minutes and operations reports published on the BID website



Website and social media



Networking events

# MANAGEMENT & GOVERNANCE

The management and governance of the BID is open and transparent and is accountable to the levy payers. Your BID is operated by a BID team led by a voluntary Board of Directors, representing the business sectors who operate in the city and including the Cathedral, Whitefriars Shopping Centre, Canterbury City Council, Kent County Council, and observers from residents' groups and Kent Police. Each of them volunteer over 40 hours of their time each year to the BID.

**40 HOURS**

EACH OF THEM  
VOLUNTEER OVER 40  
HOURS OF THEIR TIME  
EACH YEAR TO THE BID.

The composition of the Board reflects the breakdown of the levy payers across the city. Working with Kent Police and leading on Purple Flag means that we have an effective crime reduction partnership in the city. Allowing residents groups to be observers ensures our commitment to including the voice of the wider community.

Canterbury BID Board meets regularly to ensure best practice and best value in all that we do. The Board takes responsibility for the strategic and financial management of the BID. Alongside the Board there are a variety of working groups and forums that feed into

the Board. Board minutes, operations reports and annual accounts are published in full on the BID website.

As part of our normal course of business, the BID will be entering into legally-binding contracts which may last over several years. In order to ensure value for money for significant purchases, research will be carried out on the goods or services in question and a relevant specification drawn up. Written quotes will be obtained, or the contract put out for tender. The BID has a procurement policy and a tender process in place for contracting services.

“The Marlowe Theatre is firmly rooted in the heart of the city. Our business thrives in a vibrant city centre environment and we see the businesses around us buzz when the theatre is full. I support the BID and am proud to be a BID board member because I believe that, as businesses, we can achieve so much more by working together than we can by working separately.”

**PAULA GILLESPIE**  
MARLOWE THEATRE AND BID BOARD DIRECTOR



# THE BID BOARD



**Clive Relf**  
Chair – Kreston Reeves



**Peter Scutt**  
Vice-Chair – Whitefriars



**Alex Ridings**  
Think Studio



**Paul Turner**  
The Marlowe Theatre



**Jonathan Fitter-Harding**  
Dodgems & Floss



**Clare Millett**  
The Westgate Hall



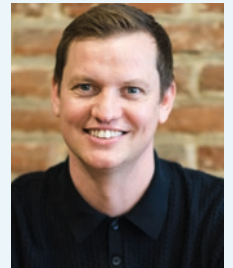
**David Lilford**  
Lilford Gallery & Lilford Framing



**Andrew Edwards**  
Canterbury Cathedral



**Caroline Hicks**  
Canterbury City Council



**Dan Grimwood**  
The Refectory Kitchen



**David Hughes**  
Kent County Council



**Blake McCaskill**  
Republic Events



**Karl Elliott**  
Clague Architects



**David Redgate**  
Girlings Solicitors



**CI Mark Weller**  
Observer – Kent Police



**Marco Keir**  
Canterbury Christ Church University



**Paula Gillespie**  
The Marlowe Theatre



**Ian Blackmore**  
Observer – Immense Tours



**Richard Scase**  
Observer – Canterbury Society



**Sue Langdown**  
Observer – Affiliation of Canterbury Resident's Groups

# YOUR BID TEAM

The professional and passionate team have a wealth of expertise and are responsible for the day-to-day management and delivery of the projects and services outlined in this proposal. The management team will be a combination of salaried and contracted resource, as well as full time and part time, depending on the needs of the business during the term of the BID.



- Emily Wells**  
Administrator
- Lucy Martin**  
Operations Manager
- Lisa Carlson**  
Chief Executive
- Rachel Pilard**  
Marketing and Communications Manager
- Kathy Moulton**  
MyCanterbury Sales Executive

## INDUSTRY PARTNERS

We recognise the benefit of keeping up to date with industry knowledge and best practice through a variety of industry partners including:

## THE AMBASSADORS



**Simon Jackson**  
Ambassador Team Leader



**Kayleigh Tester**  
Ambassador



**THE BID FOUNDATION**





# LEVY RULES

The following rules must be read in conjunction with the Business Improvement Districts (England) Regulations 2004 and Part 4 of the Local Government Act 2003. The term of the BID will be five years from 13 October 2019 to 12 October 2024

## 1. Hereditaments subject to the BID levy:

- 1.1. All Non-Domestic ratepayers will be subject to an annual BID Levy in respect of a hereditament if, on the 1 October in the year of the collection of the levy, the hereditament is in the defined Canterbury BID area and is in the rating list on that day for the Canterbury billing authority.
- 1.2. All new hereditaments entering the Rating List after 1 October 2019 will be levied at the rates listed below in rule 2 at the start of each chargeable year.

## 2. The BID levy: The annual BID levy will be calculated as rateable value (RV) x BID multiplier and will be fixed as at 13 October 2019 based on the 2017 Rating List (subject to inflationary adjustments in rule 2.4):

- 2.1. 1.1% of the RV for Whitefriars shopping centre tenants that are liable for a full service charge.
- 2.2. 1.4% of RV for Whitefriars shopping centre tenants that are liable for a partial service charge.
- 2.3. 1.6% of RV on all other hereditaments except those listed above.
- 2.4. Non-retail charities will receive 80% relief on the BID levy.
- 2.5. Non-income generating public toilets and communication stations will not be charged a BID levy.
- 2.6. A threshold of £1,700 rateable value will be applied, exempting any business hereditament within the defined BID area falling below this rateable value.
- 2.7. The BID levy is projected to increase by an annual discretionary inflationary factor of up to 2% ie. up from 1.6% multiplier to 1.62% in year 2 and so on).
- 2.8. VAT will not be charged on the BID levy.
- 2.9. The BID will not take into account any changes to the ratings regime during its five year term.
- 2.10. The BID levy will not be affected by small business rates relief or any other discretionary relief grant.

## 3. Collection of the BID levy:

- 3.1. The levy will be charged annually in advance for each chargeable period from October to September, starting on 1 October 2019 utilising the prevailing values on the 2017 Rating List.
- 3.2. The levy is an annual charge payable in advance as a single payment and no refunds will be made on the BID levy.
- 3.3. Any adjustments to the rateable values will only be applied to the BID levy at the fixed date of the subsequent chargeable year but will remain on the 2017 Rating List for the term of the BID.
- 3.4. The levy will be on a Chargeable Day basis and due as a single annual payment in October. If a hereditament changes tenant during the course of a year no refund will be paid to the departing tenant who will have to seek an accommodation or otherwise with the new tenant.
- 3.5. Where a property is subject to change of use from business to residential then the levy will cease in the year after which the change takes place. No refund or part levy will be payable in this instance.
- 3.6. The levy will be payable in one instalment collected by Canterbury City Council and is payable within 14 days. Collection and enforcement of the BID levy will be similar to those applied to business rates.

## 4. Persons / Organisations Liable for the BID levy:

- 4.1. Liability for the BID Levy will be the responsibility of the ratepayer of the hereditament on 1 October in the year of the collection of the levy.
- 4.2. In the case of an empty or untenanted premises, the property owner (the subsequent eligible ratepayer) will be liable for the BID levy with no void period, and will be entitled to vote in the BID ballot. For this purpose the owner is the person entitled to possession under section 65(1) of the Local Government Finance Act 1988.

# WHAT IS A BID?

A BID is a Business Improvement District that enables coordinated investment in the management and marketing of a commercial area.

Nationally, there are 300 BIDs in the UK, including three in Kent, investing over £130 million every year, giving business an independent voice and investing in business-led initiatives.



Governed by legislation to ensure fairness and transparency, a BID is created for a five year period following a successful ballot. During the term of the BID all businesses defined within this Business Plan will be required to pay the mandatory levy irrespective of whether they cast a vote in the ballot, and the money is ring-fenced to spend on the priorities of the business community, determined through consultation.

**The BID ballot will be successful if both the following two tests are met:**

1. More than 50% of businesses that vote must vote YES.
2. Those voting in favour must represent the majority of rateable value of those voting.

# WITHOUT THE BID?

Without the BID, these projects and services would not be taken forward, including:

## £2.9m

**Ringfenced** investment into the city centre totalling over £2.9 million over the five years



**City-focused** business insights, research, market intelligence to assist in decision making



**Ambassador** support services, reporting and intelligence



**Lobbying** for business-led priorities



**Christmas** Lights and Lights Switch-On Event

"We believe the BID is the best way for our business to have a say in what happens in our city. Without a BID, Canterbury would lose £2.9 million of direct, business-led investment."

KARL ELLIOTT  
MANAGING PARTNER, CLAGUE LLP



**Local**, regional and national advertising campaigns to drive footfall and spend



**Seasonal** City Guides and digital platform



**National** representation and best practice exchange through the wider BID industry



**Events** to drive footfall, dwell time and spend



**Free** hanging floral baskets for businesses



**Free** training programmes such as Window Display, Business Rates and Marketing



**Financial** support for Traders Associations



**Purple** Flag, Tourism or Bloom awards to raise the profile of the city

# BID AREA

The Business Improvement District for Canterbury covers the heart of the city centre and contains the main retail, office and leisure areas. The BID area was defined as a result of detailed consultation with representatives of each of the key business sectors to gain an understanding of the extent and strength of support for inclusion within the area. From this it was then possible to construct an outline of the area, the result of which is shown below. The proposed BID area is the same as it was in the first BID term.

The following streets are included, either in whole or in part:

- |                           |                                    |
|---------------------------|------------------------------------|
| Abbots Place              | Palace Street                      |
| Adelaide Place            | Pound Lane                         |
| All Saints Lane           | Rose Lane                          |
| Beer Cart Lane            | Rosemary Lane                      |
| Best Lane                 | St Alphege Lane                    |
| Black Griffin Lane        | St Dunstan's Street (5-27 & 67-95) |
| Blackfriars Street        | St Edmunds Road                    |
| Burgate                   | St Georges Lane                    |
| Burgate Lane              | St Georges Street                  |
| Butchery Lane             | St John Lane                       |
| Canterbury Lane           | St Margaret's Street               |
| Castle Row                | St Marys Street                    |
| Castle Street             | St Peters Grove                    |
| Church Lane               | St Peters Lane                     |
| Cobden Place              | St Peters Street                   |
| Dane John                 | St Radigund's Place                |
| Duck Lane                 | St Radigunds Street                |
| Gas Street                | Stour Street                       |
| Gravel Walk               | Sun Street                         |
| Guildhall Street          | Sun Yard                           |
| Hawks Lane                | The Borough                        |
| High Street               | The Friars                         |
| Hospital Lane             | The Parade                         |
| Iron Bar Lane             | The Precincts                      |
| Jewry Lane                | Tower Way                          |
| King Street               | Turnagain Lane                     |
| Knott's Lane              | Water Lane                         |
| Lavender Mews             | Watling Street                     |
| Link Lane                 | Westgate Hall Road                 |
| Longmarket                | Whitefriars Arcade                 |
| Marlowe Arcade            | Whitefriars Street                 |
| Marlowe Avenue            | Whitehorse Lane                    |
| Mercery Lane              | Worthgate Place                    |
| Mill Lane                 |                                    |
| Northgate (58-74 & 75-89) |                                    |
| Orange Street             |                                    |





# Three steps

to secure £2.9m investment in Canterbury  
over five more years

1

Ballot papers will arrive by post from 13 June 2019, giving you the chance to vote on securing continued investment in Canterbury city centre.



2

Voting "yes" will retain the BID for a further five years through to 12 October 2024, securing £2.9m investment in your priorities.



3

Ballot papers must be returned by 5pm on 11 July 2019. The results will be announced as soon as possible after the last day of ballot.



For a short "how to" guide on completing your ballot paper, visit [canterburybid.co.uk/ballot-2019](http://canterburybid.co.uk/ballot-2019)



Contact us: Canterbury BID, 28-30 St Peter's Street, Canterbury CT1 2BL

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🐦 @canterburyBID 🌐 Canterbury Business Improvement District