



CANTERBURY
CONNECTED
Business Plan
2024-2029



CREATING A LASTING IMPACT FOR CANTERBURY



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Over the last seven years as a BID Board member, I have witnessed Canterbury BID's commitment to transforming and empowering the business community and I am honoured to have served as Chair for the last three years.

Our voluntary board of directors all run businesses in the city and work tirelessly to create an environment where businesses and the wider community can actively participate in the improvement of the city.

Looking back, it's clear the BID has continually played a crucial role in nurturing a healthier environment for business to flourish. I'm particularly proud to see the introduction of a new business cost savings programme, safer streets initiatives, a new cleaning machine and the re-launch of Visit Canterbury – an incredible resource that shares our city's stories with a local, national and international audience.

We look forward to another five years, so please vote yes!



Clare Millett
Chair of Canterbury BID &
CEO of Westgate Community Trust, Westgate Hall

As your BID, we take pride in our city and we want Canterbury to thrive. We are made up of a group of Canterbury advocates, people who live and work in the city with a vested interest and passion in seeing it succeed.

We have been bold with our goals and actions over the last 10 years, making the most of the opportunities, addressing the challenges we face in a rapidly changing economic environment.

We are dedicated to supporting the city's business community, using the power of many to bring about positive change, protecting the city and your interests. But we want to bring more people, more success and more recognition to Canterbury – building a stronger, more resilient business community now and in the future.

Together we are a stronger voice, and we look forward to championing Canterbury's business community for a third term.



Lisa Carlson
Chief Executive of
Canterbury BID





“For me BIDs are about digging into the detail of a place, as well as being visionary, brave and bold with opportunities and challenges, and **Canterbury does that exceptionally well.**”

DR JULIE GRAIL
MANAGING DIRECTOR, THE BIDS BUSINESS

CANTERBURY

Our vision is for Canterbury to realise its full potential as an award-winning, vibrant and desirable destination, setting the example that other cities want to follow.

We want Canterbury to be a thriving place for business. We will achieve that by:

- Listening to the businesses and organisations we represent, to truly understand their needs, and amplify the voices of those who aren't always heard.
- Taking the time to plan properly and work shoulder to shoulder with those affected by these plans.
- Being bold in both our goals and our actions.

There's no doubt that Canterbury is an incredible city. Those of us lucky enough to live and work here are invested in a world-famous cathedral city, a UNESCO World Heritage Site, a cosmopolitan retail centre with an enviable mix of nationals and independents, a seat of learning and a destination that attracts millions of visitors each year. The high-speed links to London continue to attract new residents, along with our proximity to ancient woodland, riverside walks and miles of coastline. We're increasingly being used as a filming location, most recently with Disney+. We are going to see £22 million spent in the city over the next year through Canterbury City Council's Levelling Up Grant, restoring heritage sites and creating new welcome points for visitors. We believe that whatever the challenges ahead, by bringing everyone together as a collective, we can find opportunities for growth and shared success.

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.** Since its inception in 2014 your BID has raised 20% on top of the levy, totalling £1m over ten years, bringing the total amount invested to over £5.6 million.

The ballot for a third BID term will take place from 6 June to 11 July 2024, and it is our opportunity to ensure we continue to build a strong trading future for Canterbury. 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. This business plan sets out your priorities to establish Canterbury BID for a third term to operate from October 2024 to October 2029.

We will always do our very best to promote Canterbury and champion your business.

10 YEARS OF ACHIEVEMENT

For the last 10 years we have been listening to you, to truly understand your needs, amplify your voices and fight for the things our city needs to not just 'get by', but to fly. Here are a few highlights of the impact of Canterbury BID over the last ten years:



Return on Investment

By sourcing **additional income streams** and encouraging voluntary contributors, the BID increased the levy investment into the city by 20%. That means a total investment of £5.6 million over the last ten years, including **£1 million of additional investment** through non-BID levy funding streams.



Supporting Crisis Recovery

During the COVID pandemic we responded quickly, focusing on activity that was of immediate use, introducing **online support webinars, information on accessing grants**, and a series of re-opening **animation projects including flower floor stickers, posters and vinyls, and marketing campaigns**.

We were awarded government funding to support this work and we continue to lobby for additional business rate support and VAT reductions.



Money in Your Tills

Cost Reduction Service launched in March 2023 and has identified over **£162,000** of savings to date.

Canterbury Gift Card launched in November 2021 and has already ring-fenced **£150,000 of expenditure** for 130 local businesses, with some making their levy back on gift card redemptions alone.



TRANSFORMING THE CITYSCAPE



Cleaning

Using a Low Carbon Grant, we purchased our own street cleaning machine ('The Becket') in 2022. Since then, we have provided **100+ hours cleaning** vacant doorways and areas not covered by the council's cleaning schedule to meet immediate business needs.



Growing a Sustainable City

In addition to securing **Canterbury in Bloom awards**, we hosted the city's first ever **Green Heritage Conference 2018** and supported the inaugural **Wild Stour RiverFest 2023**. We also produced two trail guides: **The Great River Stour** and **Safari in the City**. We represent businesses in the **Canterbury Climate Action Partnership**, encouraging business decarbonisation audits, and supporting the annual Climate Change Festival and Awards.



Pushing for a Safe & Secure City

We established a new **Safety & Security Roundtable** to help resolve retail crime and anti-social behaviour. We have secured **Purple Flag for Canterbury** each year and have introduced **New Zero Tolerance** against harassment training and accreditation. We audited the city's **Safe Havens** (and introduced a new one), and have supported **Best Bar None** accreditations by delivering assessments and hosting the annual awards.



Creating a Desirable Environment

Every year we have provided colour and sparkle to the city centre with **6 miles of Christmas lights** and **380 hanging flower baskets** from June to September and **festive bunting**. We have funded the **vinyling of 250 windows** including Debenhams, the DWP building on Burgate, Poundworld, Top Shop and Beaverbrooks. We have also reintroduced **lamp-post banners along the King's Mile**.



"I've found working with BID and the Purple Flag / Best Bar None projects essential. Being able to have Best Bar None Training ensures all of my staff feel confident, knowing they are equipped to deal with any situation."

MEGAN PHILLIPS
DEPUTY MANAGER, THE SHAKESPEARE

CAMPAIGNING FOR CANTERBURY

Over the last 10 years we have grown our marketing platforms, reach and campaign programme to ensure we are promoting Canterbury as a desirable and vibrant destination for residents, visitors, students and place to do business.



A Joined-Up Christmas

We have increased funding for the **Christmas Campaign** by 30% over the last four years with investment from city centre partners. The 2023 Christmas campaign saw a **reach of 22 million**. The Light Parade now launches Christmas on the same day as the Christmas Market and then six weeks of marketing and trail activity supports the city in this golden quarter.



Visit Canterbury

In November 2022 BID took over the management of the district marketing platform, enabling us to reach a national and international audience, delivered through Visit Kent. Since launch, **website visits have increased by 46%** and we **created a monthly eNewsletter, reaching 5,000+ subscribers**. We have also produced posters, map pads, run competitions and hosted press and influencer visits, increasing footfall to the city year-on-year.

30 million people are reached per year

through BID-funded communication channels and marketing campaigns for the local, national and international market. We are able to promote the city and our businesses through three different channels:

- Visit Canterbury (33,782 national followers)
- MyCanterbury (18,253 local followers)
- Canterbury BID (4,127 business community followers)



MyCanterbury Marketing

Since relaunching the MyCanterbury Local Offers Card in August 2021, BID has issued **3,186 cards** to local residents and currently has 28 deals and discounts available promoting local businesses. Weekly eNewsletters are circulated to **8,000 subscribers** and daily posts on social channels highlight local business news and offers. Over the last 10 years we have created, produced and circulated **413,000 City Guides** and **70,000 Shopping Maps**, driving local spend and loyalty.



Fun and Footfall with Events and Festivals

Invested over £500,000 in funding events that bring local, national and international visitors to the city, including Pride Canterbury, City Sound Project, Canterbury Shakespeare Festival, The Gin Fling, Marlowe Summer Programme, Canterbury's Cooking, King's Mile Trick or Treat, Canterbury Wine Festival, Canterbury Festival and more.



Time Travel and Story-telling

We have been delivering the Medieval Pageant and Family Trail for the last nine years, promoting the city's fascinating history, while encouraging visitors of all ages to stay, explore and dwell. The parade is made up of in excess of 200 people (plus horses and giants) and in 2023 the trail stops received **12,286 visits over the course of the six hour trail**.



"The BID really understands the needs of the city, the interests of tourists and can enable the Cathedral and all the businesses of the city to come together to increase marketing impact. We can be coordinated in our activity and get involved with promotion that **really does drive people to come here.**"

NATHAN CROUCH
MARKETING AND COMMUNICATIONS MANAGER, CANTERBURY CATHEDRAL

EMPOWERING BUSINESSES

Over the last 10 years Canterbury BID has been working towards:



Building a Strong Community

6,233 local business people have attended BID-funded events. Monthly networking attendance has **grown from 200 to 750 per year**. Businesses enjoy coming together to build a strong community that can work shoulder to shoulder to support each other. Our **free training programme** has increased from one to 10+ sessions per year with 20-30 attendees per session.



Investing in Business Quarters

We have ringfenced over **£54,000** for activities for the King's Mile, Whitefriars, Cathedral Quarter, Castle Quarter and West End. This includes financial support for events, activities, marketing, lamp post banners, vinyls and promotion through both MyCanterbury and Visit Canterbury.



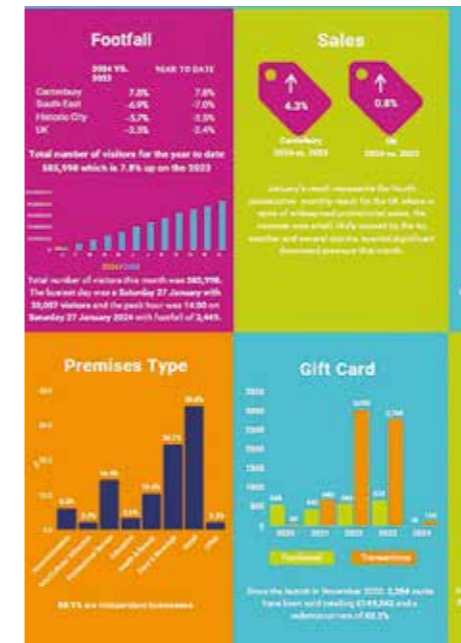
Joined-up Reporting

BID **Ambassadors** walk the city streets seven days a week, all seasons, and all weathers. They have logged around **26,000 interactions** through visits, meetings and conversations on the streets. Graffiti, litter, ASB and any other concerns are reported and monitored daily with **5,200 incidents logged** over the last 10 years, helping you resolve issues faster.



Representing Canterbury Nationally

The BID is a member of the **Association of Town and City Management** (which BID CEO Lisa Carlson chairs), **The BID Foundation** (achieving BID Industry Standards accreditation in the first pilot round) and the **Night-Time Industries Association**. In her capacity as Chair of the ATCM, Lisa also sits on the All Party Parliamentary Group for Town Centres and the High Street Task Force Sector Leaders Group.



City Centre Impact

Our monthly **City Performance Reports** provide essential information about the trading environment **to help you make crucial business decisions**, including vacancy rates, footfall, sales, transport and tourism. Plus a **live footfall counter** and 520 weekly reports benchmarking Canterbury's performance against the southeast, other historic cities and the UK. We also produced **120 BID Operations Reports** highlighting the impact of the BID on the city and your business.



"I think **Canterbury would be at a loss without the BID** because there's a lot of support. Networking events that BID holds, meeting new people, businesses, potential clients – that would be lost if the BID wasn't involved."



NISH PATEL
DIRECTOR, CITI TERRACE & SEKKOYA



Representing the Needs of Businesses

The BID team represents Canterbury's businesses on **27 different committees**, working groups and forums amounting to **over 1,560 hours of lobbying** on topics affecting the health of the city centre including representing business needs in the Levelling Up consultations.

YOUR VIEWS

We are committed to delivering projects and services that benefit you, which is why we have been in continuous dialogue through business visits, workshops, stakeholder forums, networking events, training and more, over the BID term. If you're not involved with one of these yet, please join us!

Formal Consultations 2022-2024

- Mid-term survey in June 2022
- Live feedback session at the AGM in June 2023
- BID3 Formal Consultation from September to February 2024

These consultations were not just to receive feedback on our activities, but to help us understand your priorities around the challenges Canterbury currently faces.

Priority of BID Support Activities



Your top priorities for Canterbury

- City marketing and profile
- Investment in the public realm, including wayfinding, signage and cleaning
- Safety and security, specifically anti-social behaviour
- Encouraging inward investment
- Post-pandemic recovery (rising costs of business, business support, footfall, sales)
- Parking and transport
- Climate change
- City centre phone signal



Promote and Animate



Support and Represent



Improve the Experience



"As a law firm, we see Canterbury BID as really important in joining up the dots, bringing together like-minded people, not necessarily from the same sector, but who all want the best for Canterbury. **The BID team bring energy and dynamism** – it's the sort of thing that rubs off on other people."

RUPERT BUTLER
BARRISTER AND HEAD OF LEGAL PRACTICE, LEVERETS GROUP

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, sector meetings and workshops

If you don't yet receive our weekly eNewsletters with local news, opportunities, events, traffic updates and more – sign up at canterburybid.co.uk

WHAT WILL **BID3** DELIVER? | 2024-2029

During a third BID term, we will deliver projects and activities based on the priorities of the business community, focused on **Promoting** the city, **Supporting** businesses and **Improving the Experience** for those who work, live, study and visit here.

We will fine-tune the projects and services that you value most, and introduce and develop new initiatives based on your feedback:

- A new Ambassador programme, with a particular focus on safety and security in the city, while maintaining business support and visitor welcome,
- Representing you in local government consultations, including the Council's Levelling Up funded projects and providing added value, for example by promoting the routes, trails and projects to locals via MyCanterbury and tourists via Visit Canterbury,
- Continue to build on the city-wide promotional platforms overseen by Canterbury BID locally, nationally and internationally in order to increase dwell time and spend in the city, along with targeted offers for employees of businesses,
- Inward investment – leadership on the Canterbury Tales of England board to help encourage continued investment in the city and support for the new 'Invest Canterbury' project.
- New street animation projects that bring colour and vibrancy to the city and encourage return visits (vinyls, bunting, flowers, lights and more),
- Develop a new travel campaign that promotes the best ways to access the city.



"Safety is important both during the day and evening for our staff and clients. Recently we took our concerns to the BID and **they facilitated conversations with Kent Police who took immediate action with increased patrols at key times.** We have subsequently seen an immediate decrease in theft, our team feels safer and in turn it will improve the experience for our clients."

CLAIRE BOGAN
STORE DIRECTOR, FENWICK

PROMOTING CANTERBURY

It is essential that Canterbury remains a vibrant and desirable destination for visitors, locals, students and staff.

Investment over 5 years: **£1,188,737**



Provide Impactful Seasonal Campaigns

Throughout the year BID will lead on a variety of marketing campaigns – some led by seasonality (Christmas, Easter, Halloween), some to promote business awareness (Shop Local, Night Out, Summer of Rewards) and some focused on specific events or themes (Pride, Canterbury Festival, It's In Our Nature).

Most importantly, **the campaigns created will be shaped by you and will focus on increasing footfall and dwell time in the city centre.**



visit **CANTERBURY**

Promote Canterbury Nationally and Internationally

With investment from our newly formed consortium, Visit Canterbury allows you to benefit from **free, high-impact, content-rich marketing** including business and event listings, national and international campaigns, blogs, guides and more. We will continue to grow this powerful promotional tool, targeting visitors, students, locals and new businesses.

My Canterbury 'Support Local' Campaigns

We continually look for ways to inspire locals to be tourists and shoppers in their own city. Our **MyCanterbury platform** is where you will find stories of the people behind the city's business community, the hidden histories of our streets and the unique and quirky things you can do. MyCanterbury's content is shared through daily social media posts, weekly eNewsletters, bi-annual printed guides and maps and a dedicated page highlighting the **Local Offers Card discounts**. We will continue to grow the MyCanterbury following and invest in a platform that can host the growing audience.



Provide and Support Vibrant Events

Events give locals and visitors alike a great reason to enjoy the city. They bring increased footfall, encourage dwell time and overnight stays, and attract visiting friends and relatives. In the last 10 years, **BID has supported 84 city centre events, 21 of these were organised, paid for and run by the BID**, each bringing thousands of visitors to the city centre. The BID will continue to run and support events to ensure Canterbury remains a vibrant and creative destination for everyone.



Connect the City

BID has become the hub for the annual events calendar – handy for all businesses plotting out campaigns for the year ahead. We will continue to help you plan and execute your marketing by commissioning content for a free repository of high-quality photography, circulating an annual calendar of events, creating campaign specific **marketing toolkits** and stories that can be shared by everyone.



"It is so important for businesses like mine to have a marketing voice through MyCanterbury and Visit Canterbury. We are all small, independent businesses and we don't have the clout that the BID has (they are advertising on buses, at train stations, on the radio and in print) and **it's an enormous thunderclap** for all those small businesses that would never be able to do that on their own."

KATE TOMPSETT
OWNER, HAPPY & GLORIOUS



Ringfence Money for the Local Economy

The Canterbury Gift Card has the unique ability to be used across over 130 local businesses. Because of this, we have already ringfenced over £150,000 for the city since its inception. Over the next BID term, we will be focused on building orders through our corporate purchases, staff gifts, teacher's treats and see even more money coming through your tills.



SUPPORTING BUSINESS

Over the last five years the BID has witnessed the strength and resilience of Canterbury's business community. We will provide free business support to ensure recovery continues.

Investment over 5 years: **£919,447**



Business Cost Reduction

Following an intensive year of business visits with the Place Support Partnership in 2023/24, we will continue to support **business cost reduction** efforts with top-up visits to ensure businesses can make the most of the support and guidance.



Canterbury's Quarters

The business quarters create unique stories that highlight the city's retail, hospitality and leisure offering, drawing out the rich heritage and culture in each area. We will support them with an annual financial contribution along with year-round marketing campaigns that put a spotlight on these stories.



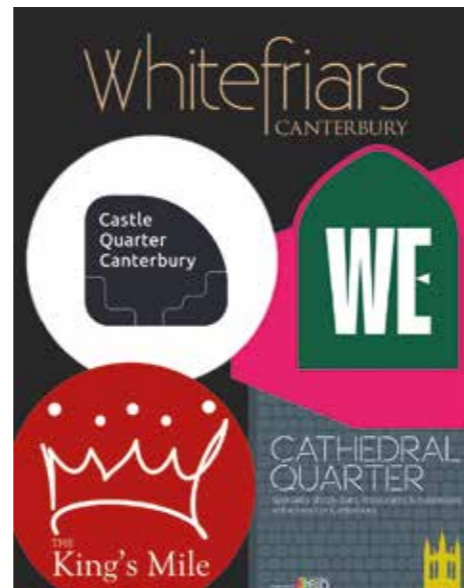
Represent Your Voice

Financial investment in projects and activities isn't the only role of the BID. It's this kind of **persistent, joined-up working** that will make a difference to all of us. We will continue to represent you at committees, working groups, and forums, ensuring your voice is heard. These include topics such as safety and security, transport and access, cleaning and graffiti, connectivity, public realm improvements, marketing and events, the nighttime economy and heritage.



Digestible Business Insights

Over the last five years we improved **city centre reporting** so you can visit the website and find the information you need. We produce infographics, an hourly footfall counter and detailed monthly reports with information from Canterbury City Council, the British Retail Consortium, Stagecoach, Southeastern, Whitefriars and others. The business insights, research and market intelligence are there to assist you with decision making.



Support Directory

We will provide a digital and printed **Support Directory, hand-delivered** to each business, providing the latest information on who to contact at the local authorities, Kent Police, District Watch, Canenco, the Kent Invicta Chamber of Commerce, the FSB and homelessness charities / StreetLink, as well as the location of defibrillators and trauma packs.



Ambassadors

The BID Ambassador's role continues to evolve to cater for your needs. **They are available to help you report issues**, provide emergency cleaning, or even pop in for a friendly chat. They have received training in First Aid, Zero Tolerance, Bystander, VAWG and Neurodiversity. They are the eyes and ears of the city, and 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.



"As a business you get a lot of positive support through Canterbury BID. If we didn't have BID, there is no replacement. I've worked in other towns where there is no BID and while there is some support, there is no funding behind it. **Without BID you lose a lot of positive influence.**"

FREDDIE HEWETT
OWNER, STAG COFFEE & KITCHEN



Free Networking, Training and Accreditation

We will provide free **training and accreditation** such as marketing, HR, First Aid, counter terrorism, cyber security, retail, Zero Tolerance, Best Bar None, climate resilience and AI. Our popular monthly networking will continue, a great opportunity to showcase businesses and share ideas.



ENHANCING EXPERIENCE

We want visitors to the city to have a positive lasting impression and we are determined to help make Canterbury clean, safe and enjoyable.

Investment over 5 years: **£967,277**



Dress to Impress

An improved environment means people are more likely to stay longer and spend more, so we will continue to provide award-winning **floral displays** from June to October which generate a positive lasting impression for locals and visitors. We will also introduce a new city-wide **Christmas lights** scheme from mid-November to early January, **seasonal bunting**, colourful **vinyls** on empty units and **eye-catching installations**.



“As a local charity, we have benefitted first-hand from the close-knit business community the BID have helped create. It is essential that the BID continues to exist because **it has created a platform that is inclusive, that encourages, supports, allows us to be seen**, connected and most importantly champions well-being within our community.”

ANNA DE-BRAUER
CANTERBURY UMBRELLA CENTRE



“What would Canterbury look like if we didn’t have a BID? No Christmas lights in the High Street, no flower baskets in the summer and no ambassador service. All of these workstreams are very important not only for the residents but for the many visitors from home and abroad that we attract every year. We commend their omnipresence – wherever you go in Canterbury, the BID is there! They are aware of everything that is going on and support many projects.”

HILARY BRIAN
CHAIR, THE CANTERBURY SOCIETY



Cleaning Emergencies

There are various areas within the city centre that Canterbury City Council is unable to clean. Which is why our **cleaning machine** (‘The Becket’) is an essential tool in the BID’s programme. The team is also equipped to deal with light graffiti removal. We will continue to provide additional cleaning support in the tricky grot-spots and be on-hand for calls from our businesses for emergency cleaning requests.



Wayfinding

With thousands of tourists coming through the city each day, wayfinding is a top priority. We will represent your interests with the Council’s wayfinding project funded by Levelling Up. We will continue to produce free printed **shopping maps, city-wide map pads** for visitors staying in the area, **large maps in the windows** of vacant units, and online resources available through **Visit Canterbury**.



Improving Security

The BID will continue to build on our **crime reduction partnership**, delivering specific training for businesses, and working closely with the **Community Safety Partnership**. We know that by working together, we can help improve the trading environment. We will build on the success of 12 years of **Purple Flag accreditation** by growing Best Bar None, free Zero Tolerance training, and national marketing campaigns that put Canterbury on the map.



WHAT IS A BID?

Business Improvement Districts (BIDs) are business-led partnerships that agree by ballot every five years 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.

Nationally, there are 340 BIDs in the UK, investing over £150 million every year, giving business an independent voice and investing in initiatives shaped by the business community. We were the first BID in Kent and there are now BIDs in Maidstone and Tunbridge Wells.



Governed by legislation to ensure fairness and transparency, a BID is established for a five-year period following a successful ballot. During the term of the BID all businesses and organisations defined within this Business Plan will contribute to an annual levy, all of which 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.

A NO VOTE MEANS...

Without a BID, Canterbury would lose **£3.6 million** in direct, business-led investment into the city over the next five years (and the potential to add to that pot through further funds and grants sought externally). That means you would lose the following:

- NO Visit Canterbury website, social media and national and international marketing campaigns
- NO Networking, connecting you with your community
- NO Joined-up voice for the business community
- NO Team dedicated to support and promote businesses
- NO Christmas Lights and Switch-On celebration
- NO Street decorations – hanging floral baskets, festive bunting, colourful window vinyls
- NO Annual Medieval Pageant and Family Trail
- NO Additional funding for events
- NO Ambassador support services: reporting, cleaning, safe & secure, visitor welcome
- NO City-focused business insights, research, market intelligence to assist in decision-making
- NO Marketing campaigns to promote the city centre via social media, websites and PR
- NO Awards and accreditations to raise the profile of the city
- NO Printed maps, wayfinding vinyls and trails
- NO MyCanterbury printed City Guides, Local Offers Card scheme and newsletters
- NO Canterbury Gift Card
- NO National representation and best-practice exchange through the wider BID industry
- NO Cost savings project and services
- NO Bespoke business training
- NO Financial support for the business quarters
- NO Additional funding for collaborative public realm projects

FINANCES (2024-2029)

Canterbury BID will deliver projects and activities for a five-year period from October 2024 until September 2029 funded by the levy, voluntary income, sponsorship, commercial income and grants. Here is the proposed budget:

	Year 1	Year 2	Year 3	Year 4	Year 5	Total	%
Income							
Levy Income	£518,290	£533,839	£549,854	£566,349	£583,340	£2,751,672	76%
Commercial Income	£30,000	£30,600	£31,212	£31,836	£32,473	£156,121	4%
Voluntary Membership	£35,000	£35,700	£36,414	£37,142	£37,885	£182,141	5%
Grants	£28,000	£28,560	£29,131	£29,714	£30,308	£145,713	4%
Sponsorship	£25,000	£25,500	£26,010	£26,530	£27,061	£130,101	4%
Visit Canterbury Consortium	£31,000	£31,620	£32,252	£32,897	£33,555	£161,325	4%
Service Level Agreement (CCC)	£19,000	£19,000	£19,000	£19,000	£19,000	£95,000	3%
Total Income	£686,290	£704,819	£723,873	£743,469	£763,622	£3,622,073	100%
Expenditure							
Promote	£223,904	£230,621	£237,540	£244,666	£252,006	£1,188,737	33%
Support	£173,182	£178,377	£183,729	£189,241	£194,918	£919,447	25%
Enhance	£182,191	£187,657	£193,286	£199,085	£205,058	£967,277	26%
Management & Overheads	£89,400	£91,188	£93,012	£94,872	£96,769	£465,241	13%
Levy Collection*	£17,613	£11,200	£11,200	£11,200	£11,200	£62,413	2%
Contingency**	£0	£5,776	£5,107	£4,405	£3,671	£18,959	1%
Total Expenditure	£686,290	£704,819	£723,873	£743,469	£763,622	£3,622,073	100%

- Figures included for voluntary contributions, grants and sponsorship income are estimated but cannot be guaranteed.
- Reserves and contingency: in addition, the BID maintains reserves to provide sufficient cash in the business to maintain a trading position between the end of one BID year or term and the opportunity to draw down the levy collected for the next BID year or term, or to act as a contingency in the event of an unforeseen eventuality, including, for example, a reduction in collection due to pandemic or other global crises, or a new opportunity.

* Levy collection costs in year 1 includes set-up costs.

** In addition to the reserves from BID 2, we will continue to build reserves as required to maintain a trading position and for contingency.



“Kent Police are incredibly proud to be part of the community that has now been delivering Purple Flag in Canterbury for 12 years... and a large part of its success has been working collaboratively with Canterbury BID.”

JOHN WOODWARD
KENT POLICE, COMMUNITY SAFETY
UNIT IN CANTERBURY



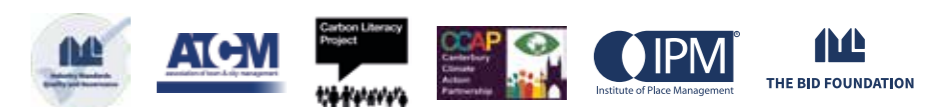
INDUSTRY PARTNERS

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

Canterbury is an award-winning city...



... and proud member of



YOUR QUESTIONS ANSWERED

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.

Q. How will the ballot work?

The ballot will be carried out **via post**. Full details of which will be sent out with the Notice of Ballot, and available on the BID website. Canterbury City Council's Electoral Services Department will carry out the ballot independently of Canterbury 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 £5,000 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 on behalf of Government, and are used to fund statutory 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	Transportation – car and coach parking, Park & Ride, Active Travel
Highways maintenance	Street lighting
Licensing and enforcement	Community safety
Street cleaning and grounds maintenance	Property
Cultural development and events	Parks and open spaces

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 1.8% of the Rateable Value of each eligible property for businesses with an RV exceeding £5,000 (see the full "Levy Rules" on p29). 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 @ 1.8%	Weekly Cost	Daily Cost
£5,000	£90	£1.72	£0.24
£10,000	£180	£3.45	£0.49
£20,000	£360	£6.91	£0.99
£50,000	£900	£17.27	£2.47
£100,000	£1,800	£34.54	£5.08
£250,000	£4,500	£86.37	£12.34
£500,000	£9,000	£172.74	£24.68
£850,000	£15,300	£293.67	£41.95

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

We are obliged by legislation to use the collection agent authorised by our local authority. It currently 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.



"By having the excellent BID in Canterbury, it enables us as the Council to make the best of our limited resources. We are all aware of the pressures on local government and without a doubt **a lot of the activities that the BID does in Canterbury would not be covered by the council.**"

BILL HICKS
SERVICE DIRECTOR, PLACE, CANTERBURY CITY COUNCIL

Q. How do I know what happens with the money?

All of the money raised by the BID levy is ringfenced so that it can only be spent within the BID area on initiatives that have been agreed to in a formal business plan, which is overseen by a voluntary board of directors who all own and manage businesses and organisations in the city.

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. How do I find out more about how the BID is run?

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. BIDs are run as not-for-profit organisations governed by legislation and scrutinised at local level by their respective local authority, and the BID runs multiple forums, working groups and networking events where businesses can get involved in shaping the projects and services provided.

An additional layer of transparency has been created through the industry body, The BID Foundation's Industry Standards accreditation. This requires a level of accountability beyond the minimum requirements of the legislation. An accredited BID presents its management, governance and procurement processes and procedures in the public domain as well as providing a direct route for feedback and access to information for all levy payers. Canterbury BID was amongst the first group of BIDs to be accredited.

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. 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 five-year period.

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 owns 16 hereditaments in the city centre and will be paying accordingly. Kent County Council owns 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.

MANAGING PERFORMANCE

The BID will regularly evaluate and report its success to levy payers throughout the term. A number of indicators will be used to evaluate the city's performance and the BID's return on investment to levy payers.



City's Performance

We will continue to produce city performance reports, which provide vital intelligence on the city's trading environment, including footfall, vacancy rates and sales to help us better understand the trends and impact on different industry sectors and areas of the city.

The BID team will work to ensure that the information gathered is relevant, timely and able to be measured against national benchmarks to provide 'information for action' throughout the five years of the BID.

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 and it is essential that the ROI is clear for you.

The key measure is that businesses in Canterbury receive over £500,000 back annually in direct investment in the city centre. Businesses with a rateable value of £100,000 or less (90% of levy payers) paid an average of £386 per year.

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.

We are an award-winning BID and we will continue to seek Purple Flag accreditation and to earn awards for floral displays and tourism and will participate in all relevant meetings that have an impact on businesses in the city.



"The three universities in Canterbury really want a city that is thriving, dynamic and is a place that people want to go live, work and study. Canterbury **BID is doing vital work for the city**, ensuring that it brings together the business voice and creating an environment that can enable businesses to develop and prosper."

MARCO KEIR
DIRECTOR OF MARKETING AND COMMUNICATIONS, CANTERBURY CHRIST CHURCH UNIVERSITY

INVESTING IN YOUR PRIORITIES



"The BID was instrumental in getting us quickly embedded into the community. They were the first people to offer us support, marketing, a friendly face and helped put us on the map."

LORENZO SALLAWS
GALLERY MANAGER,
CLARENDON FINE ART



MANAGEMENT & GOVERNANCE

The Purpose of BIDs

Business Improvement Districts (BIDs) are business-led and business-funded organisations formed to improve the commercial well-being of a specified geographical area.

BIDs are funded by the businesses that benefit from them by raising a levy on the rateable value (RV) of all businesses in the BID area, and the money is ring-fenced so that it can only be spent within the BID area on initiatives that have been agreed to in a formal business plan. If the BID ballot is successful, the BID levy will be mandatory for each business hereditament located in the BID area with a Rateable Value of over £5,000 for a five-year period. The BID will raise additional funds through voluntary contributions, sponsorship, commercial income and grants, to add further value to the statutory levy.

All BIDs are non-political and work only in the best interests of their levy payers. BIDs are governed by Part 4 of the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004..

Canterbury was the first BID established in Kent and has operated successfully in its first two terms. There are now two additional BIDs in Kent – in Maidstone and Tunbridge Wells.

The Board

Canterbury BID is delivered by businesses for businesses, with a small team led by a voluntary Board of Directors. Our directors all run businesses and organisations in the city, and the board also includes Canterbury Christ Church University, the University of Kent, Canterbury City Council and observers from Kent Police and residents' groups. The composition of the Board reflects the breakdown of businesses across the city. Allowing residents groups to be observers ensures our commitment to including the voice of the wider community, and direct engagement with Kent Police at Board level ensures we keep safety and security at the heart of what we do. Effective governance of the BID is essential for clear decision-making and the ability for businesses to have their ideas become reality. The Canterbury BID Board meets regularly to ensure best practices and best value in all that we do. Board minutes, operations reports and annual accounts are published in full on the BID website.

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. It is the responsibility of the Board of Directors to ensure good management of the BID and to ensure accountability and transparency within its governance arrangements.



THE BID BOARD



CLARE MILLETT, CHAIR
Westgate Hall
Hospitality
West End Quarter



PAUL TURNER, VICE CHAIR AND FINANCE CHAIR
The Marlowe Theatre
Hospitality and Night Time Economy
West End Quarter



BLAKE MCCASKILL, MARKETING & EVENTS CHAIR
Republic Events
Hospitality and Night Time Economy



RACHEL SANDERS, STRATEGIC COMMITTEE CHAIR
BoConcept
King's Mile



CLAIRE BOGAN
Fenwick
National Retail



SIMONE DAVIES
University of Kent
Education and Tourism



CANON ANDREW DODD
Canterbury Cathedral
Heritage and Tourism
Cathedral Quarter



KARL ELLIOTT
Clague Architects
Business / Professional Services
Cathedral Quarter



DAN GRIMWOOD
Refectory Kitchen
Hospitality
West End Quarter



BILL HICKS
Canterbury City Council
Local Authority



MARCO KEIR
Canterbury Christ Church University
Education and Tourism



DAVID LEWIS
Café des Amis / Café du Soleil
Hospitality and Night Time Economy
West End Quarter



DAVID LILFORD
Lilford Gallery & Lilford Framing
Independent Retail
King's Mile



LEE MAY
Brachers
Business / Professional Services
Castle Quarter



JON MILLS
Foundry BrewPub
Hospitality and Night Time Economy
Castle Quarter



MARK STUART
Whitefriars Shopping Centre and The Riverside



CI DANIEL CARTER, OBSERVER
District Commander
Kent Police



HILARY BRIAN, OBSERVER
The Canterbury Society



DAVID KEMSLEY, OBSERVER
Alliance of Canterbury Residents' Groups

YOUR BID TEAM

Between us, the BID team has over 40 years of experience advocating for Canterbury businesses. As locals who work in the city, we have a vested interest in creating a desirable, vibrant destination.

We are responsible for the day-to-day management and delivery of the projects and services outlined in this business plan.

The management team are a combination of salaried and contracted resources, as well as full-time and part-time, depending on the needs of the business during the term of the BID.



- Zak Rees**
Ambassador
- Emily Wells**
Administrator
- Julia Wierucka**
Operations Manager (Safe & Secure, Ambassadors, Street Scene)
- Rachel Pilard**
Head of Marketing and Communications
- Lisa Carlson**
Chief Executive
- Lucy Martin**
Operations Manager (City Performance, Finance, Governance)
- Jo Taborn**
Marketing and Business Development Officer
- Simon Jackson**
Ambassador



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, and they will apply for the full five years of the BID term.

1. The term of the BID will be five years from 13 October 2024 to 12 October 2029.
2. The BID levy rate will be charged at 1.8% of rateable value, as of 13 October 2024, on all hereditaments within the BID area, provided they are listed on the 2023 National Non-Domestic Rating List.
3. All new hereditaments entering the Rating List after 13 October 2024 will be levied at 1.8% of the prevailing list at the start of each chargeable year.
4. Any adjustments to the rateable values will only be applied to the BID levy at the fixed date of the subsequent chargeable year.
5. The BID will not take into account any changes in the national ratings revaluation during its five year term.
6. The levy is an annual charge due as a single payment, in advance for each chargeable period from October to September, starting on 13 October 2024 and no refunds will be made on the BID levy.
7. A threshold of £5,000 rateable value will be applied, exempting any business hereditament within the defined BID area falling below this rateable value.
8. Non-retail charities will receive 80% relief on the BID levy.
9. Non-income generating premises classified with the following Special Category Codes will be exempt from the BID levy: Public conveniences (224G), Communication stations (066G), Local Authority Schools (159G) and NHS Surgeries & Health Centres (436G).
10. The BID levy may increase by an annual inflationary factor of up to 5%. The board will decide on whether to apply the inflation factor and at what level each year.
11. In the case of vacant properties, the registered business ratepayer, who may be the property owner, will be liable to pay the full BID levy and will be entitled to vote in the BID ballot.
12. VAT will not be charged on the BID levy.
13. Collection and enforcement regulations will be in line with those applied to non-domestic business rates, with the Board of Directors being responsible for any debt write-off.

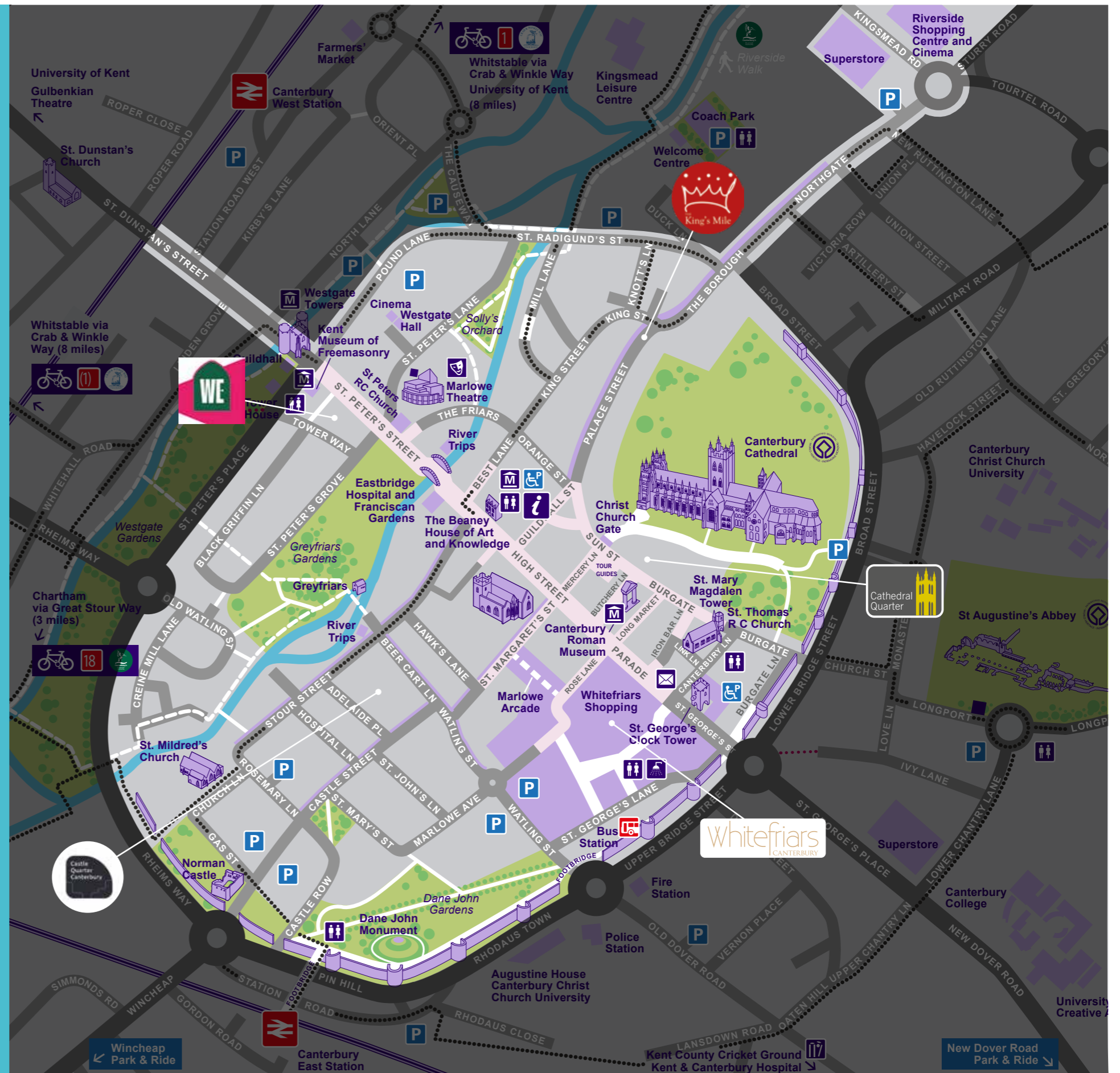
BID AREA

The Business Improvement District for Canterbury covers the heart of the city centre and contains the main retail, office and leisure areas. In this BID term, the area has been expanded to include all of Northgate and The Riverside.

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.

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

- | | |
|-----------------------------------------------------------------------------------------------------|------------------------------------|
| Abbots Place | Marlowe Avenue |
| Adelaide Place | Mercery Lane |
| All Saints Lane | Mill Lane |
| Beer Cart Lane | Northgate |
| Best Lane | Orange Street |
| Black Griffin Lane | Palace Street |
| Blackfriars Street | Pound Lane |
| Burgate | Rose Lane |
| Burgate Lane | Rosemary Lane |
| Butchery Lane | St Alphege Lane |
| Butter Market | St Dunstan's Street (5-27 & 67-95) |
| Canterbury Lane | St Edmund's Road |
| Castle Row | St George's Lane |
| Castle Street | St George's Street |
| Church Lane | St John's Lane |
| Clearwater Mews | St Margaret's Street |
| Cobden Place | St Mary's Street |
| Dane John | St Peter's Grove |
| Dane John Mews | St Peter's Lane |
| Duck Lane | St Peter's Street |
| Gas Street | St Radigund's Place |
| Gravel Walk | St Radigund's Street |
| Guildhall Street | Stour Street |
| Hawks Lane | Sun Street |
| High Street | Sun Yard |
| Hospital Lane | Temple Mews |
| Iron Bar Lane | The Borough |
| Jewry Lane | The Friars |
| King Street | The Parade |
| Kingsmead Road (between the A28 Sturry Road roundabout and The Riverside and Sainsburys roundabout) | The Precincts |
| Knott's Lane | The Riverside |
| Lavender Mews | Tower Way |
| Link Lane | Turnagain Lane |
| Longmarket | Water Lane |
| Marlowe Arcade | Watling Street |
| | Westgate Hall Road |
| | Whitefriars Street |
| | Whitehorse Lane |
| | Worthgate Place |



A LOT TO LOSE WITHOUT YOUR BID

Vote YES 6 June – 11 July 2024

Three steps

to secure £3.6m investment in Canterbury
over five more years

1

Ballot papers will arrive **by post** from 6 June 2024, 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 2029, securing £3.6m investment in your priorities.



3

Ballot papers must be returned by **5pm on 11 July 2024**. The results will be announced as soon as possible after the last day of ballot.



For a short 'How-To' guide to completing your ballot paper, visit canterburybid.co.uk/renewal-ballot-2024



Contact us: Canterbury BID, 20-22 Watling Street, Canterbury CT1 2UA

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