



A Business Improvement District for the Plymouth Waterfront

Business Plan 2012 – 2017
Your Ideas. Your Plan. Your Call...



“PHA members need this to drive visitor numbers and spend through better marketing and promotion. With a BID everyone has a vote and a voice.”

Roy Martin, Chair, Plymouth Hospitality Association



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Chairman's Statement and Introduction

On behalf of the Plymouth Waterfront Partnership (PWP), I am delighted to present our Business Plan for the Waterfront's proposed Business Improvement District (BID).

For the first time in Plymouth's five hundred-year history, we have a visionary Waterfront Business Plan, prepared through detailed consultation with Waterfront businesses, owners and other stakeholders.

The Waterfront Business Improvement District will be a direct opportunity to improve your business' trading environment and profitability.

It is also part of a wider strategy, reinforcing Plymouth's role as a UK destination, improving the visitor experience, investing in our historic public assets and improving linkages between the City Centre and the Waterfront.

Through numerous focus groups and other inputs, Waterfront businesses have driven the Waterfront Business Plan, and through the Business Improvement District, business owners will genuinely control their trading environment. It will be run on private sector management lines with a strong, independent voice.

For every £1 contributed by Waterfront businesses, an additional £5 will be targeted as match funding. The Business Improvement District Business Plan seeks to drive visitor numbers and customer spend, through improved marketing and a better visitor experience. It responds to the difficult economic climate by capitalising on the City's key strengths - our Waterfront, our heritage and our culture.

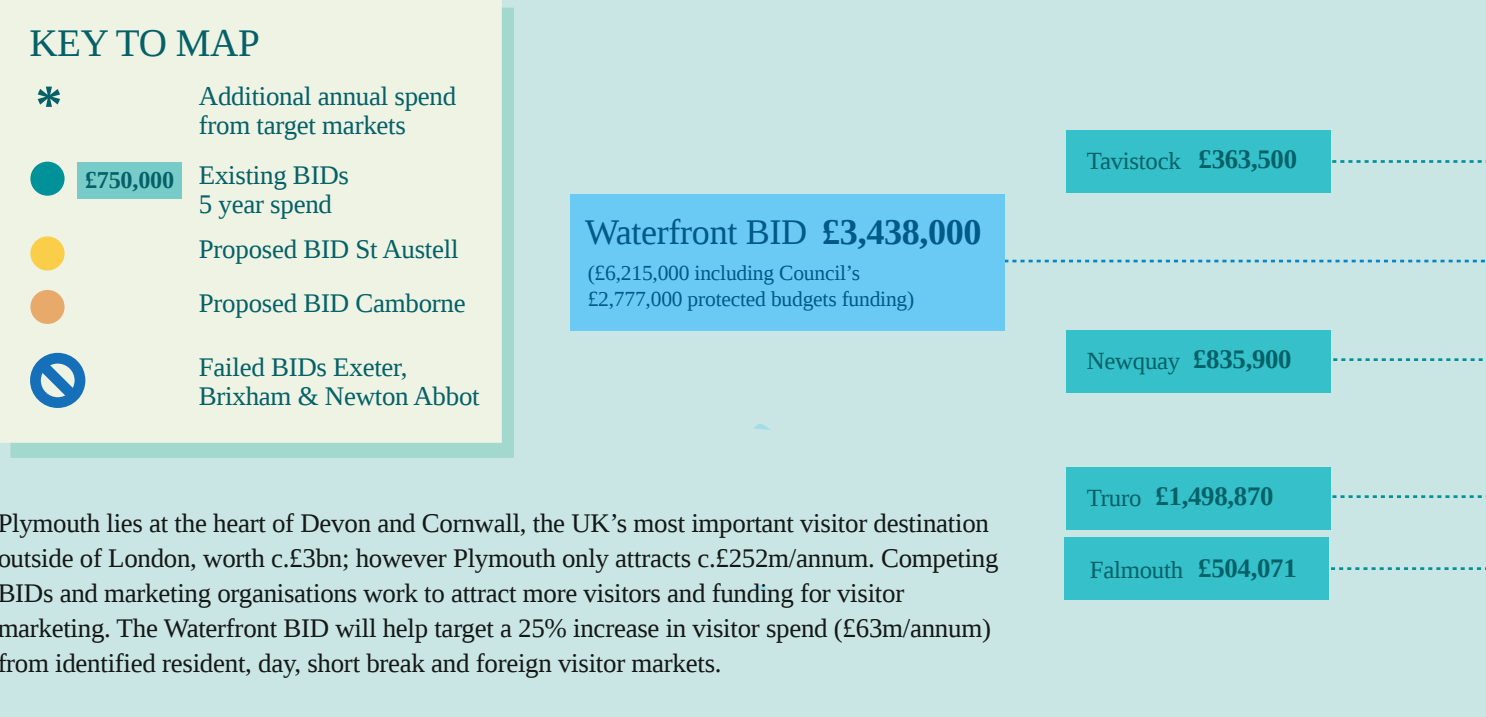
I firmly believe that a 'Yes' vote to set up a Waterfront Business Improvement District is a smart choice, enabling Waterfront businesses to drive the Waterfront's economic growth.

The Projects are ambitious and will deliver an estimated £6.2 million investment in promoting the Waterfront over the next five years. This will be made possible by the high level of match funding that we are able to secure from the City Council, the private sector and our many other partners. So the Waterfront Business Plan represents a very good deal from the Council and a major investment opportunity, unlocking millions of pounds of additional visitor and consumer spending, whilst also directly responding to the current financial environment by reducing your business trading costs.

So I urge you to vote Yes for this Waterfront Business Improvement District Business Plan and give us your feedback. It is only by voting 'Yes' to ensure a strong mandate and by working together that we can transform the Waterfront's trading environment in these challenging times. You have the PWP Board's assurance that we will work with you closely to deliver the changes Waterfront businesses have asked for. Ultimately it is your choice and your vote that matters.

David Wheeler, Chairman, Plymouth Waterfront Partnership
Pro-Vice Chancellor and Dean of the Business School,
Plymouth University

Potential for more visitor spend?



Business Driving Change: Creating the Waterfront Business Plan

This Waterfront Business Improvement District Business Plan has been produced by PWP following many months of detailed work and consultation with businesses across the Waterfront area.

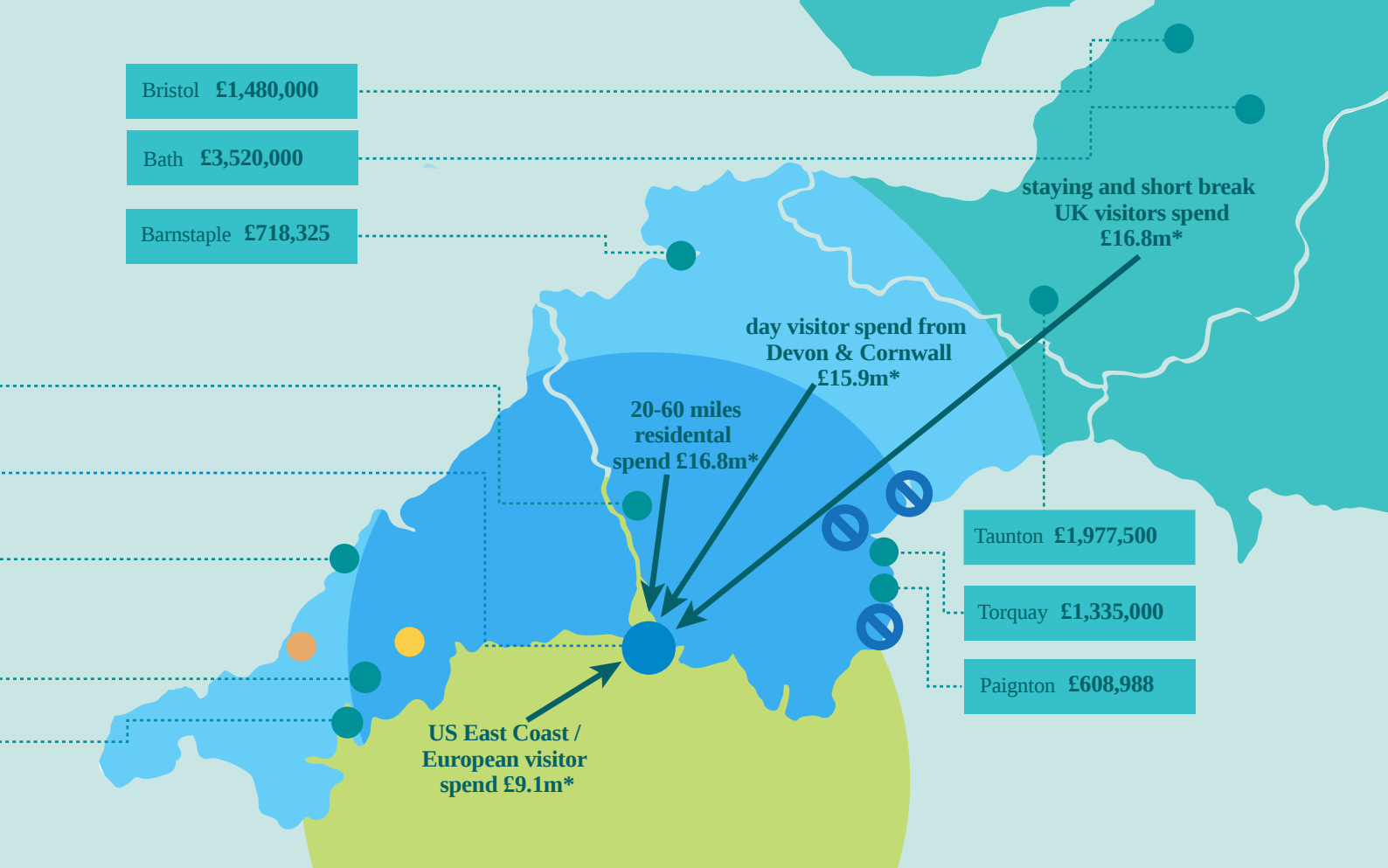
The Waterfront Business Improvement District aims to transform the Waterfront’s profile and your business profitability over the long term.

It is a completely new approach to managing Plymouth’s Waterfront. It is driven at every stage by business owners and managers seeking to influence and improve their trading environment. It is designed by you, administered by you, accountable to you for the benefit of your business.

Consistently you’ve said you want change, you want delivery and you want the confidence to believe it will happen.

This Waterfront Business Improvement District Business Plan is designed around your priorities and is clearly focused on delivery.

With your support, and a YES vote for the BID, the PWP will have the access to investment and the mandate to bring about change and make things happen on the Waterfront.



At A Glance – Projects and Budget

Waterfront businesses will contribute a projected £1,025,000 towards delivery of this plan. PWP will target an additional anticipated income and match funding of £5,190,000, bringing estimated project expenditure to a total of £6,215,000

Projects Prioritised by Waterfront Businesses	5 Year Total Contribution from Waterfront Businesses	5 Year Total Project Expenditure (including Contribution from Waterfront Businesses and Match Funding)
Permanent and Dedicated Management Accountable to businesses, co-ordinating and championing their interests	£0	£688,000
Improved Marketing Position Plymouth as a major UK destination	£340,000	£680,000
Major Events Drive increased visitor numbers and position Plymouth as a major UK destination	£389,000	£1,294,000
Visitor Welcome, Access, Signage and Information Dramatically improved trail links to tell Plymouth's many stories	£82,000	£1,449,000
Safer Waterfront Creating an enhanced Waterfront reputation	£54,000	£105,000
Cleaner Waterfront Improved, rapid response to cleansing and repair needs	£115,000	£1,647,000
Environmental Improvements Year-round enhancement aspiring to the highest standards	£20,000	£327,000
Inward Investment and Regeneration Leadership to create an inspirational, shared Waterfront vision	£25,000	£25,000
Lobbying and Influence A strong business voice driving change and delivery	£0	To be agreed
Business Improvement District Member Benefits Stronger Waterfront business community and mutual benefits	£0	To be agreed
Total	£1,025,000	£6,215,000

What Will the Waterfront BID Deliver?

£100

A third of businesses would contribute less than £100 annually

Co-ordinate on-shore
**STREET ACTIVITY
DESIGNED BY LOCAL
TRADERS**
supporting on-water sailing events



£136,000

New Annual Waterfront
Marketing Budget

NEW THEMED WEEKEND EVENTS

and street entertainment including:

- Fisherman's fun day
- Costumed actors and stiltwalkers
- Tall ships and attractions
- Sustainable Seafood Festival
- Regular volunteering and community activities

SUPPORT WATERFRONT BUSINESSES & RESIDENTS

with a community engagement
and ethical trading policy, working locally
wherever possible

£2.7M

Managed Council budgets.
The BID will ensure that
existing City Council
services cannot be cut



CREATE MINI DESTINATIONS

and link them to grow
visitor appeal, dwell time
and spend, enhancing the
Waterfront experience for
all businesses, employees,
residents and tourists

Dedicated Waterfront
publications & web promotion

PROMOTING ALL WATERFRONT BUSINESSES

- from retailers to
financial advisors

5:1

For every one
pound invested by
waterfront businesses
an additional £5 will
be targeted in match
funding



ENSURE THE WATERFRONT BID IS INTEGRAL

to the delivery of the City's economic development strategy and visitor plan

CONTROL

Through the Business Improvement District, business owners will genuinely control their trading environment

A strong voice
**LOBBYING
FOR
GATEWAY
IMPROVEMENTS**
including Bretonside Bus
Station and Union Street

The BID will develop a
**BUY LOCAL
PROCUREMENT
POLICY**
to keep spend within the city
where possible and cost
effective to do so, supporting
and promoting Sell2Plymouth

BUSINESS PROFITS

Dedicated management
delivering for business needs

DISCOUNTS

Develop a Waterfront privilege card offering staff, business customers and local residents discounts across the Waterfront

Transformation of the Waterfront

Defining the Waterfront's mini-destinations



Royal William Yard

- Create a new Waterfront Walkway link, between Devil's Point and West Hoe
- Signage at strategic gateways
- Enhanced water links between Cornwall, The Barbican and Mount Batten



Millbay

- Strategic city development partnerships
- Grant application support
- Signage encouraging visitors to explore Plymouth
- Complete Waterfront walkway by creating a new link between Devil's Point and West Hoe



The Hoe

- Foreshore improvements, including enabling development of decaying Victorian buildings e.g. side of Tinside Lido
- Waterfront caretaker and dedicated cleansing *
- Street performance and year round entertainment
- Creation of nationally-famed signature events, e.g. new Plymouth Marine City Festival *

* Year 1 BID Projects

For the entire Waterfront we aim to:

Position Plymouth as a must-see UK destination

- Deliver regional and national destination marketing to grow day visitor and staying visitor numbers. * Target new markets eg. US East Coast
- Create new events to describe the city's Waterfront, heritage and cultural offer e.g. a sustainable Seafood Festival *
- Confidently promote Plymouth as the UK's Marine City
- Redevelopment of the Visit Plymouth website

Transform the visitor welcome and experience

- Improve signage, trails and interpretation to increase footfall
- Link 'mini destinations' for maximum business benefit e.g. The Barbican and The Royal William Yard
- Target City Centre and other gateways with Waterfront information profiling attractions to draw people to the area *
- Residential street cleansing to the same standard as provided to Waterfront businesses

Increase visitor spend

- Increase footfall and dwell time in key areas throughout the district
- Revitalise transport links connecting boat, bus, cycling and walking routes, creating a hop-on, hop-off day long 'round robin' experience
- Create a privilege card providing offers to Waterfront business employees encouraging dining, leisure and shopping across the district

District



The Barbican

- Waterfront caretaker and dedicated cleansing*
- Tall ships, themed weekend events and year round street performance e.g. re-instate the Fisherman's Fun Day*
- Improved walkway connections with City Centre, Hoe and Royal William Yard
- Interpretation telling The Barbican's historic and cultural story



Bretonside and Sutton Harbour Area

- Improved walkway connections to The Barbican, Hoe and City Centre e.g. lighting and CCTV
- Increased connections between the fish market and The Barbican e.g. create Barbican fresh fish sale outlet
- High profile, high quality onshore events and extended cultural promotion*

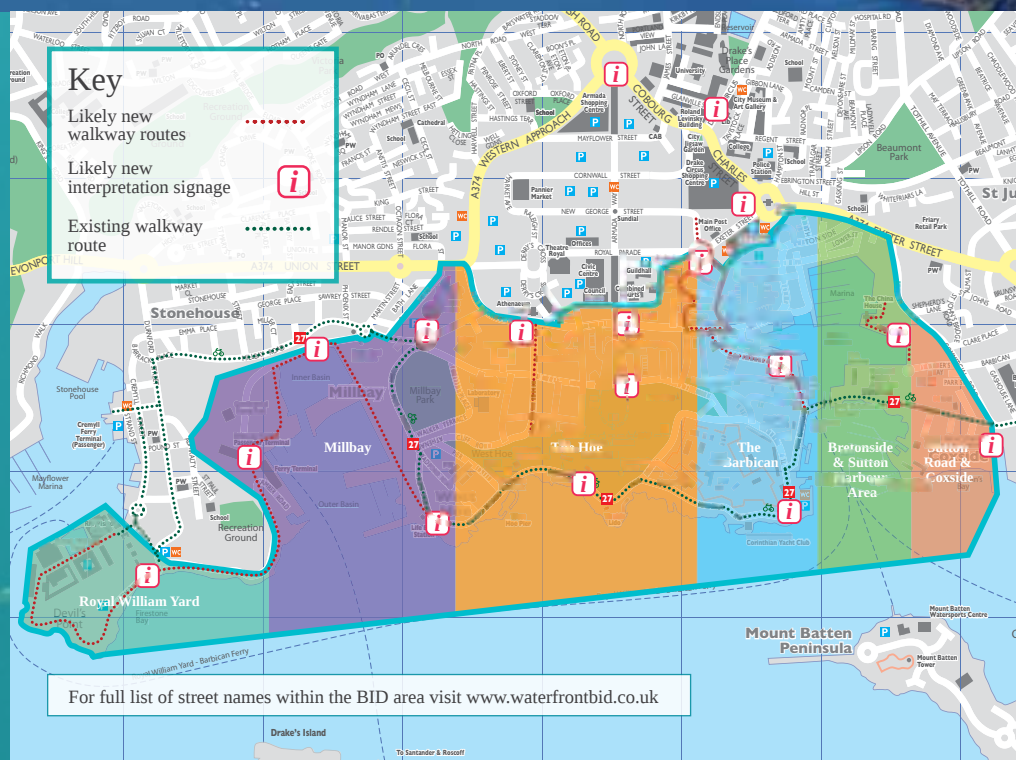


Sutton Road and West Coxside Area

- Enhanced signage at strategic gateways
- Waterfront caretaker and dedicated cleansing*
- Increased access and promotion

Lead Waterfront development with business ideas

- Enable development of new Waterfront attractions e.g. Commercial Wharf, Phoenix Wharf and Hoe foreshore
- Co-ordinate city partner investment in the Waterfront and gateways, e.g linked vision for grant applications; investment in Bretonside Bus Station
- Improve connectivity between businesses, residents and service providers within the Waterfront community



The Waterfront Vision

Plymouth's Waterfront is the magnificent jewel in the City's crown - the Waterfront Business Improvement District will be able to maximise this wonderful asset for the benefit of businesses, visitors and the wider city and its economy.

The Waterfront Business Improvement District will work with key partners to grow Plymouth's visitor economy, supporting business growth and inward investment, whilst increasing business opportunities across all sectors - from tourism to retail and professional services firms, whilst increasing opportunities for new clients to existing professional services firms. As part of a wider framework, the Waterfront Business Improvement District will identify and support visitor economy related commercial development opportunities, to enable the Waterfront to become an outstanding visitor destination. This will provide new jobs, better leisure facilities and improved pedestrian, cycling and other transport links with the City Centre, preserve the area's extensive maritime heritage and improve and better maintain public space.

To secure this huge opportunity requires a complete step change in dedicated delivery and management of the area, including annual investment from both the private and public sector through the Waterfront Business Improvement District.

Waterfront Business Improvement District Business Plan Objectives

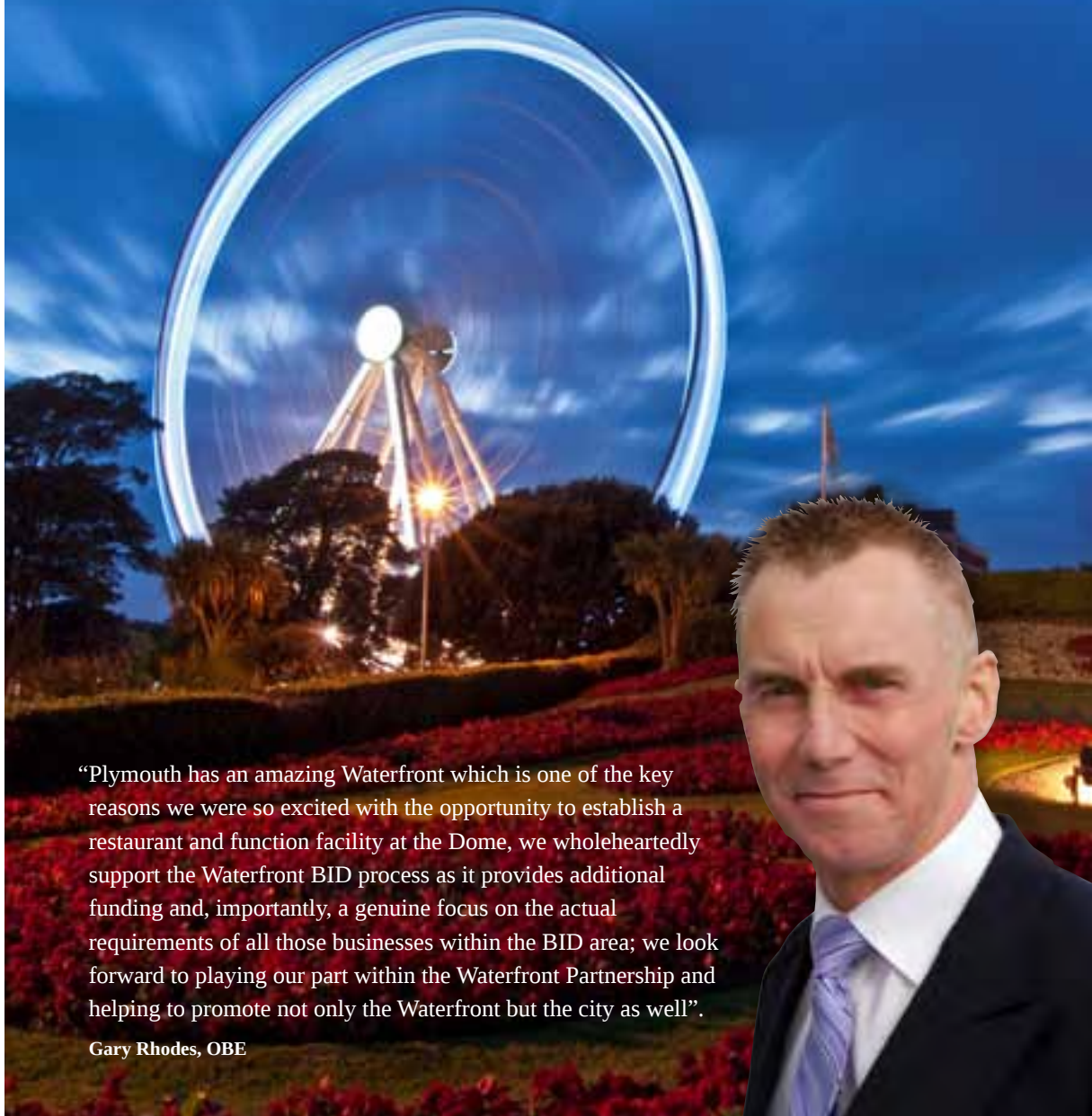
The Business Improvement District will focus on business priorities of increasing visitor numbers, customer spend and commercial advantage through:

- **Leadership** – Providing a strong business voice to lobby for future investments in the Waterfront.
- **Marketing** – Attracting more events linked to the needs of local businesses whilst radically improving visitor signage and information.
- **Operational management** – Transparent and accountable contracts will make sure that the City Council and all service providers improve the standard of existing cleansing, maintenance and other services.
- **Finance** – Attracting significant match funding in addition to contributions from businesses for expenditure within the Waterfront.
- **Buy local** – ensure the majority of purchase contracts are advertised through Sell2Plymouth





A Waterfront Business Improvement District will be able to maximise this wonderful asset for the benefit of businesses, visitors and the wider city and its economy.



“Plymouth has an amazing Waterfront which is one of the key reasons we were so excited with the opportunity to establish a restaurant and function facility at the Dome, we wholeheartedly support the Waterfront BID process as it provides additional funding and, importantly, a genuine focus on the actual requirements of all those businesses within the BID area; we look forward to playing our part within the Waterfront Partnership and helping to promote not only the Waterfront but the city as well”.

Gary Rhodes, OBE

- > Grow visitor spend by 25% by 2020
- > Grow visitor spend by £63million
- > Create 2,800 jobs in the visitor economy by 2020

The Waterfront Targets

The Waterfront Business Improvement District will assist the City to:

- Grow visitor spend by 25% by 2020. This means visitor numbers would increase by 800,000 from 4million to 4.8million and visitor spend would rise by £63million from nearly £252million to £315million. With Plymouth’s Waterfront identified as the city’s key asset, Waterfront businesses will be positioned at the heart of this growth.
- Target a 33% growth in jobs in the visitor economy. That means 2,800 new jobs in the city by 2020 and 4,000 new jobs by 2026. Again, with the Waterfront securing much of this uplift.
- Strengthen Plymouth’s position as the regional centre for Devon and Cornwall, by creating a great day out and evening destination, resulting in increased day and staying visitor numbers.

Improved Marketing

Total budget allocation over 5 years:
£680,000

£340,000 Levy contribution from
Waterfront businesses

The Waterfront Strategy

We will develop and deliver a five year marketing plan in partnership with Destination Plymouth, the City Centre Company and the City Council. Built on strong research, we will position Plymouth as a major UK visitor destination. We will progressively target new markets including day visitors, short breaks and US East Coast visitors.

Existing PWP Achievements

We've much to shout about. PWP delivered the 2011 and forthcoming 2012 Plymouth Visitor Guide to showcase the city and open new distribution channels. Waterfront events and attractions have featured strongly in Plymouth Summer Festival promotions/Explore magazine publications and print and broadcast media.

The Measureable Benefits

We will measure visitor numbers using a national model; monitor day, staying and short break visitors' perceptions using a visitor survey; measure the media coverage editorial value of Plymouth and its Waterfront; monitor number of conference enquiries and bookings. This information will be used to develop and refine our marketing strategy going forward.

The Projects	Business Contribution	Match Funded
Deliver a five year marketing plan to position Plymouth's Waterfront as a major UK visitor destination targeting new markets including day visitors, short breaks and the US East Coast visitor market	£70,000	£110,000
Commission a PR company to proactively promote the Waterfront	£65,000	£50,000
Produce high quality destination publications and visitors guides	£62,000	£70,000
Dramatically improve the Visit Plymouth website creating E-Commerce, Interactivity and CRM, including free listings for every business	£50,000	£40,000
Partner TV Plymouth to help create content and promote the Waterfront	-	-
Better on-shore offer and linked promotion of existing sailing events	See Major Events	See Major Events
Enhance the promotion of linked on-water and on-shore trails	See Visitor Welcome, Access, Signage and Information	See Visitor Welcome, Access, Signage and Information
Bi-annual research of visitor numbers, spend and perceptions	£30,000	£20,000
Business Tourism		
PWP and other partners will host a conference booking service, to improve enquiry handling and bookings. We will:		
• Better promote Plymouth nationally as a conference destination	£63,000	£50,000
• Provide an electronic portal and one point of contact, closely linked to the City Council's enquiry handling service		
• Allocate funding to discount the cost of national conferences		



“Securing Plymouth’s national conferencing profile is key to my members. We totally back the Waterfront BID.”

John Morcom, Chair, Conference Plymouth



Visitor Welcome, Access, Signage and Information

Total budget allocation over 5 years:
£1,449,000

£82,000 Levy contribution from
Waterfront businesses

The Waterfront Strategy

We will dramatically improve visitor signage, interpretation and information to create an accessible, engaging, fun and interactive experience for visitors. The aim is to effectively tell Plymouth's many stories and ensure visitors move around all parts of the city and its Waterfront. The use of digital technologies within this will be designed to entertain, excite and inspire.

Existing PWP Achievements

We have identified potential European funding to match the City Council's Local Sustainable Transport Plan (2011-26) resources. PWP has also influenced the design of the City's new cycle route map and created a new City map with key Waterfront features including water borne transportation routes to ensure increased footfall across the area.

The Measureable Benefits

We will measure success through visitor and business surveys; increased day visitor spend and enhanced reputation for the Waterfront experience; increased presence in national media features and publications.

The Projects	Business Contribution	Match Funded
Signage and Trails Dramatically improve signage and interpretation to tell Plymouth's many stories, physically linking the Waterfront with its City Centre, surrounding coast and countryside. Add value to the City Council's plans (funding secured) to encourage commuting through the creation of walking and cycling trails across the Waterfront. In partnership, we will seek to achieve: Creation of Linked Mini Destinations, including The Barbican, The Hoe, Sutton Harbour and Royal William Yard. New Signage, involving innovative interpretation media installed across the Waterfront, quality road signs and visitor information along strategic routes, and maximise the value of the City's Park & Ride and Variable Messaging System investments. Enhanced trails between City Centre to The Barbican / Sutton Harbour, creating an official linked trail along the Waterfront (boat, cycle and pedestrian).	£30,000 £30,000	Targeting European (INTERREG) c.£1m c.£350,000 secured
Access Improvements We will work with the City Council to create a strong sense of arrival, City identity and warm welcome at the gateways, including at Bretonside Bus Station, the Ferry Port (car and pedestrian) and the Railway Station. We will also seek improved waterbus coordination / promotion and car parking provision, work with the City Council's Planning Service to improve the quality of the public realm between the City Centre and Waterfront areas. Also design a boat trail opening up additional Waterfront destinations, whilst along the Waterfront, new trails will link The National Trust's Saltram and Plym Valley, South West Coast Path and the Sustrans Cycling Route 27.	£17,000	£17,000
Seek to deliver additional, free short term berthing to increase yacht visits Working with the City Council and other partners, we will explore the creation of additional, free short term berthing and moorings to encourage yachting crews and their day spend across the Waterfront.	£5,000	-

We will dramatically improve visitor signage, interpretation and information to create an accessible, engaging, fun and interactive experience



“Ashford’s LLP is proud to support the Waterfront BID - it will help businesses and create jobs in what is an important part of Plymouth.”

Ian Daniells, Manager, Ashford’s LLP

Major Events

Total budget allocation over 5 years:
£1,294,000

£389,000 Levy contribution from
Waterfront businesses

The Waterfront Strategy

We will grow events and festivals to provide more reasons to visit the Waterfront, generating additional bednights and visitor spend, whilst creating a platform to generate sponsorship and revenue income, enabling Plymouth to be showcased in the regional and national marketplace.

Existing PWP Achievements

PWP has negotiated rights to manage Plymouth City Council land across the waterfront and take profits from street trading, entertainment and events to help deliver BID projects.

The Measureable Benefits

We will measure success through increased day visitor numbers and spend; enhanced reputation for the Waterfront experience measured by business and visitor perception surveys; Plymouth's increased ranking as a UK tourism destination; increased PR coverage in national magazines, newspaper and online features.

The Projects	Business Contribution	Match Funded
Summer Shore-side Events Programme We will establish a major Shore-side Events programme, by creating on-shore events that complement existing on-water sports. Creating family appeal, overseeing the infrastructure to manage entertainment, markets, marquees, licensing and the promotion of this new on-shore programme to increase visitor spend, running May – September each year.	£83,000	£505,000
New Signature Event Establish a new, major City event with international profile, building on the America's Cup and British Art Show. Based on the Waterfront and embracing Plymouth's marine and cultural heritage, the event will extend the summer season, spread visitor spend and create a new platform for destination marketing. Provide on-shore activities and entertainment, including a seafood / fine dining experience linked to a wider City event programme. Targeted at new national audiences, beginning in 2012, this annual September event will build to a planned Mayflower 2020 celebration to attract visitors and inward investment.	£100,000 (£20,000/annum)	£400,000
Year Round Animation Programme The BID will enliven the Waterfront year-round, increasing visitor appeal by adding value to the National Fireworks Championships, Christmas, Easter and school holiday periods. Also provide occasional street entertainment and re-enactment, e.g. Drake playing bowls on The Hoe.	£90,000	-
Attract Prestigious Ship Visits Promote Plymouth as a destination for visiting heritage and tall ships to provide frequent, rotating attractions.	£50,000	-
New Themed Weekends Deliver themed weekend activities for example Christmas celebration, a Fisherman's Fun Day and Sea Food Festival	£66,000	-



“We need to create attractive physical links between the city centre and the Waterfront and shared marketing, encouraging visitors to explore the whole city. I’d love to see a permanent tall ship attraction on the Barbican. I believe the BID will secure a dynamic future for the entire Waterfront area and deliver these aspirations.”

Ben Shearn, Chair of the Association of Barbican Businesses

A Cleaner Waterfront

Total budget allocation over 5 years: £1,647,000

£115,000 Levy contribution from Waterfront businesses

The Waterfront Strategy

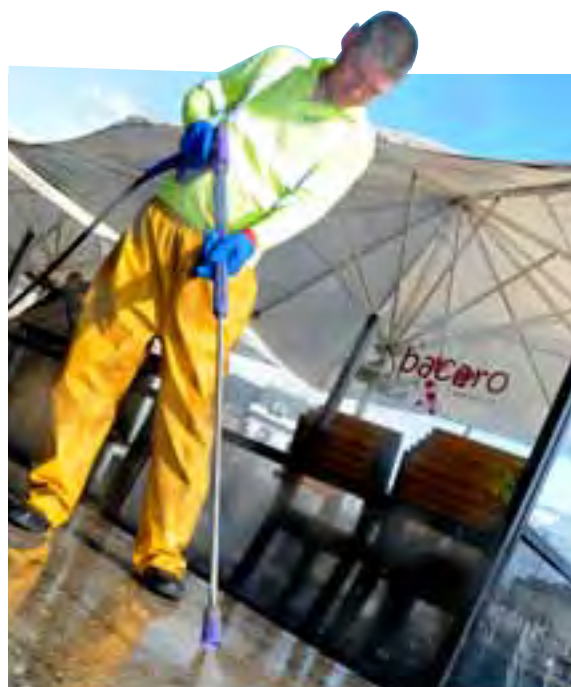
We will ensure higher cleansing standards are maintained whilst encouraging a shift from investment and cleansing towards changing public attitudes and behaviour to litter through public education campaigns, enforcement and recycling.

Existing PWP Achievements

In partnership with the City Council the PWP has delivered a series of targeted clean up improvements in specific Waterfront locations, at Devil's Point and The Hoe and launched Barbican Improvement Days taking place in August, September and November with further days planned for February.

The Measureable Benefits

We will measure the maintenance of higher cleansing standards through independent monitoring by Tidy Britain Group's nationally recognised survey; improved public perceptions of cleansing, as measured by business and visitor surveys



“The Waterfront’s hospitality offer is outstanding. A BID will help make it feel safer and cleaner for our customers.”

*Bobbi Hajianni, General Manager,
New Continental Hotel*

The Projects	Business Contribution	Match Funded
Existing Cleansing Ensure that the City Council’s cleansing standards are maintained and operationally manage existing Council cleansing staff to ensure a Waterfront rapid response clean team. Clothe the team in highly visible blue Waterfront uniforms.	£5,000	£1,036,000
Waterfront Caretaker Employ a permanent Waterfront Caretaker to promptly tackle urgent maintenance, painting and repairs of street furniture within the BID boundary, adding value to existing Council services.	£100,000 (£20,000/annum)	£496,000
Volunteer Scheme Create a dedicated community volunteers programme for regular, structured Waterfront clean up actions. Work with key partners including the Royal Navy, University and private sector organisations to provide regular activities focusing specifically on the foreshore.	£5,000	to be confirmed
Public Education Campaigns Work with The Tidy Britain Group to design public education ‘No Litter’ campaigns to challenge lazy anti-social behaviour, and work with partners to ensure enforcement.	£5,000	to be confirmed

A Safer Waterfront

Total budget allocation over 5 years:
£105,000

£54,000 Levy contribution
from Waterfront businesses

The Waterfront Strategy

Through partnership we will maintain an attractive, family friendly reputation by tackling low level anti-social behaviour, car and retail crime, particularly at the weekends.

Existing PWP Achievements

We have worked hard to create a more joined up approach to managing public safety and safeguarding Waterfront businesses, including improved management of Barbican Bank Holiday events, traffic management and partnership efforts to reduce anti-social behaviour, including tomb stoning.

The Measureable Benefits

We will measure success through a reduction in anti-social behaviour and levels of crime; improved visitor perceptions measured through independent surveys.



“This BID is good for business growth. Small businesses in the BID area need to make themselves aware of the advantages and then support the proposal.”

*Lesley Shorrocks, Chairman,
Federation of Small Businesses*

The Projects	Business Contribution	Match Funded
Evening & Night Time Economy Management Work with partners to employ a new Evening and Night Time Economy Manager (0.8 FTE), tackling anti-social behaviour during key events and Bank Holiday weekends, involving Police, City Council and partner agency support to secure the Purple Flag national safety standard.	£50,000	£50,000
Deliver improved management and promotion of shops, pubs and late licensees.	See above	See above
BID Hotline Provide a dedicated 24 hour hotline with a one hour response for all businesses to access when required e.g. for removal of graffiti, waste issues and anti-social behaviour.	£4,000	£1,000

Environmental Improvements

Total budget allocation over 5 years: £327,000

£20,000 Levy contribution from Waterfront businesses

The Waterfront Strategy

The Business Improvement District will create a 'visitor experience worth having', from arrival in the Waterfront through to departure, designed to exceed visitor expectation, increased dwell time, sales, loyalty and pride.

Existing PWP Achievements

We created a partnership approach to repaint the Hoe Belvedere and ensured East Hoe's Elphinstone car park and Phoenix Wharf areas were re-surfaced to enhance a primary visitor parking area.

The Measureable Benefits

We will measure success through the enhanced reputation for the Waterfront experience measured by customer and Waterfront business perception surveys.

The Projects	Business Contribution	Match Funded
Ground Maintenance Develop attractive ground maintenance, planting schemes and memorial care to secure award-winning status. Work with the City Council to manage vibrant Waterfront ground maintenance schemes aspiring to secure high profile awards e.g. Royal Horticultural Society's Britain in Bloom Award. We will attract sponsorship and encourage community involvement for enhanced displays e.g. tower planters at gateways.	-	£177,000
Vacant Shop Units Dress vacant shop windows, enabling artistic and creative solutions.	-	to be confirmed
Smeaton's Tower Attract match funding from the City Council and private sector sponsorship to re-paint Plymouth's iconic Smeaton's Tower (in addition to the agreed City Council baseline standard).	-	£65,000
Illuminations Provide Christmas illuminations focused on linking the City Centre with The Barbican and co-ordinate linked events in partnership with the City Centre Company.	£20,000	£50,000
'Welcome to Waterfront' Training Commission and roll out a bespoke 'visitor welcome' training programme for bus and taxi drivers and hotel, shop, restaurant and pub staff, covering specialist knowledge of Plymouth as a tourist destination.	-	£15,000



“We fully support the BID process and look forward to seeing Plymouth’s Waterfront leisure assets getting the recognition and promotion they deserve on a national and international basis.”

*Dylan Kalis, Managing Director,
Yacht Haven Marina*



Inward Investment and Regeneration

Total budget allocation over 5 years:
To be agreed

£25,000 Levy contribution
from Waterfront businesses

The Waterfront Strategy

A strong business mandate for the BID would enable the PWP to lobby and influence the City Council and other partners to deliver projects that are in addition to those in the BID Business Plan, whilst ensuring a powerful, joined-up approach to the Waterfront's regeneration.

Existing PWP Achievements

We have scoped development sites in the Waterfront and have established a partnership arrangement with key partners, including Plymouth University and the City Council.

The Measureable Benefits

Inward investment and regeneration that strengthen the Waterfront's visitor experience. By increasing visitor spend, improving standards, securing hotel investment of 4 star standard and new private boutique hotels.

The Projects	Business Contribution
Enabling Regeneration Establish an agreed vision for the development of key Waterfront sites and seek funding for targeted improvements that could support the visitor economy. All visitor attractions, facilities and developments will be linked to the Waterfront's many 'hidden gems' by new pedestrian/cycle/boat trails (see Signage section) designed to increase visitor dwell time and spread footfall across the Waterfront.	-
Inward Investment Take the lead for economic development in the Waterfront by identifying and actively encouraging businesses and brands to invest, adding significant value to Plymouth's existing offer.	£25,000
Development Opportunities We will work with existing Waterfront land owners and other partners to co-ordinate the creation of a series of mini-destinations, nationally famed for their individuality e.g. The Barbican, The Hoe, Sutton Harbour and Royal William Yard.	-



“We will support private sector developers, whilst supporting community engagement and sustainability initiatives.”



‘With the fantastic water-based activities we can offer in Plymouth Sound and its immediate area, it is paramount that a concerted, co-ordinated and consistent plan is put into place to push Plymouth to the fore as a prime location for both its on water and waterfront offerings and attractions. Plymouth is a historic and quite unique city by the sea and we must ensure that the facilities and services we can offer are fully communicated to the nation, Europe and the World’.

Alex King, Mount Batten Watersports Centre





Lobbying and Influence

Total budget allocation over 5 years:
To be agreed

Zero Levy contribution from
Waterfront businesses

The Waterfront Strategy

With the power of a strong Business Improvement District mandate, PWP will use its business voice to lobby for and influence key enhancement and investment within the boundary, whilst ensuring a holistic approach to Waterfront developments.

Existing PWP Achievements

Since identifying Waterfront areas requiring improvement we began by successfully lobbying the City Council for repairs to the Mayflower Steps, have informed City Council plans for public convenience improvements across the Waterfront and have begun research into the creation of bin stores within The Barbican.

The Measurable Benefits

We will measure success through public convenience refurbishment, waste management improvement and gateway enhancement, measured through business and visitor perception surveys.

The Projects

Lobbying and Influence

Represent Waterfront businesses and seek City Council support for:

- Additional static/mobile CCTV cameras
- Enhanced lighting to dark streets around The Barbican area
- Tackling waste hotspots including the installation of bin stores and seagull proof bins
- Investment in car parking and gateway improvements, including Bretonside Bus station and Union Street
- Improved maintenance and repair of the Waterfront's existing public conveniences, particularly in The Barbican and The Hoe

Planning

PWP will be a primary consultee for City Council strategies and major planning applications within the Waterfront area.



Reducing Your Business Costs

Total budget allocation over 5 years: To be agreed
Zero Levy contribution from Waterfront businesses

The Waterfront Strategy

The Business Improvement District will reduce business costs associated with trading in the Waterfront, using its shared buying power strength to negotiate discounts and subsidise costs of important services.

PWP will lobby Plymouth City Council to ensure that Waterfront and City Centre BID businesses will be exempt from having to pay the Government's proposed Late Night Levy in addition to the BID Levy.

Existing PWP Achievements

To ensure maximum benefit for Waterfront businesses we have conducted preparatory research into insurance, recycling, utility bills and waste management to identify savings potential.

The Measurable Benefits

We will measure success through reduced business costs and savings, individual time saving efficiencies and use of the Hotline providing a one point of call for all business services.

Service	Benefit	Potential 5yr Saving
Free listing on the BID Members website	Online promotion and sharing of ideas	£1,250
Free listing on the Visit Plymouth website	Online promotion to prospective city visitors	£1,250
Reduced cost Plymouth Against Retail Crime (PARC) membership	Participation in the award winning crime reduction partnership	£1,250
Free press release writing service	Writing and distribution of press releases by the BID's PR company	£1,000
Specialist business rates surveyor to review Waterfront rateable values	Support individual business owners with rating appeals. Available on a no reduction no fee basis.	
BID Hotline – one hour rapid response	Hotline will provide access to BID Services (Clean Team, PCSOs, CCTV and PARC)	
Waterfront Privilege Card - a 'Privilege Card' for Waterfront and City Centre BID businesses, with promotional offers on shopping, food, leisure & entertainment.	Card holders enjoy up to 50% savings on purchases made in the Waterfront and City Centre areas.	
Member meetings and networking events	Regular business meetings for networking, including free promotion/marketing opportunities	
Sponsored BID 'Waterfront' newsletters / fortnightly e-flyers	Keep up to date with regular communication, issues and solutions.	
Shared trading cost reductions	Reduced utility bills and insurance costs for BID Members	

BID Budget

The Waterfront Business Improvement District will provide exceptional value for money - for every £1 invested by business an additional £5 will be targeted in match funding.

It will support creation of new Waterfront Projects, whilst match funding provides a dedicated management team to ensure delivery.

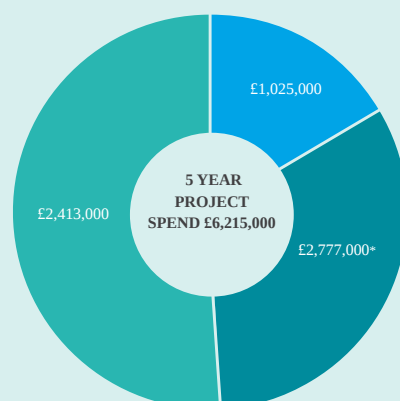
The Waterfront Business Improvement District is based on a BID Levy of 1.5% of the rateable value of every business premises (hereditament). Matched with City Council, land / property owners and other contributors, this will generate c.£6.2million for Business Improvement District projects over its 5 year life.

In addition to the £1m of Business Improvement District Levy raised, a total match funding of c.£5million will be targeted to enable Plymouth to drive its visitor economy.

The management and administration costs of the Waterfront BID will not be funded from BID Levy contributions.

Waterfront Business Improvement District Five Year Budget 2012 – 2017

Projected Budgets over 5 years



INCOME SOURCES

- Total estimated Levy Income from Waterfront Businesses
- Total value of existing City Council Services
- Total new City Council and Other Match Funding e.g. subscriptions, trading income, grants, etc

* Based upon current projected budgets which could be subject to change

Income	2012/3 Est £	2013/4 Est £	2014/5 Est £	2015/6 Est £	2016/7 Est £	2012/7 Totals £
BID Levy	205,000	205,000	205,000	205,000	205,000	1,025,000
Existing City Council Services	550,000	550,000	550,000	550,000	577,000	2,777,000
Landlord BID Subscriptions	20,000	30,000	40,000	40,000	40,000	170,000
Plymouth City Council - Street Trading Surplus	50,000	60,000	60,000	80,000	100,000	350,000
Grants, Partnership Projects, other match funding	286,000	312,000	387,000	437,000	471,000	1,893,000
Total Income	1,111,000	1,157,000	1,242,000	1,312,000	1,393,000	6,215,000
Expenditure						
Projects and Entrepreneurial	976,400	1,022,400	1,102,400	1,172,400	1,253,400	5,527,000
Management and Administration *	129,600	129,600	129,600	129,600	169,600**	688,000*
Total Expenditure	1,106,000	1,152,000	1,232,000	1,302,000	1,423,000	6,215,000
Net surplus or (deficit) position	5,000	5,000	10,000	10,000	-30,000	0

* 0% from BID Levy ** Including £40k rolling contingency

Projected Funding Sources 2012-2017

A Waterfront Business Improvement District would enable a new approach to be realised, whereby Destination Plymouth, the Plymouth City Centre Company, Plymouth City Council and other key partners could match fund the Waterfront BID Levy contributions, to enable significant, joined up, city-wide improvements to visitor destination management, by maximising the leverage of ideas, resources and funding. Match funding sources are projected as follows:

Source of Match Funding	Value	Amount	Existing or New Resources	Cash or In Kind
Existing City Council Services				
Plymouth City Council - Environmental Services	£600,000	Confirmed	Existing	In Kind
Plymouth City Council - Maritime Services	£496,000	Confirmed	Existing	In Kind
Plymouth City Council - Car Park Improvements	£436,000	Confirmed	Existing	In Kind
Plymouth City Council - Hoe Park Events	£425,000	Confirmed	Existing	Cash
Plymouth City Council - Local Transport Sustainability Fund for Signage, Trails and Interpretation	£350,000	Confirmed	Existing	In Kind
Plymouth City Council - Grounds Maintenance	£177,000	Confirmed	Existing	In Kind
Plymouth City Council - Seconded Staff	£148,000	Confirmed	Existing	In Kind
Plymouth City Council - Office, ICT and Business Administration	£125,000	Confirmed	Existing	In Kind
Plymouth City Council - Research and Monitoring	£20,000	Confirmed	Existing	Cash
TOTAL	£2,777,000			
New City Council and Other Match Funding				
Landlords - BID Subscriptions	£170,000	Estimated	New	New
Plymouth City Council - Street Trading Surplus	£350,000	Estimated	New	New
Various Partners - Evening Economy	£51,000	Confirmed	New	New
INTERREG Grant for Signage, Trails and Interpretation	£1,000,000	Estimated	New	New
New Signature Event	£400,000	Estimated	New	New
Partnership Marketing Campaigns	£170,000	Estimated	New	New
Summer Shore-side Events Programme	£90,000	Estimated	New	New
Plymouth City Council - Levy Collection	£50,000	Confirmed	New	New
Water Bus Initiative	£17,000	Estimated	New	New
Business Tourism	£50,000	Confirmed	New	New
Skills Development from Industry Partners	£15,000	Confirmed	Existing	Existing
Pro Bono Legal Advice	£30,000	Estimated	New	New
Pro Bono Accountancy Advice	£20,000	Estimated	New	New
TOTAL	£2,413,000*			
TOTAL OF NEW CITY COUNCIL & OTHER MATCH FUNDING	£5,190,000*			
*The BID reserves the right to modify these figures depending on circumstances				



“Business Improvement District Levy contributions will be spent entirely to service the area within the boundary.”

How Will the Business Improvement District be Managed?

The Waterfront Business Improvement District will be managed by PWP which will be directly accountable to Waterfront businesses for the management within the Waterfront boundary area and the successful delivery of the Waterfront Business Improvement District.

The Waterfront Business Improvement District’s governance will be the responsibility of the PWP Board with operational matters overseen by the Waterfront Business Improvement District Advisory Board, giving Waterfront businesses and other stakeholders control in formulating strategy and overseeing Business Improvement District project delivery. In addition, as a member of the PWP, businesses will also have a vote on major decisions.

Business Improvement District Levy contributions will be spent entirely to service the area within the identified boundary. This will ensure fair representation for businesses investing within their own areas.

The Waterfront Business Improvement District will encompass the core areas of The Barbican, Sutton Harbour, The Hoe and Foreshore, Notte Street, Vauxhall Street, Bretonside, Sutton Road, Millbay Docks, Devil’s Point and the Royal William Yard.

Please refer to our website for the full list of street names included within the proposed BID boundary: www.waterfrontbid.co.uk.





Waterfront Service Baselines

The proposed Waterfront Business Improvement District projects and services will be entirely additional to any services already delivered by Plymouth City Council.

PWP will establish a contractual agreement with Plymouth City Council to regularly review City Council services delivered within the Waterfront Business Improvement District area. Once the Waterfront Business Improvement District has been established, the City Council will be contractually obliged to maintain agreed standards through baseline service level agreements. This is likely to include the following services:

The Waterfront BID concept is a really positive one for all Waterfront businesses and for the city as a whole, it puts additional funding into the hands of businesses directly involved which must help promote the Waterfront as a whole, in these challenging times this additional funding and focus will undoubtedly be helpful, we wholeheartedly support the proposals”.

*Ed Stevens, Managing Director,
The Glassblowing House*



Safety

Closed Circuit Television (CCTV)
Community safety and management
Licensing and enforcement
Street lighting

Cleanliness

Graffiti and fly posting removal
Gully cleansing
Public conveniences
Street cleansing (inc. bin emptying/washing)
Waste collection (Trade and Domestic)

Promotion

Attractions (inc Smeaton’s Tower, Elizabethan House and Merchant’s House)
Events and Tourist Information Centre marketing
Mount Wise and Tinside Lido

Statutory

Environmental health
Planning
Plymouth Trading Standards Service

Other Services

Administrative support
Car parking
ICT provision and office space
Major events
Maritime services

Maintenance

Grounds maintenance (inc. weed spraying)
Highways maintenance and management
Traffic signals and pedestrian crossings
Trees and landscape development
Waterfront slipways

Continuous Service Improvement

The Waterfront Business Improvement District Contract will commit Plymouth City Council to continually improve its services throughout the lifetime of the Waterfront Business Improvement District.

This will include annual reviews of individual services, with regular meetings to monitor performance. In the event of service delivery issues, the PWP company will be entitled to issue a formal notice requesting the City Council to remedy the issue. Any failure to perform will initially be addressed through co-operation and negotiation, but if this fails then a process of formal mediation will follow. For details of Service Level Agreements go to:

www.waterfrontbid.co.uk

What are the BID Levy Rules?

National legislation with a unique approach



Waterfront Business Improvement District Ballot

Eligible non-domestic rate paying businesses within the proposed Business Improvement District area will be able to vote on the final Waterfront Business Improvement District Business Plan. A four week postal Ballot will be held between 1 February and 2 March, 2012.

Each person entitled to vote in the Waterfront Business Improvement District Ballot shall have one vote in respect of each business premises (hereditament) they occupy within the geographical area of the Waterfront Business Improvement on which non-domestic rates are payable. For example, if a business occupies three properties on which non-domestic rates are payable, they will be entitled to three votes.

The Ballot will have to meet two tests. First, a simple majority (above 50%) of those voting must vote in favour. Second, those voting in favour must represent a majority of the aggregate rateable value of business premises (hereditaments) voting.

The Ballot papers will be forwarded to those ratepayers who are eligible to vote by 1 February 2012 and must be returned to the Electoral Reform Service by 5pm on 2 March 2012.

The Waterfront Business Improvement District Levy, Liability and Collection

The Waterfront Business Improvement District Levy will be payable by all businesses located within the boundary of the defined Waterfront Business Improvement District area.

The Waterfront Business Improvement District Levy will be set on 1 April 2012, based on the rateable value shown in the 2010 Local Non-Domestic Rating list, updated for any changes in ratepayer appeals, additions and removals from the list to date. For new assessment, splits and mergers (of rateable values) brought into the list between 1 April 2012 and 31 March 2013, the rateable value used will be that as shown in the Non-Domestic Rating 2010 at the date the new or amended assessment is brought into that list. The Waterfront Business Improvement District Levy will not be adjusted to reflect any changes to the rateable value during the five year duration of the Waterfront Business Improvement District. In addition any "Taken out of Rating" cases will be deleted from the effective date as advised by the Valuation Office Agency to the City Council's Non-Domestic Rates section. The Waterfront Business Improvement District Levy will be increased each year by the annual inflationary factor for Local Non-Domestic Rate bills as calculated by H.M. Government.

The following types of businesses within the Waterfront Business Improvement District area will be exempt from paying the

Business Improvement District Levy: schools, nurseries and public health care providers; concessions; telephone masts, ATMs, bus stops and advertising poster drums, MOD establishments, individually owned car parking spaces, Emergency Services, Churches, liquid bulk storage units and immigration control points. The Waterfront Business Improvement District Levy will not be reduced where the ratepayer is a charity or non-profit making organisation. The Business Improvement District Levy will also not be affected by the Government's Small Business Rate Relief Scheme which came into effect on 1 April 2005. The Waterfront Business Improvement District Levy is payable on the whole rating assessment irrespective if part or all of it is empty. In the case of empty properties, the Waterfront Business Improvement District Levy will be collected at 100% from either the owner or leaseholder (if an occupational lease exists).

The Business Improvement District Levy will be collected by Plymouth City Council annually on 1 April. The Council will reimburse the PWP with Business Improvement District Levies on a monthly basis. The annual Business Improvement District Levy charge will be 1.5% of the rateable value of the occupied premises.

If you would like to find out the rateable value of your business, please refer to your rates bill or check it at: <http://www.voa.gov.uk>



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Financial Management

Plymouth Waterfront Partnership will provide the City Council with quarterly updates detailing expenditure under the Waterfront Business Improvement District.

Governance and Management

The PWP Board of Directors will be responsible for the execution of the Business Plan. This will occur by co-option until the first Annual General Meeting. Business Improvement District Members will be eligible to vote at Annual General Meetings of the Advisory Board. The full board will meet at least quarterly.

The Waterfront Business Improvement District Advisory Board will meet quarterly and will be responsible for advising the PWP Board on the delivery of Business Improvement District projects, with operational sub-groups covering specific themes and projects where necessary.

Alteration of Business Improvement District Arrangements

The Waterfront Business Improvement District area and the Levy percentage (other than inflationary increases announced by Government for NNDR) cannot be altered within the five year lifetime without an Alteration Ballot.



“Plymouth is defined by its Waterfront... it has a global relevance. Everyone should be concerned about its future.”

*Chris Robinson,
Plymouth Barbican Trust*

The Waterfront Business Improvement District projects, headings, costs and timescales can be altered by the Board, within the constraints of Business Improvement District income - providing that the Waterfront Business Improvement District's aims are adhered to.

The PWP Board will manage all Waterfront Business Improvement District budgets.

Commencement and Duration of the Business Improvement District

A postal Ballot of business ratepayers within the Waterfront Business Improvement District area, based on the list of non-domestic ratepayers, will take place between 1 February and 2 March 2012. The result of the Ballot will be publically announced by 8 March 2012.

If the Waterfront Business Improvement District's proposal is approved, it will operate for five years from 1 April 2012 until 31 March 2017. At or before the end of this period, the Board may choose to seek renewal of the Waterfront Business Improvement District's mandate.



A 'Yes' vote for the Business Improvement District will ensure the Waterfront will be safeguarded as a better promoted, cleaner and safer UK visitor destination for the next five years, its creation pivotal to the success of Plymouth Waterfront's economic growth.



Plymouth Waterfront Business Improvement District Q&A

This is your Business Improvement District, designed by Waterfront businesses to deliver benefits for your business, your customers, your staff and visitors.

What is the Plymouth Waterfront Partnership?

The Plymouth Waterfront Partnership (PWP) will be responsible for delivering the Plymouth Waterfront Business Plan. PWP is an independent, not for profit, company limited by guarantee, which currently operates as a voluntary membership organisation, with a Board of Directors drawn from the Waterfront.

What is a Business Improvement District (BID)?

A Business Improvement District is a private sector led management organisation for a precisely defined geographical area, where business rate payers have identified projects and services that will have a positive impact on their trading environment. Businesses within the area vote to invest collectively in delivering these improvements which are **wholly additional** to those already delivered by local, statutory bodies.

Once a Business Improvement District has been established all businesses contribute a BID Levy based on the rateable value of their business premises (hereditaments) to ensure fairness and equity. Business Improvement Districts have a maximum duration of five years.

What is the Cost to My Business?

In February 2012 your business will have the opportunity to decide whether to vote Yes or No to fund delivery of the final Waterfront Business Improvement District Business Plan. If a majority of businesses vote Yes, then all businesses within the Business Improvement District boundary area will be required to contribute an annual Levy payment, based on the rateable value of the premises that your business occupies.

The proposed annual BID Levy is based on 1.5% of your business property's rateable value (RV).

So, for example if your RV is:

£3,700 you will pay £55.50 per year

£15,000 you will pay £225 per year

£30,000 you will pay £450.00 per year

£60,000 you will pay £900 per year

£140,000 you will pay £2,100 per year

£300,000 you will pay £4,500 per year

What is the Average Cost to Waterfront Businesses?

Based upon existing business rateable values* within the Waterfront area, we estimate that each year:

33% of businesses will pay less than £100

54% of businesses will pay between £100 and £500

7% of businesses will pay between £500 and £1,000

5% of businesses will pay between £1,000 and £5,000

1% of businesses will pay more than £5,000

*Data supplied by the Plymouth City Council and the Valuation Office Agency, April 2011.

Why Doesn't the City Council Pay for Everything?

The City Council already contributes significantly to the Waterfront area and has pledged to protect £2.7M to the Waterfront Business Improvement District over the next five years. Through the Business Improvement District the City Council will be held accountable to the business community and required to maintain their existing level of service. Business Improvement District Projects will be entirely additional to existing City Council services.

How Has This Business Improvement District Been Drawn Up?

The Waterfront Business Improvement District is unique in that it has been wholly designed by you, the businesses within it. The Business Improvement District Business Plan has been driven at every stage by business owners and managers seeking to improve their trading environment and profitability.

PWP has listened to business concerns, ideas and priorities, evolving this Business Improvement District Business Plan from a highly structured, detailed, democratic consultation process, involving a number of key stages, see the Consultation Process chart below.

Who Else Has A Business Improvement District?

Business Improvement Districts are a global success with more than 1,000 operating internationally, including Canada, the USA, Japan, Norway and Germany.

There are already 110 Business Improvement Districts in the UK, including Falmouth, Taunton, Truro, Bristol and Plymouth. A mark of their success is that 99% of Business Improvement Districts are renewed by business ballot after their first term.

How Will the Business Improvement District Ballot Work?

All non-domestic rate paying businesses within the Waterfront area will be eligible to vote on the final Business Plan. A four week postal ballot will be held between 1 February and 2 March 2012.

The BID Ballot will be administered by ERS (Electoral Reform Service). The way a vote is cast will be kept confidential.

A 'Yes' vote for the Business Improvement District will ensure the Waterfront will be safeguarded as a better promoted, cleaner and safer UK visitor destination for the next five years, its creation pivotal to the success of Plymouth Waterfront's economic growth.

Excited By What You See and Want to Get Involved?

There are several ways you can become more involved in bringing much needed change to the Waterfront:

- Join the PWP Ambassadors Network and help us campaign for the Business Improvement District
- Become a PWP Member and support our projects with a voluntary financial contribution
- Put yourself forward for the PWP Stakeholder Council steering group offering quarterly guidance to our Board of Directors

For more information, email us at:

waterfrontmanager@waterfrontbid.co.uk

Is My Business Included Within the Waterfront Business Improvement District Area?

The Plymouth Waterfront Business Improvement District boundary area for consultation encompasses the primary visitor attraction areas of The Barbican, Sutton Harbour, The Hoe and Foreshore, Millbay and Royal William Yard. The boundary will buffer up against that of the City Centre Company's existing Business Improvement District area, ensuring enhanced links and management between the two areas and a seamlessly positive visitor experience. See the Business Improvement District boundary map for further information. A full list of street names proposed to be included within the boundary is available on our website: **www.waterfrontbid.co.uk**.

Business Improvement District Consultation Process

Nov 2010 - Jan 2011 Waterfront Audit & Business Survey

Consultation business process began with group interviews. Completion of 100 detailed surveys with businesses to identify Waterfront improvement priorities.

April 2011 Themes/Priorities

Identification of main themes and concerns of businesses through focus groups involving 74 business interviews.

June 2011 Business Planning Event

Major event at which 80 stakeholders voted to prioritise themes, projects and the boundary

▼▼ PROJECTS PRIORITISED ▼▼

Oct 2011 Formal Business Improvement District Consultation

Summary of the draft plan, to all Waterfront businesses and stakeholders to allocate projected Business Improvement District funding. One to one meetings with businesses, independent telephone poll and group interviews.

Nov 2011 Business Plan Finalisation

Selection of projects based on business feedback/priorities and a reconciliation against the projected total BID budget 2012 - 17. Final approval by Board.

Jan 2012 Business Improvement District Campaign

Official launch of final Business Improvement District business plan. Following this, distribution of plan with ballot papers.

Apr 2012 Business Improvement District Projects Begin

Delivery of Business Improvement District projects with ongoing accountability to Waterfront businesses.

How Can Your Business Get Involved?

Get involved in bringing much needed change to the Waterfront

Your Ideas. Your Plan. Your Call...



Your Board of Directors*

The Plymouth Waterfront Partnership is the primary private sector advocate for the Plymouth Waterfront economy building on the unparalleled maritime heritage of the City and committed to a vibrant future for Waterfront businesses, residents and visitors.



Dr David Wheeler
Chairman. Pro Vice
Chancellor and Dean
of the Business School
Plymouth University



Ben Shearn
Managing Director
Treasury Group and
Chair of the Association
of Barbican Businesses



Gavin Marshall
Marketing Director
Plymouth Pavilions



Dr David Gibson
Managing Director
The National
Marine Aquarium



Cllr Ted Fry
Deputy Leader
Plymouth City Council



Jonathan Morcom
Director
Duke of Cornwall and
Chair of Conference
Plymouth



Comron Rowe
Partner
Foot Anstey



Roy Martin
Managing Director
The Invicta Hotel
and Chair of the
Plymouth Hospitality
Association



Charlotte Malcolm
Commercial Marketing Manager
Sutton Harbour Group

*Voluntary Board of Directors meet monthly

Dedicated Management Team



Sarah O'Leary
Waterfront Manager
Plymouth Waterfront
Partnership



Patrick Knight
Head of Place
Management
Destination Plymouth

Dedicated team of up to 6 people providing marketing, administration, street operations and events co-ordination skills.

**Salary costs will not be met from Waterfront Business
Levy contributions**

The Waterfront BID will enable a new approach to be realised, whereby Destination Plymouth, the Plymouth City Centre Company, Plymouth City Council and other key partners will match fund the Waterfront BID Levy contributions, to enable significant, joined up, city-wide improvements to visitor destination management, maximising leverage of ideas, resources and funding.

Advisory Board

In anticipation of a 'yes' vote, the PWP Board will establish an Advisory Board to advise on future strategy and the implementation of the BID Business Plan. The Advisory Board will be fully representative of all stakeholders in the Business Improvement District, and will include representation from all levy-paying business sectors through their various associations, as well as voluntary contributors, elected councillors, community organisations and residents in the Waterfront area. Over time it is envisaged that the Advisory Board will become increasingly influential in determining strategic priorities as well as providing an opportunity for the PWP Board and officers to involve stakeholders directly in policy and direction.

Stakeholder Council

The Stakeholder Council is an honorary grouping which includes individual volunteers and supporters of the Business Improvement District campaign who meet to discuss how to get people involved in the campaign and how to keep them involved in the BID after the vote. These volunteers meet regularly to discuss the positive opportunities associated with the BID and how to communicate them effectively.

Voluntary Contributions

If you are a landlord or your business is located outside of the BID Boundary, there will be the opportunity to make voluntary contributions in support of the BID.

To get involved contact: waterfrontmanager@waterfrontBID.co.uk

Waterfront Business Improvement District Supporters

Here are just a few of the businesses who back the BID: (sorry we couldn't fit all our supporters in - you still count!)





Plymouth Waterfront Partnership is a business led organisation working to create a more profitable trading environment and enhanced visitor experience for Plymouth's Waterfront.

Working in partnership with Destination Plymouth, Plymouth City Centre Company, Plymouth City Council and other relevant public agencies and associations, we deliver leadership along with operational and marketing improvements for the proposed Waterfront Business Improvement District (BID) area.

Our primary purpose is to enhance the visitor economy with commercial, event, hotel, professional service and retail trading performance benefits, asserting Plymouth as a must-see UK visitor destination.

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The Waterfront Business Improvement District is delivered in partnership with:



Plymouth Waterfront Partnership
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