Place branding and heritage: appendices

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Place branding and heritage: appendices

For Historic England

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1. Literature review: additional content and references

1.1 Business Improvement Districts (BIDs) in North America and the UK

1.1.1 North American BIDs

The first known BID (or BIA – Business Improvement Area) – Bloor West Village in Toronto, Canada – was established in 1965 and the first U.S. BID set up in New Orleans in 1975. BIDs have experienced a surge in popularity since that time, particularly in the 1990s, and there are now an estimated 1,500 in the USA. Evidence from North America, including the first examples in Toronto (where there are over 80), provide a range of BIA/BID models and contexts, including key heritage-based cases, e.g. Liberty Village and Distillery District in Toronto (see Appendix I) - with a particular role for cultural heritage in local cultural events and festivals.

In North America, the "downtown" revitalization process is often self-financed by local businesses, initiated by public-private partnerships, and typified by an attention to historic preservation, consumer marketing, small-business development, pedestrian access, and the cleanliness and safety of streets. There are differences in the specific names, missions, and structures of these BID-type organizations from state to state, but the basic approach is one in which a geographically defined majority of property owners and/or merchants agree to provide an extra level of public service in a specific area by imposing an added tax or fee on all of the properties and/or businesses in the area. Examples of the services that may be provided include supplementary security, additional street cleaning, and the marketing of events. The job of local government is to legally establish the district, collect the special tax assessments or fees, and then transfer the funds over to a BID organization to use as it sees fit.

The authorizing legislation from state to state is generally similar, yet there may be specific differences[1]. For example, many states have different names for BIDs. New York, California, and Wisconsin use the term BID, but in Iowa, these organizations are called self-supported municipal improvement districts; in New Jersey, they are known as special improvement districts; in Missouri, they are called special business districts; in Texas, they are labelled public improvement districts; in Oregon, they are referred to as economic improvement districts; and in Washington, they are termed parking and business improvement associations. This may have relevance for our study of UK BIDs, place branding and heritage, since similar local economic organisations exist, typically local traders associations, neighbourhood forums, chambers of commerce, city/town centre partnerships, and visitor/destination agencies.

From a survey of US BIDs[2] the main services provided are as follows, in order of frequency. No explicit heritage/conservation services are mentioned, although some BIDs do locate in historic districts.

- Capital improvements: installing pedestrian lighting and street furniture, planting trees etc.
- Consumer marketing: producing festivals and events, producing maps and newsletters
- Economic development: offering incentives (such as tax incentives or loans) to new businesses
- Maintenance: collecting rubbish, removing litter and graffiti, washing pedestrian areas, trimming trees
- Parking and transport: managing a public parking system, maintaining bus shelters
- Policy advocacy: promoting public policies to the community, lobbying government on behalf of business interests
- Public space regulation: managing street vending, busking, discouraging begging, controlling vehicle loading
- Security: providing supplementary security guards, buying and installing electronic security systems, working with the police
- Social services: aiding the homeless, providing job training, supplying youth services

Research in the USA concluded[3] that in the case of New York BIDs (n=63) taken as a whole, they have achieved varying levels of success. While they concluded that, 'under the proper organizational and environmental conditions, BIDs can be effective agents of economic development', they also found that,

'their democratic deficits pose significant problems for citizens and city government'. Of particular concern was:

1. a potential lack of democratic accountability and the degree to which BIDs represent the entire community rather than simply property owners;
2. possible inequality between the public and private partners as, once created, BIDs can utilize the city's tax collecting powers without requiring public accountability measures; and
3. possible "balkanization" between BID and non-BID areas leading to an overall weakening in economic vitality and the delivery of basic public services citywide.

The researchers therefore concluded: 'it is essential that in formulating, constructing and utilizing BIDs as tools of urban revitalization, we ensure that these broader democratic issues are addressed. The construction of a comprehensive framework for the oversight and evaluation of a BID is critical to ensure representation, accountability, and equity'. Given that the UK has followed the North American model[4] it is no surprise that their formation, service coverage and rationale has developed along similar lines, including some of the tensions over governance and the equitable distribution of the additional cost of BID membership. The pattern in the UK has seen an enthusiastic take up by some areas, as well as some resistance in others[5].

1.1.2 UK BIDs

BIDs were first established in England in 2005 following 2003 enabling legislation and in Scotland and Wales in 2008 - there are now over 200 BIDs in the UK. In England and Wales, BIDs were introduced through the Local Government Act (2003) and subsequent regulations in 2004. A Business Improvement District can be set up by the local authority, a business rate payer or a person or company whose purpose is to develop the Business Improvement District area, or that has an interest in the land in the area. In October 2013 government set up a £500,000 loan fund to help communities who wish to create a BID overcome prohibitive initial start-up costs.

The Circle Initiative, a five-year scheme funded by the London Development Agency, set up the first pilot BIDs, five in London, all of which had successful ballots by March 2006. The Association of Town Centre Management (ATCM) coordinated pilot 'talking shops' in 22 locations in England and Wales which corresponded with the development of BIDs' regulations. Business Improvement Districts Scotland (www.bids-scotland.com) is the national organisation for BIDs in Scotland and which is responsible for delivering the Scottish Governments BIDs programme across Scotland, providing central support to developing BIDs, promoting and encouraging the development of BIDS across the country, whilst also working with operational BIDs to assist them in delivering for their local communities and contributing to sustainable economic growth. The Scottish Government provides a grant to local groups of up to £20,000 to help with the development of the BID. The legislation in Scotland (The Planning etc. (Scotland) Act 2006) is different from the England and Wales legislation in that it allows property owners as well as occupiers to be included in a BID. Like North America, UK BIDs were established in response to both positive and negative issues with local economic and environmental management.

Local firms, landowners and organisations have therefore sought more localised powers and resources to promote their area, to undertake environmental improvements (e.g. urban design, public art, signage/ wayfinding) and respond to problems of street crime, litter, and negative associations with their area. There is no limit on what projects or services can be provided through a Business Improvement District. The only requirement is that it should be something that is in addition to services provided by local authorities. Improvements may include, but are not limited to, extra safety/security, cleansing and environmental measures. Typically a Business Improvement District is within a local authority boundary but in April 2013 government introduced Cross Boundary BIDs enabling them to operate across local authority boundaries. For example, Waterloo Quarter Business Alliance BID spans two local authorities.

Research commissioned by the London mayor's office in 2012 on London's 44 BIDs (with a target of 50 by summer 2016) indicated that BID areas employ 11% of total London employment, contain almost 8% of total London firms and generate 8% of London's total business turnover. Furthermore, the £20 million

levy they raise annually is fully invested in their geographical areas for improvements and support of local businesses[6]. GLA provide funding of £30,000 for BID development/set-up and a handbook[7]. In the application for BID status and levy, there is no cultural or environmental audit as such, so there is no requirement for the inclusion of heritage assets or the advantages that their inclusion might bring for the prospective BID area. If a heritage organisation is an occupant of premises in the proposed BID area however, they would be eligible to vote for the BID, and if successful, be liable for the additional levy (unless waived).

Some BIDs are associated with destination marketing/management strategies and tourism area development, others with clusters (e.g. cultural/creative, retail or heritage quarters). Those that are visitor-led also host cultural, heritage, as well as entertainment facilities, e.g. Holborn 'Midtown' BID (e.g. British Museum, Sir John Soane museum etc. and Bankside BID – South Bank Arts Centre, Globe Theatre etc.), whilst most are retail/town centre-based (e.g. Ilford, Ipswich, Kingston, Manchester, Ealing Broadway). BIDs also arose in the context of the decline in local government capacity and resources to adequately deliver local services and these powers are being extended as BIDS become more established, and in policy terms, the Localism agenda is implemented[8]. A recent BID in Victoria, London – an area undergoing major office based regeneration – has developed a 'Green BID', promoting more ecological building and facilities[9]. The role of heritage assets (tangible/intangible; cultural/built /natural) and heritage organisations in local cultural ecosystems will therefore be important, given the move towards localism[10] in the context of reduced public funding.

1.2 Heritage Business Districts, Toronto

1.2.1 The Distillery District (http://www.thedistillerydistrict.com/)

The Distillery District is strategically located linking the city's downtown and waterfront areas with a mixed use/tenure neighbourhood, as promoted by Jacobs. Toronto's Distillery District, once home to the Gooderham & Worts Distillery which closed in 1990 and now a national historic site, was redeveloped as a pedestrian-only village entirely dedicated to arts, culture, and entertainment. Developed by Cityscape Development Inc., the district is now home to restaurants, galleries, event spaces, lofts and condominiums, cafés, and independent retail boutiques selling creative products ranging from jewellery to furniture to photographic services. The Distillery District also houses one of the city's largest affordable work space developments for artists and arts organizations operated by the not-for-profit Artscape organisation. After a C$3 million renovation between 2001 and 2003, 60 tenants moved into the Warehouse and Cannery Building. These include artist and designer- maker studios, non-profit, theatre, dance, and arts organizations. The Distillery District not only provides space for arts and creativity in the city, it is also now one of Toronto's top tourist destinations and an established visitor destination. The district is also an important resource to the film industry. In the first 10 years over 1,000 films, television shows, and music videos have been filmed on location in the district. Since re-opening, the complex has undergone substantial capital investment in upgrading and new facilities. Meanwhile the neighbourhood has attracted new investment and dwellers with new apartment blocks and 'condos' under construction adjoining the heritage site. When completed, the local population will reach 2,500 which will be supplemented with further residential development in the surrounding neighbourhood - the next phase may see this heritage visitor district evolve to a more local destination. This also rests on its connectivity with other areas of the city, such as the undeveloped waterfront and connection to the downtown area of the city.

1.2.2 Liberty Village

Liberty Village is a 38 ha, inner-city mixed use site of commercial, light industrial, and residential uses. The area was traditionally a conglomeration of factories, prisons, and ammunitions storage that drove the industrial era, until 1858 it was the site of Toronto's Industrial Exhibition. The developer's and the City of Toronto had explicitly branded the area 'Liberty Village' and like the Distillery District, engaged the Artscape artists studio operator to create managed workspaces for arts and media firms. Today most of the Village's century-old buildings have been retained and converted into commercial spaces that house a collection of creative enterprise in digital, fashion and home furnishing design, media, advertising, high

technology, printing, and food and drink industries. New apartments have been created in some of the large converted industrial buildings. Due to the strong presence of technology-intensive firms in the area, Liberty Village is almost completely wireless. For example, the Liberty Market building, one of the latest redevelopment projects in the neighbourhood, developed 300,000 square feet of commercial, retail, and studio space including a completely wireless network. The Liberty Village Business Improvement Association (BIA) has played an integral role in protecting and promoting this creativity-rich employment area. Officially designated in 2001, it was Canada's first non-traditional, non-retail BIA, with a campus style mixed use layout rather than the high street retail strip typical of most BIAs. The LVBIA is funded by a special tax levy collected from commercial properties in the area. Businesses in Liberty Village automatically become one of the 500 LVBIA members, representing the more than 7,000 people who work in the district. The LVBIA endeavours to improve and enhance the design, safety and security features of the area. It also acts as a liaison with the community through newsletters and special events and expresses the community's voice on various issues. The village consists of over 100 properties zoned commercial or industrial and is designated an employment zone in the City of Toronto Official Plan.

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2. Heritage use in images – Local Enterprise Partnerships and tourism

A rapid review of the use of heritage images in LEP strategic economic plans was undertaken. All 39 LEP plans (as available in June 2016) were reviewed for the use of heritage either as the main focus of the image or as background. The heritage descriptors used followed those of the BID document search. In summary:

- 19 LEP plans had no heritage images; and

- of the remaining 10, 4 only used heritage as a background image; and

- 6 used heritage as main focus and background.

Unsurprisingly, built heritage and the heritage environment predominate, often images of places for which the area is well known; mining in Cornwall, railway viaduct and landscape in Cumbria; cathedral and landscape in Lincolnshire, Chinatown and canals in Manchester, and cooling towers, drystone walls, harbours and houses in Yorkshire. Images also highlighted industry and events associated with the area; docklands, millstone quarrying, Manchester Pride marathon, Newmarket races, and Pinewood Film Studios.

Many of the plans had no images, so an absence of heritage does not necessarily imply anything beyond no image. In part this may relate to most of the plans dating from 2014 and therefore being the first strategic economic plan for the LEP. LEP websites, by their nature more current, may have heritage images when the strategic plan does not e.g. Greater Birmingham and Solihull[11], including Birmingham Creative City partnership[12] or the LEP network[13]. In the course of this research it emerged that there may be a growing awareness and interest in place branding e.g. Thames Valley Berkshire LEP.

Swindon and Wiltshire LEP's revised strategic plan, published in 2016, is the only plan reviewed to have a focus on place making[14]. The LEP's ambition is to be '…the best business location across central southern England'[15] with one aspect of competitive advantage based on a 'resilient and attractive rural economy with world class landscape, heritage and visitor attractions'[16]. Clearly the dominant presence of Stonehenge (pictured in the plan) and Salisbury Cathedral has an impact. Place shaping is one of four strategic objectives[17] with a transport and housing focus in relation to town and city centre regeneration, and improving the visitor and culture offer.

In contrast, and as is well known, tourism is an industry where heritage and culture is a core part of the UK brand and offer. The Tourism Action Plan- Welcome to Great Britain announces this with Hadrian's Wall on the cover[18]. Heritage and culture is the backdrop to the 2015/16 Visit Britain and Visit England review of impact[19]. And is both backdrop and focus on the international travel trade website[20] e.g. promoting itineraries[21], or at individual level on Facebook[22].

3. Methodological detail

This section captures the processes followed in greater detail than would be suitable for the main report.

3.1 Document keyword analysis and classification – approach

Mapping currently active BIDs across England was not straightforward; the UK Government does not hold a central list of active BIDs. British BIDs publishes the results of its annual survey, which in 2015 suggested that there were 168 active BIDs in England. Further analysis suggested that three of the BIDs included in this list had since ceased to exist and that a further eleven had since been established. This produces a settled total of 176 BIDs active in England at 1st May 2016 (listed in Table 1, below).

Table 1: List of Business Improvement Districts (BIDs) in England

1. Abingdon	45. Cowpen	89. London Croydon	133. Northampton
2. Albion	46. Darlington	90. London Ealing	134. Northwich
3. Altrincham	47. Dartmouth	91. London Fitzrovia	135. Norwich
4. Argall	48. Derby Cathedral Quarter	92. London Garratt Park	136. Nottingham
5. Astmoor	49. Derby St Peters Quarter	93. London Hainault	137. Penrith
6. Babbacombe	50. Dorchester	94. London Hammersmith	138. Otley
7. Basingstoke	51. Eastleigh	95. London Harrow	139. Penzance
8. Bath	52. Durham	96. London Heart of London Leicester Square & Piccadilly Circus	140. Plymouth City
9. Beddington	53. Exeter	97. London Heart of London Piccadilly St James	141. Plymouth Waterfront
10. Bedford	54. Falmouth	98. London Ilford	142. Preston
11. Birkenhead	55. Ferndown & Uddens	99. London Kimpton	143. Reading
12. Birmingham Acocks Green	56. Globe Park Marlow	100. London Kingston	144. Royston
13. Birmingham Colmore	57. Gadbrook Park	101. London Leytonstone	145. Rugby
14. Birmingham Jewellery Quarter	58. Great Yarmouth	102. London Midtown - Bloomsbury, Holborn, St Giles	146. Salisbury
15. Birmingham Erdington	59. Greater Yarmouth	103. London New Addington	147. Segensworth
16. Birmingham Northfield	60. Guildford	104. London New West End	148. Sheffield
17. Birmingham Kings Heath	61. Halebank	105. London Northbank	149. Sheffield Lower Don Valley
18. Birmingham Retail	62. Hereford	106. London Orpington	150. Shrewsbury
19. Birmingham Southside	63. High Wycombe	107. London Paddington	151. Skipton
20. Birmingham Soho Road	64. Hitchin	108. London Purley	152. Solihull
21. Birmingham West Side	65. Hinckley	109. London Riverside	153. Southend
22. Blackburn	66. Hull	110. London Southbank	154. Southport
23. Blackburn EDZ	67. Huntingdon	111. London Stratford	155. Sparkbrook & Springfield
24. Blackpool	68. Kendal	112. London Streatham	156. St Austell
25. Bournemouth Coastal	69. Ipswich	113. London Twickenham	157. Stratford upon Avon
26. Bournemouth Town Centre	70. Lancaster	114. London Sutton	158. St Ives, Cornwall
27. Brackmills	71. Lancing	115. London Vauxhall	159. Sunderland
28. Brighton	72. Langthwaite	116. London Victoria	160. Sutton Coldfield
29. Bristol Bedminster	73. Leamington	117. London Waterloo	161. Swindon
30. Bristol Broadmead	74. Leeds	118. London West Ealing	162. Tavistock
31. Bristol Clifton	75. Letchworth	119. London Willow	163. Truro
32. Bristol Gloucester Road	76. Lincoln	120. London Wimbledon	164. Ulverston
33. Bromley	77. Liverpool City Centre	121. Loughborough	165. Wellingborough
34. Bury St Edmunds	78. Liverpool Commercial	122. Longhill & Sandgate	166. West Bromwich
35. Camberley	79. London Angel	123. Lowestoft	167. Weston Super Mare

36. Camborne	80. London Baker Street	124. Luton	168. Weymouth
37. Cambridge	81. London Bankside	125. Manchester City Centre	169. Wimborne
38. Canterbury	82. London Bermondsey	126. Manor Royal	170. Winchester
39. Chester	83. London Bexleyheath	127. Mansfield	171. Winsford
40. Cater	84. London Bridge	128. Melton Mowbray	172. Witham
41. Chichester	85. London Brixton	129. Newbury	173. Wolverhampton
42. Chippenham	86. London Camden	130. Newcastle-under-Lyme	174. Worcester
43. Cornwall Newham	87. London Cheapside	131. Newcastle-upon-Tyne	175. Worthing
44. Coventry City	88. London Clapham	132. Newquay	176. York

Each BID will typically produce a prospectus in advance of going to ballot. This is true of BIDs seeking initial approval to establish for a period of 5 years and also of existing BIDs seeking a further 5 year term. The prospectus often forms the business plan that will be followed should the ballot yield a vote in favour of initiating/extending the BID.

We were able to access key documents for 169 of the 176 active BIDs. Wherever possible, BIDs whose key document was not available online were emailed to request a copy. In addition to the seven BIDs for whom we could not locate a key document, a further eleven BIDs' key documents were only available in an incompatible format. These eighteen BIDs were therefore excluded from this stage of the project.

An automated process conducted a frequency analysis of 24 separate place branding search terms and 37 separate heritage search terms across each of the 158 available and compatible key documents. The process also took account of search term plurals where pluralising the word led to it not being identified in searches for its singular version (e.g. libraries as well as library). The search terms are presented in Table 2, below.

Table 2: List of search terms

Place branding search terms	Heritage search terms
ST01 - Place branding	ST101 - Heritage
ST02 - Place shaping	ST102 - History
ST03 - Place making	ST103 - Historic
ST04 - Identity	ST104 - Historic building(s)
ST05 - Perception(s)	ST105 - Culture
ST06 - Reputation	ST106 - Cultural
ST07 - Marketing	ST107 - Asset(s)
ST08 - Advertising	ST108 - Physical feature(s)
ST09 - Destination (marketing)	ST109 - Museum(s)
ST10 - Tourism	ST110 - Character
ST11 - Tourist(s)	ST111 - Attraction(s)
ST12 - Strategy(ies)	ST112 - Regeneration
ST13 - Communication	ST113 - Gentrification
ST14 - Boosterism	ST114 - Public realm
ST15 - Branding	ST115 - Monument(s)
ST16- Imagineering	ST116 - Theatre(s)
ST17 - Brand	ST117 - Design(ed)
ST18 - Pride	ST118 - Archaeology
ST19 - Vision	ST119 - Archaeological sites
ST20 - Strength(s)	ST120 - Library/Libraries
ST21 - Distinctive	ST121 - Archive(s)
ST22 - Sense of place	ST122 - Festival(s)

Place branding search terms	Heritage search terms
ST23 - Unique	ST123 - Event(s)
ST24 - Authentic	ST124 - Historic environment
	ST125 - Historic landscape
	ST126 - Historic park
	ST127 - Historic garden
	ST128 - Architecture
	ST129 - Built heritage
	ST130 - Conservation area(s)
	ST131 - Conservation
	ST132 - Preservation
	ST133 - Memorial(s)
	ST134 - Traditional
	ST135 - Ancient
	ST136 - Old
	ST137 – Famous for

Having generated frequency data for each search term, for each of the 158 BIDs, the process of assessing the presence and prominence of place branding and/or heritage in each of the BIDs' key documents followed the flow diagram set out in Figure 1, below. The purpose of this exercise was to classify each of the 158 BIDs into one of six categories, determined by an assessment against a series of questions.

The method by which the presence (or absence) of search terms determined which answer – and therefore which route through the flow diagram and eventual classification – was assigned to each BID was to follow an analytical model that sequentially applied a series of clauses as a means of analysing keywords. This model is presented in Table 3, below, and exhibits the clauses and how effective they were at determining BIDs' classifications. Having applied the analytical model, each of the 158 BIDs were classified into one of the six categories.

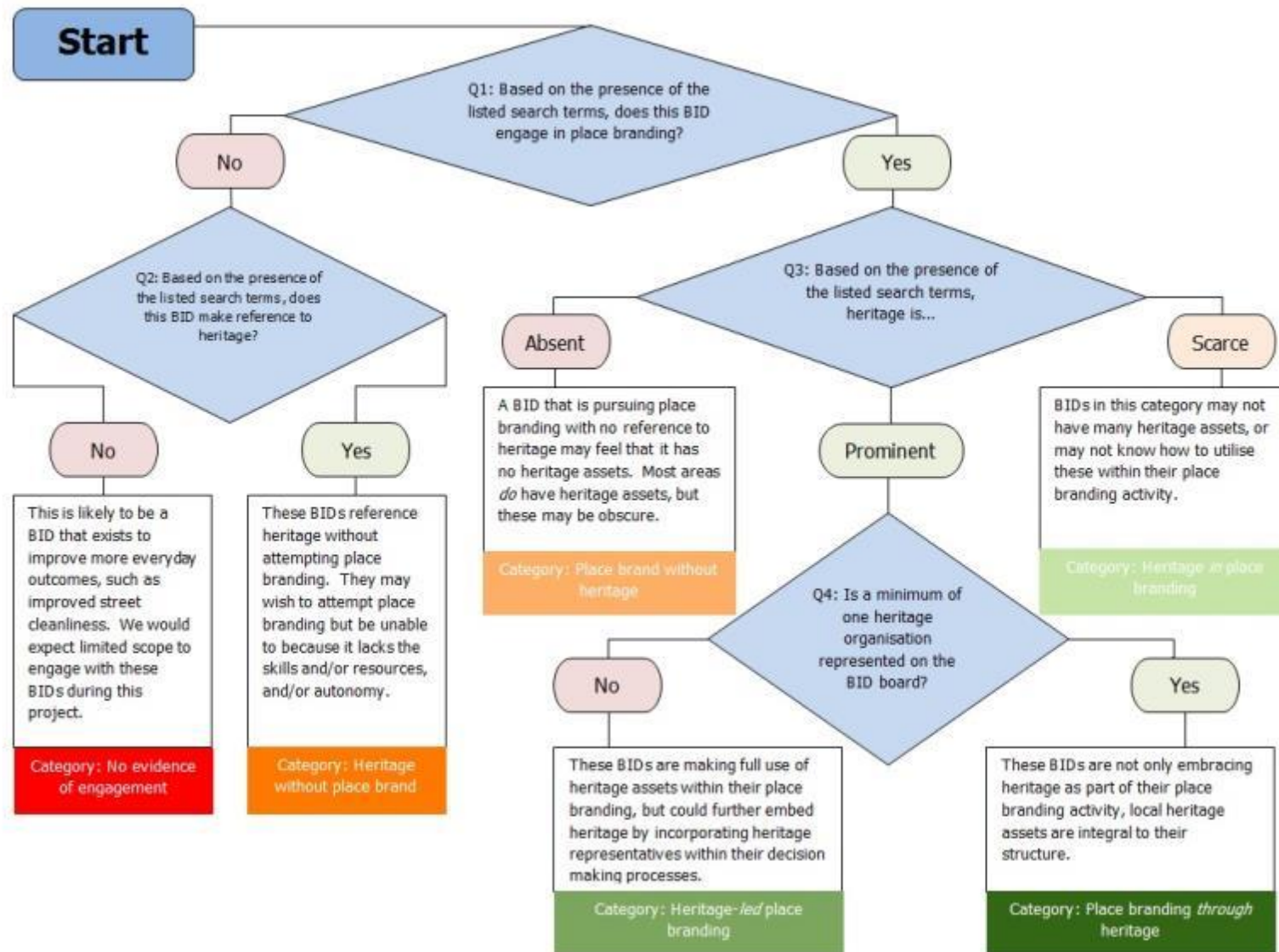**Figure 1: Flow diagram explaining the assessment of BIDs' key documents**

Start

Q1: Based on the presence of the listed search terms, does this BID engage in place branding?

No

Yes

Q2: Based on the presence of the listed search terms, does this BID make reference to heritage?

Q3: Based on the presence of the listed search terms, heritage is...

Absent

Scarce

No

Yes

A BID that is pursuing place branding with no reference to heritage may feel that it has no heritage assets. Most areas *do* have heritage assets, but these may be obscure.

BIDs in this category may not have many heritage assets, or may not know how to utilise these within their place branding activity.

This is likely to be a BID that exists to improve more everyday outcomes, such as improved street cleanliness. We would expect limited scope to engage with these BIDs during this project.

These BIDs reference heritage without attempting place branding. They may wish to attempt place branding but be unable to because it lacks the skills and/or resources, and/or autonomy.

Prominent

Category: Place brand without heritage

Category: Heritage *in place branding*

Category: No evidence of engagement

Category: Heritage without place brand

Q4: Is a minimum of one heritage organisation represented on the BID board?

No

Yes

These BIDs are making full use of heritage assets within their place branding, but could further embed heritage by incorporating heritage representatives within their decision making processes.

These BIDs are not only embracing heritage as part of their place branding activity, local heritage assets are integral to their structure.

Category: Heritage-*led* place branding

Category: Place branding *through* heritage

Table 3: Analytical model

Q0: Do we have an appropriate document?				
Logic stage	Condition	Capture (of 176)		
		Yes	No	Cumulative
01	Do we have an appropriate document?	158	18	18

Q1: Based on the presence of the listed search terms, does this BID engage in place branding?				
Logic stage	Condition	Capture (of 158)		
		Yes	No	Cumulative
01	Does ST1 appear?	0	0	0
02	Does ST2 appear?	3	0	3
03	Does ST3 appear?	7	0	10
04	Does ST9 appear?	11	0	21
05	Does ST22 appear?	14	0	35
06	SUM(ST1:ST24)=0	0	3	38
07	SUM(ST1:ST24)=1	0	2	40
08	SUM(ST1:ST24)=2	0	3	43
09	SUM(ST1:ST24)=3	0	2	45
10	SUM(ST1:ST24)=4	0	1	46
11	SUM(ST1:ST24)=5	0	0	46
12	ST7 >0.5 PB Total	0	20	66
13	PB Incidence ≥10	20	0	86
14	ST4 **AND** ST15/ST17	11	0	97
15	ST15/ST17 **AND** ST21/ST23/ST24	19	0	116
16	ST15+ST17=0 **AND** (ST8+ST13)>0.2 PB Total	0	14	130
17	ST15/ST17 **AND** ST5/ST6	7	0	137
18	Manual review	7	14	**158**

Q2: Based on the presence of the listed search terms, does this BID make reference to heritage?				
Logic stage	Condition	Capture (of 59)		
		Yes – Heritage without place brand	**No** - No evidence of engagement	Cumulative
01	Does ST101 appear?	17	0	17
02	SUM(ST101:ST137)=0	0	2	19
03	SUM(ST101:ST137)=1	0	1	20
04	SUM(ST101:ST137)=2	0	1	21
05	SUM(ST101:ST137)=3	0	3	24
06	SUM(ST101:ST137)=4	0	0	24
07	SUM(ST101:ST137)=5	0	1	25
08	ST123 >0.6 Heritage Total	0	21	46
09	SUM(ST106,ST114,ST109,ST116,ST120)>0	10	0	56
10	Heritage Incidence **MINUS** ST123 Incidence ≤3	0	3	**59**

Q3: Based on the presence of the listed search terms, heritage is...					
Logic stage	Condition	Capture (of 99)			
		Absent - Place brand without heritage	**Scarce** - Heritage *in* place branding	Prominent	Cumulative

01	SUM(ST101,ST105,ST106, ST109, ST114,ST116,ST120)=0	10	0	0	10
02	ST101=0 **AND** SUM(ST105,ST106, ST109, ST114,ST116,ST120)<2	11	0	0	21
03	ST101=0 **AND** ST123 >0.6 Heritage Total	7	0	0	28
04	ST101=0 **AND** Incidence(ST105,ST106, ST109, ST114,ST116,ST120)<3	9	0	0	37
05	ST101>0 **AND** Incidence(ST105,ST106, ST109, ST114,ST116,ST120)>2	0	0	22	59
06	ST101>0 **AND** Incidence(ST105,ST106, ST109, ST114,ST116,ST120)<3	0	22	0	81
07	ST101=0 **AND** Incidence(ST105,ST106, ST109, ST114,ST116,ST120)=3	0	10	0	91
08	ST101=0 **AND** Incidence(ST105,ST106, ST109, ST114,ST116,ST120)>3	0	0	8	**99**

Q4: Is a minimum of one heritage organisation represented on the BID board?

Logic stage	Condition	Capture (of 30)		
		Yes - Place branding *through* heritage	**No** - Heritage-*led* place branding	Cumulative
01	Manual review	17	13	30

3.2 Document keyword analysis and classification – findings

In this section we present the findings of an analysis of key documents prepared by BIDs by which we seek to quantify the extent to which place branding and heritage are prevalent themes in key strategies and plans. This leads to a classification of BIDs into a typology which describes their activity regarding place branding and heritages role within it.

The project attempted to access key documents for each of the 176 BIDs identified in England. It succeeded in accessing 158 in an appropriate format. A list of keywords associated, separately, with 'place branding' and 'heritage' was agreed and the presence of the search terms within the key documents informed a classification of the 158 BIDs by the apparent intensity of their involvement with place branding and/or heritage. Some search terms were prioritised ahead of others. This process is described in detail in the preceding section (section 3.1, page 10).

Each of the 158 BIDs were classified into one of six categories, colour coded as follows:

Table 4: Description of 'traffic light' groupings

Grey	Document unavailable
Red	BIDs that appear to engage neither with place branding nor with heritage.
Amber	BIDs that appear to engage either with place branding or with heritage, but not both.
Green	BIDs that appear to engage with place branding and, to a variable extent, with heritage. The extent to which they engage with heritage determines their final classification. The three classifications build upon the work in the literature review which classifies heritage through its relationship with place branding; present but not integrated within the brand, integrated but not central to the brand, and the driver of the brand (see Table 2 in the main report [page 20] for a more detailed explanation).

3.2.1 Place branding

Our document review identified that not a single key document contained the specific phrase "place branding". However, three contained "place shaping", seven contained "place making", and 88 contained the word "brand".

Figure 2 presents a histogram demonstrating how many of the 24 place branding search terms each of the 158 key documents contained and it shows:

- The analysis of place branding search terms generates a normal distribution.

- Only three key documents contained zero place branding search terms.

- The median number of search terms to appear in each document was eight.

### Figure 2: Histogram presenting number of place branding search terms per document
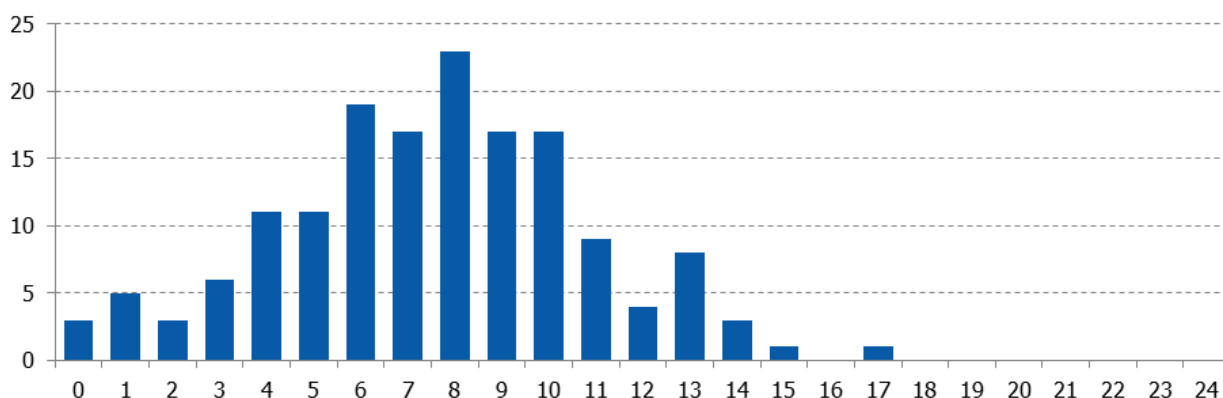
TBR ref: (W2/S1)

Marketing was the search term that appeared most frequently, in 142 of the 158 key documents. This was followed by communication (97 appearances) and unique (93).

Figure 3 demonstrates that not only was marketing the search term that appeared in the greatest number of key documents, it also appeared the greatest number of times, on average, of all the search terms in the documents in which they appeared.

Figure 3: Mean appearances of place branding search terms, in documents in which they appear
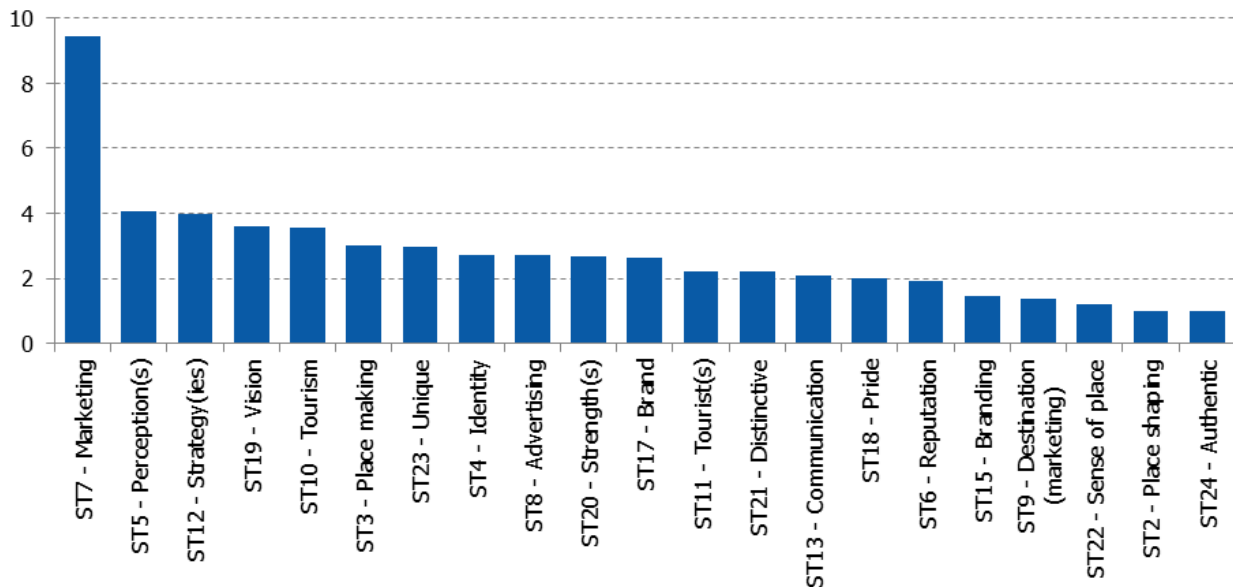
TBR ref: (W2/S1)

3.2.2 Heritage

The specific phrase "heritage" appeared in 61 of the key documents. However, ten of the other 36 search terms (historic building(s); physical feature(s); gentrification; archaeological site(s); historic environment; historic landscape; historic park; historic garden; built heritage; traditional) did not appear in any of the key documents.

Heritage may be present in images rather than words. The content of an image cannot be assessed through a similar automated search process, but we have produced a more general summary of heritage within visual imagery to underline its value in this context.

Heritage may be present in images rather than words. The content of an image cannot be assessed through a similar automated search process, but we have produced a summary of heritage within visual imagery in Local Enterprise Partnership (LEP) strategic economic plans, contrasted with the Visit Britain website, to illustrate its role (see section 2, page 9). Ten out of thirty-nine LEPs referenced heritage as either background or the main focus of an image. In contrast heritage and culture is a core part of the UK tourism brand and offer. The *Tourism Action Plan – Welcome to Great Britain*[1] announces this with Hadrian's Wall on the cover.

Figure 4 presents a histogram demonstrating how many of the 37 heritage search terms each of the 158 key documents contained. It tells us:

- The distribution is broadly normal, though less so for the same analysis of place branding search terms in Figure 2. There appears to be an anomaly around seven and eight heritage search terms per document.

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[1] Available at https://www.gov.uk/government/publications/tourism-action-plan

- Only two key documents contained zero heritage search terms.
- The median number of search terms to appear in each document was five.

Figure 4: Histogram presenting number of heritage search terms per document
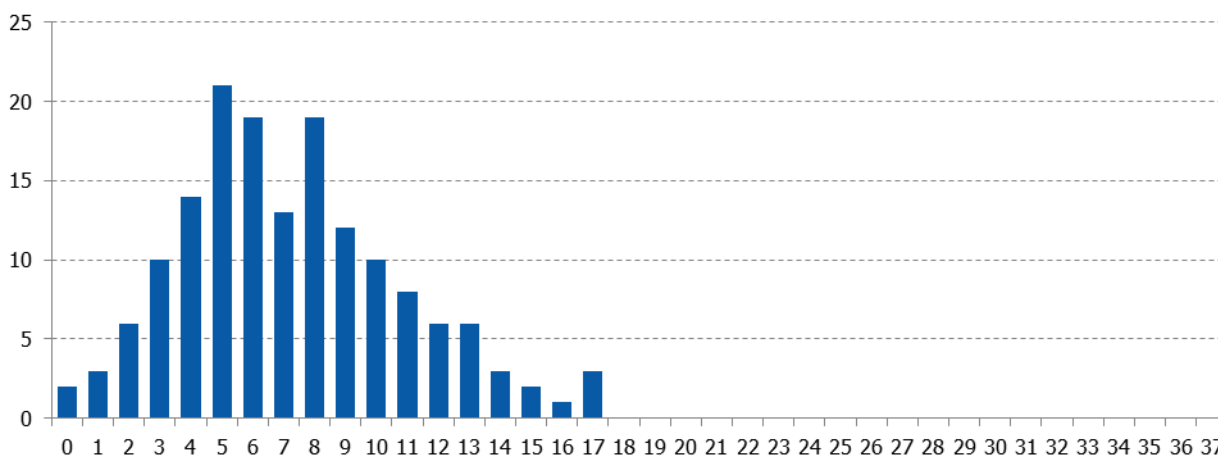
TBR ref: (W2/S2)

'Event(s)' was the search term that appeared most frequently, in 153 of the 158 key documents. This was followed by 'design(ed)' (106 appearances), 'festivals' (97), and 'attraction(s)' (75).

Figure 5 demonstrates that not only was 'event(s)' the search term that appeared in the greatest number of key documents, it also appeared the greatest number of times, on average, of all the search terms in the documents in which they appeared.

Figure 5: Mean appearances of heritage search terms, in documents in which they appear
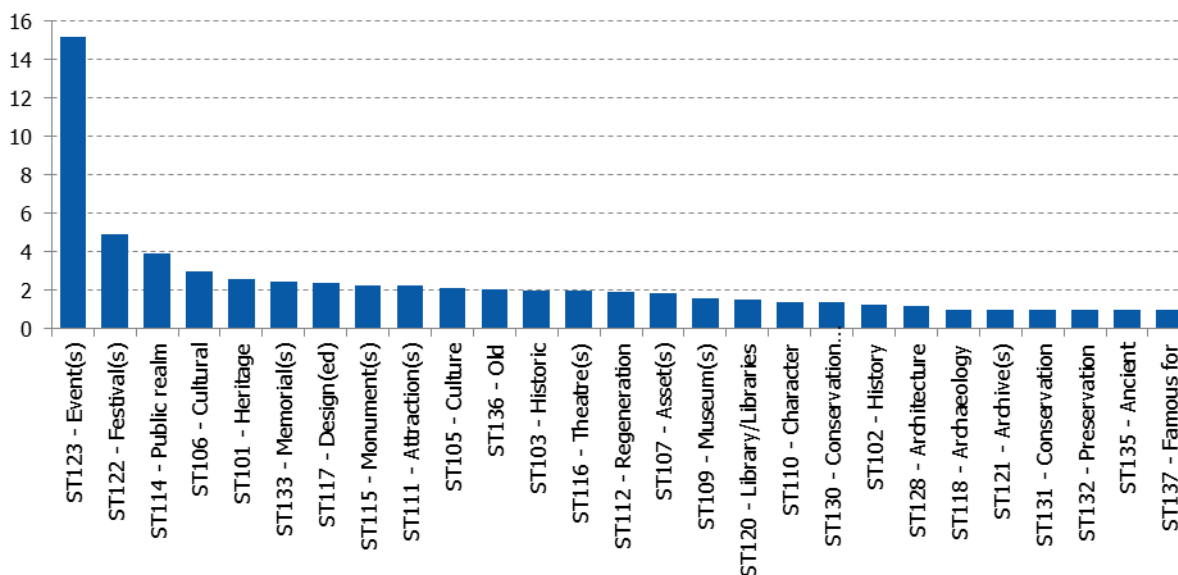
TBR ref: (W2/S2)

3.2.3 Presence of the 'event(s)' search term

The frequency with which the search term 'event(s)' appeared throughout the BIDs' key documents was examined further. This was because 'event(s)' could be used without any direct reference to heritage, and therefore may be irrelevant in this context. To counteract this, key documents where 'event(s)' represented over 60% of the heritage search terms present was a condition as part of the analytical

model (See Table 3, page 14: Q2, LS08); if BIDs had not already been allocated a response based on a preceding logic stage, they were not considered heritage intensive if this condition held.

Figure 6 presents 'event(s)' as a proportion of heritage search terms by classification and demonstrates that most of the BIDs that exhibited 'event(s)' as a high proportion of their heritage search terms were not considered heritage intensive; these are identified in Figure 6 as the groups surrounded by the intermittent red ellipses. The few BIDs that *were* considered heritage intensive despite over 60% of their heritage search terms being 'event(s)' had already been classified using a preceding logic stage (e.g. the presence of the term 'heritage' in their key document [Q2, LS01]). These are identified in Figure 6 as the groups surrounded by the intermittent green ellipses.

Figure 6: 'Event(s)' as a proportion of heritage search terms

3.3 Online survey

An online survey was established to capture primary quantitative data. Of the 176 identified BIDs, 173 were invited to participate. It proved impossible to secure contact details for the final three BIDs. A total of 21 BIDs completed the survey at the pilot stage. Those asked to provide feedback were generally positive and suggested minor tweaks and improvements (e.g. to questions formats) and not wholesale changes. The final survey was completed by 35 BIDs. Data were therefore collected from 56 of the 176 identified BIDs, representing a response rate of 31.8%.

Whilst the structure of the survey was altered between the pilot and final versions, the content changed very little and therefore responses to most questions in the pilot version have been combined with responses to the final version for the purpose of analysis.

The distribution of the 56 completed surveys by classification is good; each category is represented.

Table 5: Survey completions by classification

	Document unavailable	No evidence of engagement	Heritage without place brand	Place brand without heritage	Heritage *in* place branding	Heritage-*led* place branding	Place branding *through* heritage
All BIDs %	10.2%	18.2%	15.3%	21.0%	18.2%	7.4%	9.7%
Survey count	4	4	9	16	12	6	5
Survey %	7.1%	7.1%	16.1%	28.6%	21.4%	10.7%	8.9%

3.4 Case studies

Of the 56 total survey completions, 33 consented to being a case study, again with a strong distribution across all categories. This project was scheduled to produce seventeen case studies and these were successfully developed from these 33.

Table 6: Case study consents by classification

	Document unavailable	No evidence of engagement	Heritage without place brand	Place brand without heritage	Heritage *in* place branding	Heritage-*led* place branding	Place branding *through* heritage
All BIDs %	10.2%	18.8%	14.8%	21.0%	18.2%	7.4%	9.7%
CS willing	1	2	4	10	9	5	2
CS willing %	3.0%	6.1%	12.1%	30.3%	27.3%	15.2%	6.1%

Allocating these seventeen BID case studies proportionately across the classifications produces a distribution presented in the first row of Table 7 This includes too many case studies with lesser engagement in place branding and/or heritage. The balance of case studies delivered was altered intentionally such that a greater proportion were engaged in one (amber cells) or both (green cells) of these areas, as reflected in the second row of Table 7.

Table 7: Distribution of case studies by classification

	Document unavailable	No evidence of engagement	Heritage without place brand	Place brand without heritage	Heritage *in* place branding	Heritage-*led* place branding	Place branding *through* heritage
Proportionate	2	3	2	3	3	1	1
Delivered	**1**	**1**	**2**	**3**	**5**	**4**	**1**

The seventeen case studies were as follows:

- Blackburn
- Bournemouth Coastal
- Canterbury
- Leamington
- Leeds
- Liverpool City Centre
- Lincoln
- London Bridge
- London Streatham
- Newcastle-upon-Tyne
- Norwich
- Otley
- Reading
- Shrewsbury
- Southport
- Sunderland
- Worthing

4. Pilot survey questionnaire

Place branding and heritage - pilot

Background information

This project has been commissioned by Historic England to improve their understanding of how Business Improvement Districts (BIDs) in England perceive their role in developing the brands of their areas and, in particular, the role that heritage may play in that.

This survey will take between 6 and 10 minutes to complete. If you don't have an exact answer to a question, please select the answer that best represents your view. All information that is provided will be treated confidentially, used in accordance with data protection legislation, and presented anonymously.

Thank you again – we really do value your contribution. Please click "next" to begin the survey.

If you would like to discuss this project and validate that it is genuine, please contact Adala Leeson at Historic England on Adala.Leeson@historicengland.org.uk or 020 7973 3840.

For technical questions relating to the survey, please contact Michael Johnson at TBR on michael.johnson@tbr.co.uk or 0191 279 0908.

This survey is being undertaken by TBR (www.tbr.co.uk), Middlesex University (www.mdx.ac.uk) and Pomegranate Seeds (www.pomegranateseeds.co.uk) on behalf of Historic England (www.historicengland.org.uk).

Information about your BID

1. In which local authority area is your BID located?   *

If your BID crosses a local authority boundary, please select the local authority that contains the greatest proportion of your BID.

LOGIC Show/hide trigger exists.

2. Do you maintain a full list of postcodes that comprise your BID area? *

○ Yes

○ No

LOGIC Hidden unless: Question "Do you maintain a full list of postcodes that comprise your BID area?" #2 is one of the following answers ("Yes")

3. Would you be willing to share this postcode list with us? *

If you answer yes, we will contact you following completion of the survey to acquire the list.

○ Yes

○ No

VALIDATION Min = 2003 Max = 2016 Must be numeric

4. In which year was your BID first established? *

5. How many people currently work at your BID? *

This should include employees, people seconded from external organisations, and apprentices, but **not** volunteers.

```
0
1 to 3
4 to 6
7 to 9
10 or more
```

VALIDATION Must be currency Whole numbers only Positive numbers only

6. What is the total annual budget of your BID?

This figure does not need to be exact - an indication to the nearest £10,000 is fine.

VALIDATION Min = 0 Max = 100 Must be numeric Whole numbers only Positive numbers only
LOGIC Show/hide trigger exists.

7. What percentage of this revenue is derived from the business levy?

LOGIC Hidden unless: Question "What percentage of this revenue is derived from the business levy?" #7 is less than "100"

8. Which other sources, beyond the levy, contribute to your revenue?

☐ Revenue from services   ☐ Local government grant

☐ Investment income   ☐ Local government loan

☐ UK government loan   ☐ Rental income

☐ UK government grant   ☐ Other - Write In as many as apply

☐ Advertising revenue

Defining the visitor economy

The term **visitor economy** is wider than the definition of tourism, which it includes. It encompasses all staying and non-staying visitors (including categories such as business day visits and leisure day visits). The term embraces the activities involved in supplying products and services for visitors by both the private and public sectors.

VALIDATION Min = 1 Max = 5

9. How important is the visitor economy to your BID area? *
1=not at all important, 5=extremely important

not at all
important

extremely
important

10. Which of the following organisations do you work with?
Please select all that apply.

☐ Local Enterprise Partnership (LEP)

☐ Local authority / Local council

☐ Destination Marketing Organisation (DMO)

☐ Other - Write In as many as apply

☐ National tourism organisation (e.g. Visit England)

☐ None of the above

☐ Local tourism association (e.g. St Ives Tourism Association)

VALIDATION **Min. answers = 1** *(if answered)*

11. Which of the following objectives are important to your BID?

Please select all that apply and rank in order of importance.

Drag items from the left-hand list into the right-hand list to order them.

- Increasing visitor numbers from further afield
- Delivering high profile projects
- Keeping the public realm clean and tidy
- Supporting and/or staging festivals
- Supporting and/or staging events
- Developing the identity of your BID area
- Improving public safety
- Increasing footfall from local residents
- Securing better deals for rate paying businesses

Perceptions of value in branding

LOGIC Show/hide trigger exists.

12. The following ten cities have, in the past, been identified as having the strongest place brands in Europe*. Which of these do you think has a strong brand?

*Saffron European City Brand Barometer (2008)
Please select all that apply.

- ☐ Paris, France
- ☐ London, UK
- ☐ Munich, Germany
- ☐ Barcelona, Spain
- ☐ Amsterdam, Netherlands
- ☐ Rome, Italy

- ☐ Milan, Italy
- ☐ Vienna, Austria
- ☐ Madrid, Spain
- ☐ Athens, Greece
- ☐ None of the above

LOGIC Hidden unless: Question "The following ten cities have, in the past, been identified as having the strongest place brands in Europe*. Which of these do you think has a strong brand?" #12 is one of the following answers ("Paris, France","London, UK","Munich, Germany","Barcelona, Spain","Amsterdam, Netherlands","Rome, Italy","Milan, Italy","Vienna, Austria","Madrid, Spain","Athens, Greece")

13. Which of the following benefits do you expect to accrue to places with strong brands?

Please select all that apply.

- ☐ Greater access to government funding
- ☐ Scope to attract international events (sporting, cultural)
- ☐ Increased property values
- ☐ Increased media coverage
- ☐ Increased visitor numbers
- ☐ Improved economic performance

- ☐ Enhanced sense of pride among local residents
- ☐ Increased private inward investment
- ☐ Other - Write In as many as apply
  [   ]
- ☐ All of the above
- ☐ None of the above

Defining place branding

A place's brand is the perception that people have of it: extending to residents, businesses, investors, commuters, visitors and the wider public. The process of place branding is therefore a pro-active attempt to influence this perception. Some established promotional activities, such as a marketing campaign, contribute to place branding.

14. Which of these terms do you associate with **place branding**?
Please select all that apply.

☐ expensive	☐ relevant	☐ opportunity
☐ jargon	☐ exciting	☐ ambitious
☐ fresh	☐ profitable	☐ nonsense
☐ tired	☐ novelty	☐ a luxury
☐ modern	☐ abstract	☐ valuable
☐ beneficial	☐ confusing	☐ None of the above

Involvement in branding

15. Which of the following activities is your BID actively engaged in delivering? *
Please select all that apply.

☐ Advertising	☐ Destination marketing
☐ Branding	☐ Marketing
☐ Festivals	☐ All of the above
☐ Events	☐ None of the above

`LOGIC` Show/hide trigger exists.

16. Do you consider your BID to be involved in any of the following activities? *

Please select all that apply.

- ☐ Place branding
- ☐ Place making
- ☐ Place shaping
- ☐ All of the above
- ☐ None of the above

`VALIDATION` Min = 1 Max = 5

17. Do you consider place branding to be part of BIDs' responsibilities? *

Not at all   ━━━━━━━━━━━━━━━━━━━━━━   Yes, a
         Maybe/not sure   significant
                           part

`LOGIC` Show/hide trigger exists. Hidden unless: Question "Do you consider your BID to be involved in any of the following activities?" #16 is one of the following answers ("Place making","Place shaping","Place branding","All of the above")

18. Are there any other organisations in your BID area that are engaged in place branding?

- ○ Yes
- ○ No
- ○ Don't know

LOGIC Hidden unless: Question "Are there any other organisations in your BID area that are engaged in place branding?" #18 is one of the following answers ("Yes")

19. Please list the other organisations involved in place branding in your BID area

VALIDATION Min = 1 Max = 5
LOGIC Hidden unless: Question "Are there any other organisations in your BID area that are engaged in place branding?" #18 is one of the following answers ("Yes")

20. Does the presence of these other organisations make it easier or more difficult to develop a place brand for your BID area?

Much more difficult   No real impact   Much easier
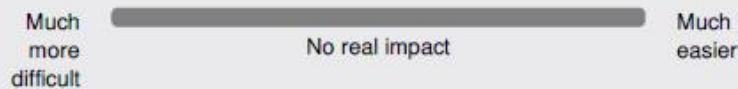
Awareness of heritage

LOGIC Show/hide trigger exists.

21. What heritage assets are present in your area? *
Please select all that apply.

☐ Ancient woodland

☐ World Heritage Sites

☐ Areas of outstanding natural beauty (AONB)

☐ Heritage Coasts

☐ Conservation areas

☐ Listed buildings

☐ Historic Battlefields

☐ National Parks

☐ Scheduled monuments

☐ Protected Historic Wreck Sites

☐ Museums and Archives

☐ Historic Parks and gardens

☐ Other - Write in as many as apply

☐ None of the above

VALIDATION Min = 1 Max = 5

LOGIC Hidden unless: Question "What heritage assets are present in your area?" #21 is one of the following answers ("Listed buildings","Conservation areas","Historic Parks and gardens","Scheduled monuments","Historic Battlefields","Protected Historic Wreck Sites","World Heritage Sites","National Parks","Areas of outstanding natural beauty (AONB)","Ancient woodland","Heritage Coasts","Museums and Archives","Other - Write in as many as apply")

22. To what extent do you think heritage contributes to the following objectives.

	Not at all			A great deal		
	1	2	3	4	5	
Social cohesion						☐ Don't know
Sense of place						☐ Don't know
Local pride						☐ Don't know
Economic development						☐ Don't know
Tourism						☐ Don't know

VALIDATION Min = 1 Max = 5

LOGIC Hidden unless: Question "What heritage assets are present in your area?" #21 is one of the following answers ("Listed buildings","Conservation areas","Historic Parks and gardens","Scheduled monuments","Historic Battlefields","Protected Historic Wreck Sites","World Heritage Sites","National Parks","Areas of outstanding natural beauty (AONB)","Ancient woodland","Heritage Coasts","Museums and Archives","Other - Write in as many as apply")

23. How prominently does heritage feature in your BID's business plan?

Not at all ▬▬▬▬▬▬▬▬▬▬▬▬ Very prominently

Use of heritage in place branding

VALIDATION Min = 1 Max = 5

24. Please indicate the extent to which you feel heritage is important to the following statements.

1= Not at all important, 5= Extremely important

	Not at all important		Neither unimportant nor important		Extremely important	
	1	2	3	4	5	
The importance of heritage to the image and identity of a place						☐ Don't know
The importance of heritage to making your BID area an attractive destination						☐ Don't know
The importance of heritage to visitors' perception of your BID area						☐ Don't know
The importance of heritage to residents' perception of your BID area						☐ Don't know

LOGIC Hidden unless: (Question "Do you consider your BID to be involved in any of the following activities?" #16 is not exactly equal to ("None of the above") OR Question "Do you consider place branding to be part of BIDs' responsibilities?" #17 is greater than or equal to "3")

25. What do you consider to be the advantages of using heritage as a component of place branding?
Please select all that apply.

☐ Increased property values

☐ Improved economic performance

☐ Increased media coverage

☐ Scope to attract international events (sporting, cultural)

☐ Enhanced sense of pride among local residents

☐ Better quality of life

☐ Greater access to government funding

☐ Increased visitor numbers

☐ Increased private inward investment

☐ Other - Write In as many as apply

[   ]

☐ All of the above

☐ None of the above

LOGIC Show/hide trigger exists. Hidden unless: Question "What heritage assets are present in your area?" #21 is not exactly equal to ("None of the above")

26. How do you use the heritage assets present in your BID area?
Please select all that apply.

☐ As part of our strategic planning

☐ As a location for staging events/festivals

☐ As part of a marketing campaign

☐ To provide images for our corporate materials (e.g. website)

☐ As a tourist attraction

☐ Other - Write In as many as apply

[   ]

☐ All of the above

☐ None of the above

LOGIC Hidden unless: Question "How do you use the heritage assets present in your BID area?" #26 is one of the following answers ("As a location for staging events/festivals","As a tourist attraction","As part of our strategic planning","As part of a marketing campaign","To provide images for our corporate materials (e.g. website)","Other - Write In as many as apply","All of the above")

27. Do you have any evidence of the benefits of this?

- ○ Yes
- ○ No
- ○ Don't know

Maintaining and valuing local heritage

Page entry logic:
This page will show when: Question "What heritage assets are present in your area?" #21 is not exactly equal to [NO OPTIONS SET]

LOGIC Show/hide trigger exists.

28. Does your BID have any involvement in the care, conservation and/or investment needs of the heritage assets within the BID area?

- ○ Yes
- ○ No
- ○ Don't know

LOGIC Hidden unless: Question "Does your BID have any involvement in the care, conservation and/or investment needs of the heritage assets within the BID area?" #28 is one of the following answers ("Yes")

29. Does your current contribution take the form of...
Please select all that apply.

☐ Finance?

☐ Expertise?

☐ Other - Write In

[   ]

☐ All of the above

☐ None of the above

Heritage as an economic benefit

Page entry logic:
This page will show when: Question "What heritage assets are present in your area?" #21 is not exactly equal to [NO OPTIONS SET]

LOGIC Show/hide trigger exists.
30. Are you aware of any other organisations in your BID area that use heritage to boost the local economy?

○ Yes

○ No

○ Don't know

LOGIC Hidden unless: Question "Are you aware of any other organisations in your BID area that use heritage to boost the local economy?" #30 is one of the following answers ("Yes")

31. Please could you provide the name(s) of the organisation(s) in your BID area that use heritage to boost the local economy.

LOGIC Show/hide trigger exists.

32. Are any heritage organisations or businesses represented on the board of your BID?

- ○ Yes
- ○ No
- ○ Don't know

LOGIC Hidden unless: Question "Are any heritage organisations or businesses represented on the board of your BID?" #32 is one of the following answers ("Yes")

33. Please could you provide the name(s) of the heritage organisation(s)/business(es) represented on the board of your BID.

Added value of heritage

Page entry logic:
This page will show when: Question "What heritage assets are present in your area?" #21 is not exactly equal to [NO OPTIONS SET]

PIPING Piped From Question 21. (What heritage assets are present in your area?)
Have you, or any of your partners, attempted to assess the contribution of the [question("piped title")] in your BID area to the local economy?
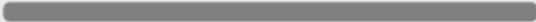
   ○ Yes

   ○ No

   ○ Don't know

VALIDATION Min = 1 Max = 5
LOGIC Show/hide trigger exists.
34. How important are the heritage assets in your area to your BID achieving its objectives?

Not at all important	Neither unimportant nor important	Extremely important

---

LOGIC Hidden unless: Question "How important are the heritage assets in your area to your BID achieving its objectives?" #34 is greater than or equal to "3"
35. In what way do the heritage assets in your area contribute towards your BID achieving its objectives?

Acquiring heritage information

LOGIC Show/hide trigger exists.
36. Would you like to find out more about heritage present in your local area? *

   ○ Yes

   ○ No

   ○ Don't know

LOGIC Hidden unless: Question "Would you like to find out more about heritage present in your local area?" #36 is one of the following answers ("Yes")

37. How would you like to receive this information?
Please select all that apply.

☐ Meeting with / speaking to an expert   ☐ A website

☐ Attending a seminar   ☐ Other - Write in as many as apply

☐ A paper brochure/leaflet   [   ]

☐ A podcast   ☐ All of the above

                                                ☐ None of the above

---

LOGIC Hidden unless: Question "Would you like to find out more about heritage present in your local area?" #36 is one of the following answers ("Yes")

38. What type of information about heritage would you be most interested in receiving?
Please select all that apply.

☐ Information on heritage present locally   ☐ Other - Write In as many as apply

                                                [   ]

☐ Events at heritage venues   ☐ All of the above

☐ Advice on working with heritage   ☐ None of the above
organisations

☐ Economic value of heritage

Case study consent

Page entry logic:
This page will show when: ((Question "Do you consider your BID to be involved in any of the following activities?" #16 is not exactly equal to ("None of the above") OR Question "Do you consider place branding to be part of BIDs' responsibilities?" #17 is greater than or equal to "3") AND Question "What heritage assets are present in your area?" #21 is not exactly equal to [NO OPTIONS SET])

LOGIC Show/hide trigger exists.

39. The next phase of this project will involve the development of case studies. Would you be willing to be one of the case studies used in this project? *

    ○ Yes

    ○ No

LOGIC Hidden unless: Question "The next phase of this project will involve the development of case studies. Would you be willing to be one of the case studies used in this project?" #39 is one of the following answers ("Yes")

40. Please provide your contact details to enable us to contact you directly. *

Name	
Email	
Direct line	

Pilot feedback

41. Thank you for being one of the BIDs to pilot this survey. At this stage, we would particularly welcome any comments on:

- how easy or difficult you found the survey;
- any questions that you found challenging or irrelevant
- any improvements to the language and/or terminology used.

Thank You!

Thank you for taking our survey. Your response is very important to us.

If you would like to discuss this project, please contact Adala Leeson at Heritage England on Adala.Leeson@historicengland.org.uk or 020 7973 3840.

For technical questions relating to the survey, please contact Michael Johnson at TBR on michael.johnson@tbr.co.uk or 0191 279 0908.

This survey is being undertaken by TBR (www.tbr.co.uk), Middlesex University (www.mdx.ac.uk) and Pomegranate Seeds (www.pomegranateseeds.co.uk) on behalf of Historic England (www.historicengland.org.uk).

Action: URL Redirect
URL Redirect

5. Final survey questionnaire

Place branding and heritage

Background information

This project has been commissioned by Historic England to improve their understanding of how Business Improvement Districts (BIDs) in England perceive their role in developing the brands of their areas and, in particular, the role that heritage may play in that.

This survey will take around 10 minutes to complete. If you don't have an exact answer to a question, please select the answer that best represents your view. All information that is provided will be treated confidentially, used in accordance with data protection legislation, and presented anonymously.

Thank you again – we really do value your contribution. Please click "next" to begin the survey.

If you would like to discuss this project and validate that it is genuine, please contact Adala Leeson at Historic England on Adala.Leeson@historicengland.org.uk or 020 7973 3840.

For technical questions relating to the survey, please contact Michael Johnson at TBR on michael.johnson@tbr.co.uk or 0191 279 0908.

This survey is being undertaken by TBR (www.tbr.co.uk), Middlesex University (www.mdx.ac.uk) and Pomegranate Seeds (www.pomegranateseeds.co.uk) on behalf of Historic England (www.historicengland.org.uk).

Information about your BID

1. In which local authority area is your BID located?   *

   If your BID crosses a local authority boundary, please select the local authority that contains the
   greatest proportion of your BID.

   [   ]

LOGIC Show/hide trigger exists.

2. Do you maintain a full list of postcodes that comprise your BID area? *

   ○ Yes

   ○ No

LOGIC Hidden unless: Question "Do you maintain a full list of postcodes that comprise your BID area?" #2 is one of the following answers ("Yes")

3. Would you be willing to share this postcode list with us? *

   If you answer yes, we will contact you following completion of the survey to acquire the list.

   ○ Yes

   ○ No

VALIDATION Min = 2003 Max = 2016 Must be numeric

4. In which year was your BID first established? *

   [   ]

5. How many people currently work at your BID? *

This should include employees, people seconded from external organisations, and apprentices, but **not** volunteers.

```
0
1 to 3
4 to 6
7 to 9
10 or more
```

LOGIC Show/hide trigger exists.

6. What is the total annual budget of your BID?

- ○ £0 - £100,000
- ○ £100,001 - £200,000
- ○ £200,001 - £300,000
- ○ £300,001 - £400,000
- ○ £400,001 - £500,000
- ○ £500,001 - £750,000

- ○ £750,001 - £1,000,000
- ○ £1,000,001 - £1,500,000
- ○ £1,500,001 - £2,000,000
- ○ £2,000,001+
- ○ Don't know
- ○ Prefer not to say

VALIDATION Min = 0 Max = 100 Must be numeric Whole numbers only Positive numbers only
LOGIC Show/hide trigger exists. Hidden unless: Question "What is the total annual budget of your BID?" #6 is one of the following answers ("£0 - £100,000","£100,001 - £200,000","£200,001 - £300,000","£300,001 - £400,000","£400,001 - £500,000","£500,001 - £750,000","£750,001 - £1,000,000","£1,000,001 - £1,500,000","£1,500,001 - £2,000,000","£2,000,001+")

7. What percentage of this revenue is derived from the business levy?

LOGIC Hidden unless: Question "What percentage of this revenue is derived from the business levy?" #7 is less than "100"

8. Which other sources, beyond the levy, contribute to your revenue?

☐ Advertising revenue   ☐ UK government grant

☐ Local government loan   ☐ Rental income

☐ UK government loan   ☐ Revenue from services

☐ Investment income   ☐ Other - Write in as many as apply

☐ Local government grant

VALIDATION **Min. answers = 1** *(if answered)*

9. Which of the following objectives are important to your BID?

Please select all that apply and rank in order of importance.

Drag items from the left-hand list into the right-hand list to order them.

| Securing better deals for rate paying businesses |
| Developing the identity of your BID area |
| Increasing footfall from local residents |
| None of the above |
| Improving public safety |
| Keeping the public realm clean and tidy |

Delivering high profi
capital projects (e.g.
constructing/renovat
buildings)

Facilitating
networking
between   →
neighbouring
businesses

Supporting
and/or staging   →
events/festivals

Increasing
visitor numbers
from further   →
afield

Promoting your   →
BID area

LOGIC Show/hide trigger exists.

10. Which of the following activities is your BID actively engaged in delivering? *

Please select all that apply.

☐ Marketing   ☐ Festivals

☐ Events   ☐ Place branding

☐ Advertising   ☐ All of the above

☐ Destination marketing   ☐ None of the above

☐ Place making

11. Which of the following organisations do you work with?
Please select all that apply.

☐ National tourism organisation (e.g. Visit England)

☐ Destination Marketing Organisation (DMO)

☐ Local tourism association (e.g. St Ives Tourism Association)

☐ Local authority / Local council

☐ Local Enterprise Partnership (LEP)

☐ Other - Write In as many as apply

[   ]

☐ None of the above

Perceptions of value in branding

Defining place branding

Place branding is about influencing peoples' perceptions of a place. It involves promotional activities that not only influence visitors perceptions but also residents, businesses, investors, commuters and the wider public's perceptions of a place.

LOGIC Show/hide trigger exists.

12. The following ten cities have, in the past, been identified as having the strongest place brands in Europe*. Which of these do you think has a strong brand?
*Saffron European City Brand Barometer (2008)
Please select all that apply.

☐ Paris, France

☐ London, UK

☐ Munich, Germany

☐ Barcelona, Spain

☐ Amsterdam, Netherlands

☐ Rome, Italy

☐ Milan, Italy

☐ Vienna, Austria

☐ Madrid, Spain

☐ Athens, Greece

☐ None of the above

VALIDATION **Min. answers = 1** *(if answered)*

LOGIC Hidden unless: Question "The following ten cities have, in the past, been identified as having the strongest place brands in Europe*. Which of these do you think has a strong brand?" #12 is one of the following answers ("Paris, France","London, UK","Munich, Germany","Barcelona, Spain","Amsterdam, Netherlands","Rome, Italy","Milan, Italy","Vienna, Austria","Madrid, Spain","Athens, Greece")

13. Which of the following benefits do you expect to accrue to places with strong brands?

Please select all that apply and rank in order of importance.

Drag items from the left-hand list into the right-hand list to order them.

- Greater access to government funding
- Scope to attract international events (sporting, cultural)
- Increased media coverage
- Improved economic performance
- Increased private inward investment
- Increased visitor numbers
- Increased property values
- Enhanced sense of pride among local residents
- Other - Write In as many as apply
- None of the above

14. Which of these terms do you associate with **place branding**?
Please select all that apply.

☐ abstract	☐ expensive	☐ novelty
☐ a luxury	☐ opportunity	☐ profitable
☐ ambitious	☐ relevant	☐ modern
☐ exciting	☐ beneficial	☐ fresh
☐ jargon	☐ valuable	☐ None of the above

Involvement in branding

VALIDATION Min = 1 Max = 5

15. Do you consider place branding to be part of BIDs' responsibilities? *
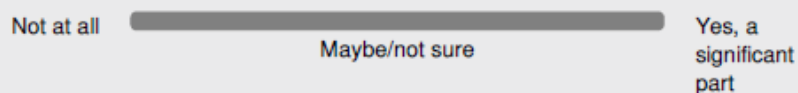
Not at all ▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬ Yes, a
Maybe/not sure significant
part

LOGIC Show/hide trigger exists. Hidden unless: Question "Which of the following activities is your BID actively engaged in delivering?" #10 is one of the following answers ("Place making","Place branding","All of the above")

16. Are there any other organisations in your BID area that are engaged in place branding?

○ Yes

○ No

○ Don't know

LOGIC Hidden unless: Question "Are there any other organisations in your BID area that are engaged in place branding?" #16 is one of the following answers ("Yes")

17. Please list the other organisations involved in place branding in your BID area

[ ]

VALIDATION Min = 1 Max = 5
LOGIC Hidden unless: Question "Are there any other organisations in your BID area that are engaged in place branding?" #16 is one of the following answers ("Yes")

18. Does the presence of these other organisations make it easier or more difficult to develop a place brand for your BID area?

| Much more difficult | ———————————— No real impact ———————————— | Much easier |
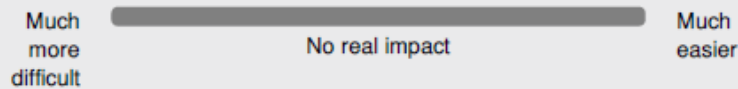
Awareness of heritage

LOGIC Show/hide trigger exists.

19. What heritage assets are present in your area? *
Please select all that apply.

☐ National Parks
☐ Areas of outstanding natural beauty (AONB)
☐ Heritage Coasts
☐ Ancient woodland
☐ Historic Battlefields
☐ Listed buildings
☐ Scheduled monuments

☐ Protected Historic Wreck Sites
☐ World Heritage Sites
☐ Historic Parks and gardens
☐ Conservation areas
☐ Museums and Archives
☐ Other - Write in as many as apply
[ ]
☐ None of the above

VALIDATION Min = 1 Max = 5

20. To what extent do you think heritage contributes to the following objectives.

	Not at all				A great deal	
	1	2	3	4	5	
Local pride						☐ Don't know
Tourism						☐ Don't know
Social cohesion						☐ Don't know
Economic development						☐ Don't know
Sense of place						☐ Don't know

VALIDATION Min = 1 Max = 5

21. How prominent is heritage within your BID's business plan?

Not at all ▬▬▬▬▬▬▬▬▬▬ Very prominent

LOGIC Show/hide trigger exists. Hidden unless: Question "What heritage assets are present in your area?" #19 is not exactly equal to ("None of the above")

22. How do you use the heritage assets present in your BID area?
Please select all that apply.

☐ As part of a marketing campaign

☐ As a tourist attraction

☐ As a location for staging events/festivals

☐ To provide images for our corporate materials (e.g. website)

☐ As part of our strategic planning

☐ Other - Write In as many as apply

[   ]

☐ All of the above

☐ None of the above

LOGIC Hidden unless: Question "How do you use the heritage assets present in your BID area?" #22 is one of the following answers ("As a location for staging events/festivals","As a tourist attraction","As part of our strategic planning","As part of a marketing campaign","To provide images for our corporate materials (e.g. website)","Other - Write In as many as apply","All of the above")

23. Do you have any evidence of the benefits of this?

○ Yes

○ No

○ Don't know

Use of heritage in place branding

VALIDATION Min = 1 Max = 5

24. Please indicate the extent to which you feel heritage is important to/for:

1= Not at all important, 5= Extremely important

	Not at all important		Neither unimportant nor important		Extremely important	
	1	2	3	4	5	
The image and identity of a place						☐ Don't know
Making your BID area an attractive investment						☐ Don't know
Visitors' perceptions of your BID area						☐ Don't know
Residents' perceptions of your BID area						☐ Don't know
Local businesses and investors in your BID area						☐ Don't know

LOGIC Hidden unless: (Question "Which of the following activities is your BID actively engaged in delivering?" #10 is one of the following answers ("Place making","Place branding","All of the above") OR Question "Do you consider place branding to be part of BIDs' responsibilities?" #15 is greater than or equal to "3")

25. What do you consider to be the advantages of using heritage as a component of place branding?

Please select all that apply.

☐ Greater access to government funding

☐ Increased visitor numbers

☐ Increased media coverage

☐ Increased property values

☐ Improved economic performance

☐ Better quality of life

☐ Enhanced sense of pride among local residents

☐ Increased private inward investment

☐ Scope to attract international events (sporting, cultural)

☐ Other - Write In as many as apply

[   ]

☐ All of the above

☐ None of the above

Maintaining and valuing local heritage

Page entry logic:
This page will show when: Question "What heritage assets are present in your area?" #19 is not exactly equal to ("None of the above")

LOGIC Show/hide trigger exists.

26. Does your BID have any involvement in the care, conservation and/or investment needs of the heritage assets within the BID area?

○ Yes

○ No

○ Don't know

LOGIC Hidden unless: Question "Does your BID have any involvement in the care, conservation and/or investment needs of the heritage assets within the BID area?" #26 is one of the following answers ("Yes")

27. Does your current contribution take the form of...
Please select all that apply.

☐ Finance?

☐ Expertise?

☐ Other - Write In

[ ]

☐ All of the above

☐ None of the above

Heritage as an economic benefit

Page entry logic:
This page will show when: Question "What heritage assets are present in your area?" #19 is not exactly equal to ("None of the above")

LOGIC Show/hide trigger exists.

28. Are you aware of any other organisations in your BID area that use heritage to support place making?

○ Yes

○ No

○ Don't know

LOGIC Hidden unless: Question "Are you aware of any other organisations in your BID area that use heritage to support place making?" #28 is one of the following answers ("Yes")

29. Please could you provide the name(s) of the organisation(s) in your BID area that use heritage to support place making.

> [   ]

LOGIC Show/hide trigger exists.

30. Are any heritage organisations or businesses represented on the board of your BID?

- ○ Yes
- ○ No
- ○ Don't know

LOGIC Hidden unless: Question "Are any heritage organisations or businesses represented on the board of your BID?" #30 is one of the following answers ("Yes")

31. Please could you provide the name(s) of the heritage organisation(s)/business(es) represented on the board of your BID.

> [   ]

Added value of heritage

Page entry logic:
This page will show when: Question "What heritage assets are present in your area?" #19 is not exactly equal to ("None of the above")

PIPING Piped From Question 19. (What heritage assets are present in your area?)
Have you, or any of your partners, attempted to assess the contribution of the [question("piped title")] in your BID area to the local economy?

  ○ Yes

  ○ No

  ○ Don't know

VALIDATION Min = 1 Max = 5
LOGIC Show/hide trigger exists.
32. How important are the heritage assets in your area to your BID achieving its objectives?

Not at all important		Neither unimportant nor important		Extremely important

LOGIC Hidden unless: Question "How important are the heritage assets in your area to your BID achieving its objectives?" #32 is greater than or equal to "3"
33. In what way do the heritage assets in your area contribute towards your BID achieving its objectives?

Acquiring heritage information

LOGIC Show/hide trigger exists.
34. Would you like to find out more about heritage present in your local area? *

  ○ Yes

  ○ No

  ○ Don't know

LOGIC Hidden unless: Question "Would you like to find out more about heritage present in your local area?" #34 is one of the following answers ("Yes")

35. How would you like to receive this information?

Please select all that apply.

☐ Attending a seminar

☐ A podcast

☐ A website

☐ Meeting with / speaking to an expert

☐ A paper brochure/leaflet

☐ Other - Write in as many as apply

☐ All of the above

☐ None of the above

LOGIC Hidden unless: Question "Would you like to find out more about heritage present in your local area?" #34 is one of the following answers ("Yes")

36. What type of information about heritage would you be most interested in receiving?

Please select all that apply.

☐ Economic value of heritage

☐ Information on heritage present locally

☐ Events at heritage venues

☐ Advice on working with heritage organisations

☐ Other - Write In as many as apply

☐ All of the above

☐ None of the above

Case study consent

Page entry logic:
This page will show when: ((Question "Which of the following activities is your BID actively engaged in delivering?" #10 is one of the following answers ("Place making","Place branding","All of the above") OR Question "Do you consider place branding to be part of BIDs' responsibilities?" #15 is greater than or equal to "3") AND Question "What heritage assets are present in your area?" #19 is not exactly equal to ("None of the above"))

LOGIC Show/hide trigger exists.

37. The next phase of this project will involve the development of case studies. Would you be willing to be one of the case studies used in this project? *

   ○ Yes

   ○ No

LOGIC Hidden unless: Question "The next phase of this project will involve the development of case studies. Would you be willing to be one of the case studies used in this project?" #37 is one of the following answers ("Yes")

38. Please provide your contact details to enable us to contact you directly. *

Name	
Email	
Direct line	

Thank You!

Thank you for taking our survey. Your response is very important to us.

If you would like to discuss this project, please contact Adala Leeson at Heritage England on Adala.Leeson@historicengland.org.uk or 020 7973 3840.

For technical questions relating to the survey, please contact Michael Johnson at TBR on michael.johnson@tbr.co.uk or 0191 279 0908.

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Action: URL Redirect
URL Redirect

6. Case study interviews

6.1 Interview guide

Business Improvement district	«BID_name»	
Background information		
Classification	«Classification»	
Budget	«What_is_the_total_annual_budget_of_your_»	
Term	«BID_term»	
Case Study Status	«CS_status2»	
Question	**Response**	**Prompts**
The value of place making		
What do BIDs see as their role in shaping their BID / place making?		
What place making activities is your BID engaged in?		
Place branding - a holistic approach to place making and development.		
(What is your understanding of the concept of place branding?)		
What motivated the BID to coordinate its promotional activity in such a way that it began to develop a place brand?		
Is there a strategic plan or do PB activities occur on an ad hoc basis?		
Why do BIDs engage and invest in place branding activities?		
What is the impact and added value of the place branding activities?		E.g. footfall; publicity; new businesses; engaged communities.
Are other agencies/partners involved in the development of the place brand? What do they contribute?		
How can the economic contribution of a place brand best be quantified?		And how do you quantify the economic contribution of your place brand?
Heritage and place branding: a source of competitive advantage		
How did the BID become aware of its local heritage and heritage assets?		Awareness of sources of local and other information e.g. National Heritage for England

		List
How did heritage become part of the place brand? How does it contribute to it? • Does the BID include other aspects of local culture in the place brand?		
What kind of place branding activities are the BIDs engaged in that involve heritage?		
How did the BID go about incorporating heritage and heritage assets into its place brand?		
Why do BIDs engage and invest in place branding activities that involve heritage?		
More specifically, how does a place brand that contains heritage add value over and above either (heritage/place branding) in isolation??		
Does the BID have any role in the care, conservation and investment in heritage in the BID area?		
What would BIDs do more of (with heritage) if they had resources?		Who would they engage more with?

7. Expert stakeholder interviews

7.1 Interview guide

Interviewee	«Interviewee_name»	
Question	**Response**	**Prompts**
Role and value of place making and heritage		
What is your understanding of the concept of place making and place branding?		
Do you think there is any value in place branding/ in place branding activities?		How could you quantify that value?
In your view is there a role for heritage in place making?		How do you define heritage in the context of place?
What value does/could heritage contribute to place branding?		Is heritage a source of competitive advantage? If so why and how? How could you quantify that value?
Business Improvement Districts place branding and heritage		
What is your understanding of the role of Business Improvement Districts (BIDS)?		
Does your organisation work with BIDs? If so, why and how?		What heritage organisations does your organisation work eith and why? What place making organisations does your organisation work with and why?
What BID place branding activities are you aware of and do these include heritage?		Can you identify any good practice in BIDs place branding and heritage activity? What does good practice look like?
What impact do these activities have?		How can the economic contribution of heritage to place branding be quantified?
Do BIDs have a role in the care and conservation of heritage?		
What support do BIDs require to integrate heritage into their planning and delivery?		
Is your organisation planning future work with BIDs around place making		What will be achieved?

and/or heritage?		
Are you interested in being kept informed on the progress and outcomes of this research?		

7.1.1 Interviewees

Name	Organisation	Role
Robert Govers	International Place Branding Association (IPBA)	Chair
Jude Leitch	Northumberland Tourism (Destination Management Organisation [DMO])	Director
Mark Ross	Association of Town and City Management (ATCM)	BIDs Programme Manager
Jonathan Schifferes	Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA)	Associate Director, Public Services and Communities

8. Discussion seminar materials

The value of heritage and place branding

Discussion seminar details

Date:	Wednesday 21st September 2016
Time:	14:00 – 16:00 (light refreshments available from 13:30)
Venue:	Belsay/Whitby Room, Historic England, 1 Waterhouse Square, 138-142 Holborn, London, EC1N 2ST

Attendees

Hosts		
Adala Leeson	Head of Social and Economic Research	Historic England
Dr David Bade	Project Officer (Research & Planning)	Historic England
Attendees		
Lorraine Cox	Senior Policy Officer, Policy & Research	Arts Council England
Charles Wagner	Associate	Built Heritage
David Grundy	Senior Consultant	Built Heritage
Tim Rettler	Principal Project Officer	Greater London Authority
Harry Burchill	Planning Policy Officer (England)	Royal Town Planning Institute
Bill Hicks	Head of Stakeholder Engagement	Thames Valley Berkshire LEP
Dr Massimo Giovanardi	Lecturer in Marketing	University of Leicester
Steven Bee	Principal	Urban Counsel
Amy Gray	Head of Tourism Affairs	Visit Britain
Project team		
Andrew Graves	Managing Director	Trends Business Research (TBR)
Michael Johnson	Senior Research Consultant	Trends Business Research (TBR)
Victoria Pirie	Partner	Pomegranate
Prof Graeme Evans	Professor of Urban Cultures & Design	Middlesex University

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Project background

In March 2016 TBR, working with Middlesex University and Pomegranate Seeds, was appointed by Historic England to deliver a project that explored the concept of place branding and the ways in which heritage was (or was not) being incorporated into place branding. For the purposes of the research place branding is seen as promotional activities that not only influence visitors perceptions but also residents, businesses, investors, commuters and the wider public's perceptions of a place. Following a scoping exercise, Business Improvement Districts (BIDs) were confirmed as the vehicles on which to focus; these self-financing organisations are becoming ever more common across England and often engage with activity that partially or wholly resembles place branding.

Purpose of discussion seminar

This project is approaching its conclusion. Presented below is a summary of the project's key findings, and emerging conclusions. This paper offers seminar attendees the opportunity to engage with the

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project and some of the emerging key findings in advance of the seminar. The emerging conclusions are structured around the projects core themes:

- The value of place branding/place making
- Place branding – a holistic approach to place making and development
- Heritage and place branding: a source of competitive advantage
- Heritage and place branding: challenges, opportunities, best practice and guidance

Whilst we are happy to discuss the background to the project and the key findings of its various research stages, we anticipate discussion to focus on the emerging conclusions.

We would also like to capture your expertise and experience in a discussion that focusses on some further key questions, including but not limited to:

- What is the most appropriate geographical level at which to undertake place branding activity? Is there a danger of displacement if this is too localised? How should this be coordinated?

- Will local place making bodies (e.g. the BID community) continue to grow and be a stimulus for the increased importance of heritage? How should public policy and heritage agencies respond to this?

- Developing a more sophisticated understanding of the economic benefits of heritage and place branding is something that BIDs are keen to embrace. How might this be achieved?

Research programme

Since inception the project has delivered a range of research stages, summarised below:

1. Produced a detailed literature review that captures the development of place branding and its relationships with other related disciplines (summary findings were appended to this document).

2. Conducted a keyword frequency analysis on a key document for each of the 176 BIDs in England. This process quantified the presence of terms associated with place branding (24 terms) and heritage (37 terms).

3. Applied the data generated through this frequency analysis to a logic model that classified the BIDs into one of six categories, based on the presence of place branding and heritage terms within the document studied. These classifications provided a context that enabled subsequent research stages to achieve coverage across the spectrum of engagement with place branding and heritage and to interpret variations in data.

4. Conducted an online survey to generate primary quantitative data that captured the value that BIDs attach to place branding and heritage. This survey was completed by 56 of the 176 BIDs in England (response rate: 32%).

5. Produced detailed case studies of seventeen BIDs that captured detailed information on approaches to place branding and the use of heritage. The case studies were informed by semi-structured depth interviews with each BID.

6. Individually interviewed five expert stakeholders from a UK and further afield, each of whom contributed a different perspective to the role of heritage within place branding.

Key findings

Figure 7 and Figure 8 demonstrate that both place branding and heritage terms were present across many of the BIDs' key documents: just three contained no reference to place branding and two contained no reference to heritage search terms.

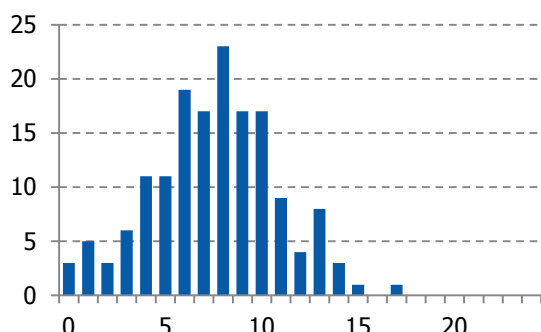**Figure 7: Histogram presenting number of place branding search terms per document**
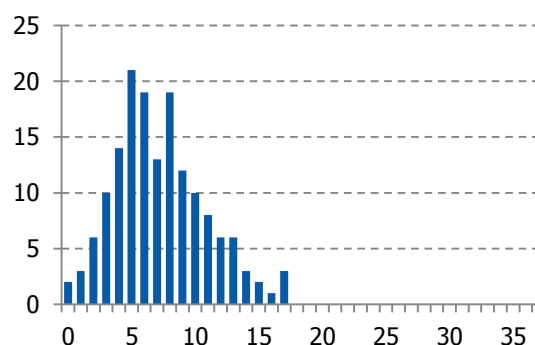

Figure 8: Histogram presenting number of heritage search terms per document


The content of each BID's key document was analysed. This determined the intensity of the presence of place branding and/or heritage within the document and led to each BID being allocated to one of seven classifications. These seven classifications fall into one of the 'traffic light' groupings outlined and explained in Table 8, below.

Table 8: Description of 'traffic light' groupings

Red	BIDs that appear to engage neither with place branding nor with heritage.
Amber	BIDs that appear to engage either with place branding or with heritage, but not both.
Green	BIDs that appear to engage with place branding and, to a variable extent, with heritage. The extent to which they engage with heritage determines their final classification. There are three classifications which build upon the work in the conceptual framework/literature review.

Figure 9 presents the distribution of the 176 BIDs by classification following the application of the logic model to the frequencies with which the place branding and heritage terms appeared in their key documents.

Figure 9: Classification of BIDs (one block = one BID)
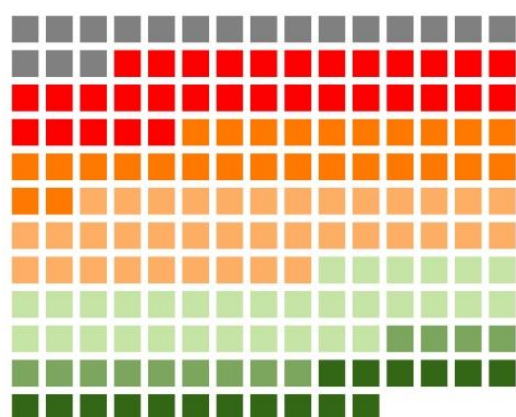
- Document unavailable (18 BIDs)
- No evidence of engagement (32 BIDs)
- Heritage without place brand (27 BIDs)
- Place brand without heritage (37 BIDs)
- Heritage in place branding (32 BIDs)
- Heritage-led place branding (13 BIDs)
- Place branding through heritage (17 BIDs)

Almost two-fifths (39%) of active BIDs were found to feature prominent references to both heritage **and** place branding within their key document.

Almost two-thirds (63%) of active BIDs were found to feature prominent references to place branding with or without heritage.

Over half (56%) of active BIDs were found to feature prominent references to heritage with or without place branding.

One fifth (20%) of active BIDs were found not to feature prominent references to either place branding or heritage.

Figure 10 and Figure 11 present online survey responses to two key questions; the extent to which BIDs consider place branding to be part of their responsibilities, and the extent to which BIDs believe that local heritage assets are important to them achieving their objectives.

- 79% of BIDs that responded to the online survey indicated that they saw place branding as being either a part of (46%) or a significant part of (32%) their responsibilities.

- 51% of BIDs that responded to the online survey felt that their local heritage assets were either important (45%) or very important (5%) to them achieving their objectives.

In both cases, the responses provided by BIDs have been grouped by the classification in which they were placed following the keyword frequency analysis. We might expect BIDs in the green categories to feature more prominently in the scores of 4 and 5 in both Figure 10 and Figure 11. However, these BIDs are distributed fairly evenly across the range of responses. Furthermore, BIDs in the amber classifications are at least as likely to consider place branding part of their responsibilities and see local heritage assets as important to them achieving their objectives.

Figure 10: Do you consider place branding to be part of BID's responsibilities?
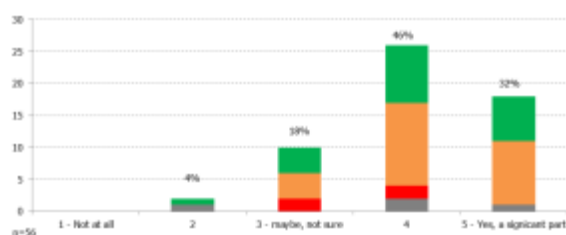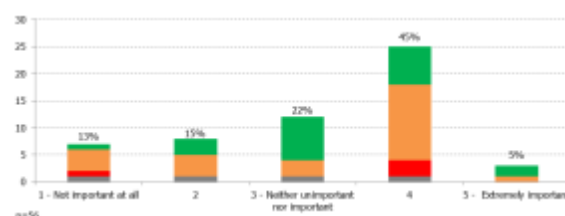

Figure 11: The importance of local heritage assets to BIDs achieving their objectives

Seventeen case studies were selected from those willing to participate. Although quotas were not applied, the case studies achieved a spread across the classifications, with an intentional concentration in the classifications displaying greater engagement with place branding and heritage (Table 9). The case studies (listed below Table 9) also covered a range of place types (taking into account demographics such as density, affluence, and region). The three BIDs emboldened in the list were presented as sample case studies in an Appendix to this summary. All seventeen case studies make a useful contribution to the study. These three were selected because they offer specific examples of activity that are referenced in the emerging conclusions section; all seventeen will be [have been] published in the final report.

Table 9: Distribution of case studies by classification

	Document unavailable	No evidence of engagement	Heritage without place brand	Place brand without heritage	Heritage *in* place branding	Heritage-*led* place branding	Place branding *through* heritage
Proportionate	2	3	2	3	3	1	1
Delivered	**1**	**1**	**2**	**3**	**5**	**4**	**1**

- Blackburn
- Bournemouth Coastal
- Canterbury
- Leamington
- Leeds
- Liverpool City Centre
- Lincoln
- London Bridge
- London Streatham
- Newcastle-upon-Tyne
- Norwich
- Otley
- **Reading**
- Shrewsbury
- **Southport**
- Sunderland
- **Worthing**

Emerging conclusions

The value of place branding/place making

- Across the various methods of analysis, **BIDs endorsed the importance of place branding and place making**. However, some BIDs were cautious over whether or not this was a vernacular that they would use in discussions with rate paying businesses; they retained some

by the online survey demonstrated that, of the surveyed BIDs, their most commonly identified objectives are to increase visitor numbers, promote their area, and increase footfall from local residents.

- **BIDs were often initiated in an environment where place making and (to a lesser extent place branding) was already being delivered by other agencies**. The impact of this varied; some BIDs reported being welcomed by incumbent organisations and being able to work collaboratively and leverage value from existing activities that were disjointed. Others reported that the presence of existing organisations constrained their ability to engage effectively in place making and/or place branding.

- **The place branding and place making activities in which BIDs have previously been engaged vary depending on their maturity**. BIDs are often first established to address more street level issues, such as litter and a generally untidy public realm. Perhaps as a consequence of this, BIDs in their first term often report engaging with the delivery of events as being a 'first-step' into place making. **BIDs in their second or third term were more likely to engage in more complex projects, such as improving the built environment through infrastructure projects that can enhance place identity.**

Place branding – a holistic approach to place making and development

- BIDs recognise the need for coordinated branding across multiple media, and had embraced a range of approaches to this; from reinvigorating retro slogans (for example, I [heart] sunny Worthing) to more contemporary examples. BIDs recognised that place branding could not be limited to logos and slogans, however, and **heritage was often cited as a means through which to deliver greater substance to a brand.**

- There was variation in the constituencies with which BIDs sought to develop place brands. Some felt that the **primary objective was to develop a sense of pride amongst local residents**, so that they would eventually become advocates for the area. Others felt that this was t**o capture a greater proportion of visitors** within a one-hour drive time. Others felt that this was further afield; to gather traction in national and international visitor markets[23].

- **The extent to which BIDs were able to proactively pursue place branding also appeared to increase as they matured.** BIDs' early attempts to capture value from place branding may have been through reacting to opportunities presented by external events. However, as BIDs mature, they tend (at least to try) to adopt a more coordinated approach to their place branding activities.

- Quantifying the value of place branding and the role of heritage within place branding represents an inherent challenge. BIDs actively pursue a range of performance management solutions but these tend to be relatively generic and offer little opportunity to isolate the impact of a place brand. **Footfall monitors are the most popular amongst these performance management solutions,** but BIDs also monitor commercial voids and visitor satisfaction. BIDs do not have the resource to develop, but would be very keen to access more sophisticated data that quantified the economic value of a strong place brand and the contribution of heritage; access to such data would make it easier for BIDs to support increased investment in these activities.

Heritage and place branding: a source of competitive advantage

- BIDs displayed **a generally high level of awareness of local heritage assets**. In many cases, these were physical assets that were visually prominent within the BID area. However, BIDs interest in heritage extends beyond the built environment. There were examples of BIDs offering walking tours of the locality to newly located businesses to bring to life the environment around them, producing promotional materials that celebrate local heritage and history and focussing visual imagery on historic/heritage events, and promoting guided heritage walks and heritage trails.

- Where heritage was not immediately apparent (often non-physical assets), some BIDs were able to seek out heritage and recognise the value of it. The imprisonment of Oscar Wilde in Reading Prison is an example that has captured international media coverage[24] for a place that is typically known as a commercial centre.

- BIDs recognised **the changing nature of the visitor economy**. There is an increasing need to offer visitors a combined leisure offer such that a family shopping trip, for example, now needs to offer additional activities that can fill a day out. Individual retailers use the term 'clienteling' to understand and respond to customers' individual desires; places need to adopt a similar approach that encompasses a broad offer. A generic retail offer must be supplemented by boutique retail, coffee shops, restaurants, arts and cultural events, sports events, and visitor attractions. Heritage can be a crucial part of this; heritage assets can either contribute as standalone attractions, or offer the canvas behind which other assets appear.

Heritage and place branding: challenges, opportunities, best practice and guidance

- 'Household name' heritage assets should not be assumed to be an automatic driver of heritage engagement with localised place branding activity. These heritage assets may have a brand of their own with sufficient market reach to not need to work collaboratively. Some lesser known heritage assets were more inclined to contribute to the development of a more collaborative place brand.

- The autonomy with which BIDs operate offers them the opportunity to set their own agenda. A corollary of this is that **prescriptive guidance is rare**. Commercial organisations have emerged to advise and manage the campaign to establish a BID in advance of its initial ballot. These organisations are sometimes retained to manage the implementation of the BID, but it is more common for this function to be delivered independently. This operational model reveals an opportunity to guide independent BIDs towards greater engagement in place branding and capitalising on the available local heritage assets.

  o Beyond this, as referenced above, some BIDs that do not include obvious physical heritage assets often find it more difficult to access information around local heritage; this is something that could be improved.

- Property owners and property tenants can have different priorities and/or perspectives. Some BIDs reported that local ratepayers tend to be tenants with shorter-term horizons; **developing a heritage-led place brand is something that can take time to accomplish and is, therefore, perhaps of greater value to property owners** (landlords) than tenant businesses. In London BIDs, however, property owners can be levy-paying members of BIDS. The sharing of good practice by BIDs who have successfully engaged property owners as well as tenants would also be useful.

Endnotes

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[2] Rogowsky, E., Berkman, R. and Gross, J. (1997) *Business Improvement Districts (BIDs) and Economic Development in New York City*. CUPA Working Paper Series

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[5] Hill, G. (2012) London BIDs: friends and foes. *The Guardian*, 29.6.12

[6] GLA (2012) www.london.gov.uk/priorities/business-economy/vision-and-strategy/focus-areas/business-improvement-districts

[7] GLA London BIDS Guidance https://www.london.gov.uk/sites/default/files/London-BIDs-handbook-GLA-web.pdf

[8] DCLG (2014) *Government Review of Business Improvement Districts*, Department for Communities and Local Government, November

[9] DEFRA (2015) *Defra Green Victoria Evaluation of the Victoria Business Improvement District (BID) 'Clean and Green Programme' Final Report 2015*. SEI York/Cities Institute, London

[10] HMSO (2007) *Lyons Inquiry into Local Government: Place-shaping: a shared ambition for the future of local government*, London; DCLG (2011) *A plain English guide to the Localism Act*. London

[11] See http://centreofenterprise.com

[12] See http://centreofenterprise.com/birmingham-creative-city/

[13] See https://www.lepnetwork.net

[14] See http://www.swlep.co.uk/resources/document635997701081146000.pdf

[15] *Ibid. p2*

[16] *Ibid. p4*

[17] *Ibid. 16*

[18] See https://www.gov.uk/government/publications/tourism-action-plan

[19] See https://www.visitbritain.org/annual-review/annual-review-2015-16

[20] See http://trade.visitbritain.com/en

[21] See http://trade.visitbritain.com/en

[22] See https://www.facebook.com/lovegreatbritain/

[23] BIDs felt it important to distinguish between visitors and tourists. Tourism may make an important economic contribution, but they saw visitors as being more desirable and also more receptive to substantiated place brands.

[24] See: http://www.nytimes.com/2016/09/15/arts/international/oscar-wilde-honored-by-the-prison-that-once-detained-him.html