

# BELFAST ONE BUSINESS IMPROVEMENT DISTRICT



Investing in Belfast  
City Centre Together

**Business Plan**  
2021-2026

# Belfast One Vision 2026

**Our vision is for a Belfast City Centre, which by 2026 has recovered from the economic impact of the COVID-19 pandemic; a City Centre so safe, clean and active, that it has attracted a significantly increased residential population and resulting business investment.**

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# Chairman's Introduction

I am delighted to present this proposal for the next term of Belfast One.

When we started out five years ago, no one could have predicted that it would be drawing to a close in such dramatic circumstances and no one could have known that we would be seeking a re-ballot in the midst of it all. But, if ever there was a time when Belfast City Centre relied on its business community, it must surely be now. Together, we need to prepare ourselves for the changes coming in the future and I trust this Business Plan will allow us to deliver on what matters.

We all know there is a significant shift occurring in how our City Centre will operate in the future, technology has enabled major progression in how we adapt and manage our urban spaces and public realm. The global pandemic has accelerated these changes.

Belfast One is forward-thinking and this has positioned us favourably to be flexible, adaptive and responsive to new situations and inevitably new challenges. We need to work with you to ensure this happens.

**So please lend us your vote again before 25th March 2021.**



**Stephen Mewha**  
Belfast One Chair





## Executive Summary

The City Centre is the heart of Belfast. It's a place to enjoy and a catalyst for growth, change and innovation. We want it to be the place to visit; a place to shop; socialise and be proud of. In many ways it already is, but with so much change now being a normal part of everyday life, it's important that the City Centre can progress and evolve and continue to serve the businesses and customers. Belfast One BID has worked stalwartly over the last five years in delivering the Business Plan from 2016-2021.

Belfast One BID will continue to work in partnership with key organisations to improve the City Centre by making it a

safer, cleaner and more welcoming place for visitors and businesses to invest, work and relax – both day and night. We will act as an agent for change, to create opportunities for growth and employment, and to help sustain the area as a major engine of the Belfast economy.

It is difficult to future proof a Business Plan for the Belfast One area. No one predicted a Primark fire and a global pandemic during the last five year plan, but we have tried to capture the spirit of agility, rapid response and flexibility to enable Belfast One to react to the unforeseen, but also to manage the present.

The plan also has scope for development and continued investment in the space management of the City Centre, which is flexible enough to react to businesses needs yet focused on delivering outputs.

**Belfast One is the collective voice for our businesses and has championed your vision for the last five years. Let's take it forward over the next five years.**



**Kathleen McBride**  
Managing Director

# Who We Are

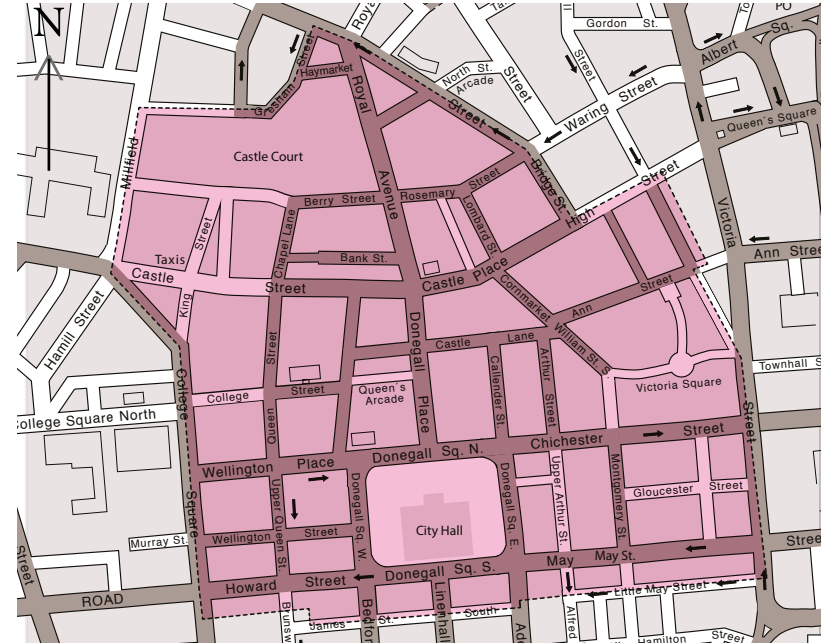
The Belfast One Business Improvement District was established in 2016 with a five year mandate to deliver on its Business Plan. Belfast One is the collective voice for our businesses, which includes a diverse range of retail, hospitality and services all concentrated within approximately one square mile in Belfast City Centre. This is a dynamic, innovative and vibrant part of our city and Belfast One is well positioned to take the City Centre to the next level.

With a representative Board which includes businesses from across the City Centre, the organisation is run as an independent, not for profit company and is now seeking a re-ballot to ensure a further five years of development and investment in the City Centre. Our Board members represent and are elected from businesses and stakeholders within the Business Improvement District and all offer their time voluntarily for monthly meetings and much more. We have a small, skilled and enthusiastic staff team focusing on the everyday delivery of the Business Plan.

# The BID Area

Belfast One BID area will remain the same for its second term.

## BID Boundary Map



### Street List – Belfast One BID area

Adelaide Street	Church Lane	Fountain Lane	Queen Street
Ann Street	City Hall	Fountain Street	Queens Arcade
Arthur Lane	College Avenue	Francis Street	Rosemary Street
Arthur Place	College Court	Gloucester Street	Royal Avenue
Arthur Square	College Square East	Great Victoria Street	Seymour Street
Arthur Street	College Street	Gresham Street	Seymour Row
Bank Street	College Street Mews	High Street	Upper Arthur Street
Bedford Street	Cornmarket	Howard Street	Upper Queen Street
Berry Street	Crown Entry	Joys Entry	Victoria Square
Bridge Street	Donegall Arcade	King Street	Victoria Street
Callender Street	Donegall Place	Lombard Street	Wellington Court
Castle Arcade	Donegall Square East	Lower Garfield Street	Wellington Place
CastleCourt	Donegall Square	Marquis Street	Wellington Street
Castle Lane	North	May Street	William Street South
Castle Place	Donegall Square	Montgomery Street	Wilson's Court
Castle Street	South	North Street	Winecellar Entry
Chapel Lane	Donegall Square West	Pattersons Place	
Chichester Street	Fisherwick Place	Pottingers Entry	



# Research

Belfast One is focused on developing and delivering initiatives and services that benefit our businesses. We have recently conducted a combination of in-house surveys and a consultation process carried out by CARD Group, an independent Consumer Research Agency, which has contributed towards developing this business plan.

**“CastleCourt Shopping Centre values the partnership with Belfast One and the support offered to drive footfall with events including Santa’s Post Office in 2018 and 2019. The BID is integral to making Belfast the “Go to Place” to work, live and play and manages the stakeholder partnerships in a professional and proactive manner.”**

**Leona Barr**, Centre Manager,  
CastleCourt

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## Businesses Awareness of our Initiatives





**“As an independent business, the support of Belfast One over the years has been considerable. Red Groomswear have been involved in several of the initiatives including workshops as well as utilising Bank of Ireland’s Payment Acceptance UK scheme. This has really helped reduce our businesses costs. Belfast One is excellent at informing me of opportunities and updates.”**

**Jamesy McCreesh, MD, Red Groomswear**



# Highlights over the Past 5 Years

- ▶ Investment of almost £4 million in the City Centre
- ▶ Successful events including 4 Belfast Restaurant Weeks; 2 Summer Cinemas; 2 Fashion Shows; Seasonal events including Trails and Santa's Post Office
- ▶ Principal sponsor of key business events including the BelFastForward Conference in February 2020
- ▶ Partnership promotional activity with key stakeholders including 'Your Belfast' campaign following the Primark Fire and the Government's Eat Out To Help Out Scheme
- ▶ Our website has steadily grown with over 360,000 page views and 290,000 users
- ▶ Over 25,000 followers across Facebook, Instagram, Twitter & LinkedIn
- ▶ 6 football cameras detailing information on how the City Centre is performing
- ▶ Dedicated professional Clean Team, carrying out additional on street cleansing, including entries and shop frontages
- ▶ 25 tonnes of litter were removed
- ▶ 1,800 items of graffiti and 950 hazardous items were removed
- ▶ 20,000 hours of additional policing in the Belfast One area by the City Beat Officers, with 900 alcohol interventions, 6,500 street engagements and 400 arrests
- ▶ Lighting installed on trees in Donegall Place to complement existing Christmas lighting
- ▶ Lanterns installed on trees in Donegall Place to celebrate Chinese New Year
- ▶ Strong business engagement with a dedicated Business Engagement Officer
- ▶ To date our businesses who have moved to Bank of Ireland Payment Acceptance UK (BOIPA UK) have saved over £106,000
- ▶ 18 free training workshops with a combined total of 351 attendees
- ▶ Introduced a Belfast City Centre Gift Card initiative- At time of print we had over 155 retailers, hospitality and beauty businesses signed up to the initiative
- ▶ Over £90,000 worth of Belfast City Centre Gift Cards have been purchased, which will support City Centre businesses
- ▶ In partnership with the other 2 Belfast BIDs, we secured Purple Flag status for the city, to help manage and promote the evening and night-time economy
- ▶ A dedicated area at Belfast's Cruise Welcome Facility

# Our Recovery Plan Post Covid-19

While Belfast One cannot overestimate the harmful impact the Coronavirus pandemic has had on our City Centre, many businesses have proven how adaptive and re-active they can be during 2020.

**Our Recovery Plan is defined in two phases:** Lockdown & Restricted functions and Reopening & Recovery, which can be turned on or turned off and tweaked at all stages of the pandemic.

Belfast One stepped up to the mark at all phases, and with a pragmatic and operational approach, we have continued to help our businesses. Projects including campaigns to increase footfall (with a focus on consumer confidence); increased cleansing schedules; tackling antisocial behaviour and even pest control, now hold even more importance.

## Phase 1: Lockdown & Restricted Functions

With the closure of all non-essential businesses, our immediate response was to provide support with up to date information. We regularly communicated with our businesses through ezines and a dedicated Covid-19 page on the Belfast One Website which highlighted the latest information, support and advice available.

We delayed the levy invoices to help alleviate the financial pressure businesses were facing. We also gave a 4-month reduction to our levy charges.

We developed a Business Survey to gain a better insight as to how we could support our businesses.

For essential businesses remaining open, we developed regular activity across our social platforms informing our followers.

Our partner, Ecolab Pest Control, carried out pest control operations

focusing on those problematic areas. The two PSNI City Beat Officers played a vital role, ensuring safety levels were maintained (including high visibility patrols, conducting security checks on premises and addressing anti-social behaviour).

During the second lockdown, the Clean Team carried out specialised cleansing with a focus on shop front areas, disinfecting and power washing. In partnership with Belfast City Council's Cleansing Team, the two teams ensured the city was kept clean and looked its best when it reopened in December.

During the same period in November/December, we also developed dedicated Communications activity across our social platforms, website and in partnership with Belfast Live, highlighting the Click & Collect Service being offered by our businesses.

Working in partnership with Belfast City Council and Belfast Chamber, we welcomed visitors back to the City Centre ahead of the reopening of retail and most hospitality venues and incorporated a safety message through PR activity.

## Phase 2: Reopening & Recovery

**“Belfast Chamber has been pleased to work closely with Belfast One BID over the last 5 years. Whether it has been in supporting the BelFastForward conference or safely reopening our City Centre and starting us on the road to recovery, Belfast One have been a crucially important partner in our ongoing efforts to help our city to fulfill its potential.”**

**Simon Hamilton**, CEO, Belfast Chamber

As lockdown eased, our focus shifted to developing plans to ensure consumer confidence was addressed. There was a focus on highlighting the safety investments which had been introduced by businesses for the protection of both staff and customers, as well as a re- assurance that the City Centre had adopted measures to make it a safer place.

We supported Belfast City Council with their ‘Stay Safe’ measures to make the

City Centre safe and clean. We created two videos in partnership with Belfast Live, with the focus on consumer confidence and highlighted the safety measures which had been implemented across our businesses and in the City Centre.

In partnership with Visit Belfast, Destination CQ and Linen Quarter BIDs, we developed a marketing campaign around the Government’s Eat Out to Help Out Scheme to promote the hospitality sector in the City Centre.

We set up 4 training workshops via Zoom, focusing on Customer Service, Fire Warden Training & Social Media. The workshops were greatly supported by all sectors with 26 attendees.



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# Looking Ahead to Term Two

2021-2026

This plan is shaped by you the businesses. We listened and subsequently designed our themes and projects in direct response to what you told us is needed. Increase footfall; a safe and clean city; sustainable initiatives; more promotions and events, and raise the profile of Belfast One and what we do.

“We have grown substantially since we opened 5 years ago, which without the support of Belfast One we wouldn't be where we are today. When we outgrew our premises on Chichester Street and opened in Victoria Square, Belfast One was there to support us all the way. It's reassuring to have the BID by your side, especially during these challenging times.”

Rachel McCully, MD, BTY Cosmetics

## Belfast One Business Initiatives

Belfast One Projects	Retail Sector	Hospitality Sector	Health & Sector	Professional Services	Voluntary Sector
Dedicated Marketing & PR Support	✓	✓	✓	✓	✓
Involvement in promotional campaigns	✓	✓	✓	✓	✓
Involvement in events to generate footfall	✓	✓	✓		
Member communications	✓	✓	✓	✓	✓
Website presence	✓	✓	✓	✓	✓
Social Media presence	✓	✓	✓	✓	✓
PR Opportunities	✓	✓	✓	✓	✓
Belfast City Centre Gift Card	✓	✓	✓		✓
Data Analysis	✓	✓	✓	✓	✓
Access to footfall figures	✓	✓	✓	✓	✓
Dedicated Operations Manager	✓	✓	✓	✓	✓
City Beat Officers	✓	✓	✓	✓	✓
Clean Team	✓	✓	✓	✓	✓
Pest Control for your area	✓	✓	✓	✓	✓
Initiatives addressing accessibility and parking costs	✓	✓	✓	✓	✓
Initiatives addressing antisocial behaviour and crime	✓	✓	✓	✓	✓
Reduced costs in trade waste contracts	✓	✓	✓	✓	✓
Recycling schemes for businesses to become more environmentally sustainable	✓	✓	✓	✓	✓
Free training workshops in City Centre location / networking opportunity	✓	✓	✓	✓	✓
Sponsorship opportunities	✓	✓	✓	✓	✓
Reduced business merchant service costs	✓	✓	✓	✓	
Dedicated Business Engagement Officer	✓	✓	✓	✓	

# Promote

## AIM: To drive footfall into the City Centre

**More than ever Belfast One is aware of the responsibilities it has to promote a dynamic, attractive and unique City Centre experience. We have worked hard over the last five years to showcase our City Centre as somewhere to visit. With an eclectic mix ranging from chain stores and pop-ups to big brands and local names, Victorian pubs, award-winning restaurants, hotels and delectable local delis, you have told us how special this place is. Since the effects of a global pandemic may stay with us well into the future, getting the right message out there is more important than ever. Let us shout about how vibrant, clean, safe and attractive the City Centre is and make it a must visit destination.**

### Promoting Belfast One

Our research identified a lack of awareness of the Belfast One brand. We will strengthen and further develop our brand presence through different initiatives and opportunities. With dedicated PR support and actively seeking sponsorship projects, Belfast One will ensure constant visibility which will strengthen the brand awareness of our BID.

### Promoting Initiatives

Belfast One will continue to develop and strengthen its current calendar of events, wholly engaging our businesses. We plan to continue and improve Belfast Restaurant Week, Summer

Cinema, Fashion Shows, Christmas experiences and other seasonal events. All activities will drive footfall to the City Centre and offer a quality experience to our visitors.

### Promoting the Evening Economy

The BID will continue to work in partnership with Destination CQ and Linen Quarter BID's to identify opportunities to support the evening and night-time economy. Having now attained Purple Flag status, Belfast One will use this to promote our hospitality venues. Belfast One will explore opportunities in social media loyalty schemes, e.g. Get Social, to build our customer base.

### Campaigns Promoting Belfast

Belfast One will deliver seasonal promotional campaigns in partnership with Destination CQ and Linen Quarter BID, to continue to develop the awareness of the Belfast City Centre Gift Card Initiative.

We will develop marketing campaigns in partnership with key stakeholders to help brand, market and promote the City Centre to the local NI market.

### Promoting Website and Social Media Presence

Social media has never been more important. Belfast One will therefore continue to invest in its website and social media presence, which will strengthen customer and business engagement across all platforms.

## Promoting Member Communication

Belfast One will continue to regularly communicate with its levy payers through ezines, newsletters and the members section of the website, ensuring businesses are kept up to date with the latest information.

## City Performance Measurements

Belfast One will continue to monitor footfall through its six footfall cameras located across the City Centre. This data provides detailed information on how the City Centre is performing as well as the impact of specific events. Footfall reports will continue to be circulated once a month to our members.

We will also conduct continuous market research to determine why people do or don't come into the City Centre, and also what people expect to have a memorable experience.

**“Belfast One has supported Flame Restaurant with lots of different initiatives. This has varied from being involved in Belfast Restaurant Week, which has always been a great success for the restaurant, to promoting our offers through Belfast One’s social media platforms. Without the projects and services run by Belfast One, the City Centre would be a different place.”**

**Sarah Jane Sinclair**, Joint Operations Manager,  
Flame Restaurant

**“Belfast One has been a great asset to the City Centre. Before Belfast One, we couldn’t compete with the social media influence that Shopping Centres and Retail Parks provided. Through Belfast One’s social platforms, we have successfully promoted various in-store events over the last 5 years, which has helped grow our customer base. The launch and promotion of the Belfast City Centre Gift Card has been another great initiative for retailers, helping us compete with Shopping Centres, but more importantly keeping money in the City Centre.”**

**Ashley McKechnie**, Senior Store Manager, Next



# Enhance

**AIM: To deliver projects which will improve the experience of visitors and enable businesses to thrive in a positive trading environment.**

**Although you told us we did a great job during the last five years, there is more to be done. We want to improve the cleanliness and safety of Belfast City Centre, making it an attractive and distinctive destination to visit.**

## Safer City

Belfast One will continue to fund the two PSNI City Centre Beat Officers. This service has a substantial impact on both business and visitor confidence. We would like to further develop this scheme to tackle on- street issues faced by businesses.

Committed to working with our partners, Belfast One wants to ensure high levels of safety are maintained. We will fully support additional CCTV in the Belfast One area and will focus on initiatives that will give confidence back to our businesses and visitors. Working in partnership with PSNI, Belfast City Council, Belfast City Centre Management, Extern, Welcome Organisation and SOS Bus, will ensure we deliver enhanced services addressing safety in the City Centre.

## Cleaner City

Belfast One will continue the 'Clean Team' project in term two with shop frontage cleansing as well as gum removal, graffiti removal and power washing alongside other ad hoc projects. Belfast One's bespoke cleaning goes over and above what Belfast City Council can provide. We will continue to work closely with the Council's cleansing team, highlighting problem areas and ensuring we are both using our resources effectively for the betterment of the City Centre.

## Attractive City

Belfast One is committed to creating a more attractive and welcoming city for visitors and businesses alike. In term two we want to increase the level of greenery in the area through interesting floral displays unique to Belfast.

Belfast One has already invested in feature lighting for Donegall Place by dressing the trees. We would like to roll this enhanced lighting scheme out to other areas to ensure the city is showcased to its best at Christmas.

## Accessible City

Belfast One will continue to work with transport providers, car parks and coach operators to improve accessibility and address value for money. Exploring new and sustainable opportunities for car parking will be introduced through loyalty apps e.g. Parking Perx.





“Belfast One, alongside other funders have been the main sponsor of the City Centre Beat scheme which is now in its sixteenth year, providing a bespoke policing service to the business community in the City Centre. This dedicated service would not be possible without this private sector investment. It is the backbone of a wider community safety strategy, working towards a safe and vibrant City Centre and it’s strengths lie in the many partnerships forged through the scheme, ensuring policing is flexible and accountable. We really value the strong relationships we have forged with Belfast One and we hope that this scheme will continue in the area for a further five years.”

**Chief Superintendent Simon Walls, PSNI**



“The City Centre Beat scheme is a vital project for my business. Over the years I have built up a good relationship with the Officers, who I can contact directly via mobile phone to deal with any anti-social behaviour issues. This alongside the dedicated clean team operating in the area helps to create a safer and cleaner city which is so important for our customers and staff experience and safety.”

**Laurence Burrell, Co-Founder, The Wickerman**

# Support

**AIM: To drive down business costs and to provide practical support to all businesses within the BID area.**

**Belfast One will strive towards supporting a contemporary, smart and dynamic Belfast. Exploring and implementing exciting and innovative solutions and offering them to our businesses is really important. Belfast One wants to future proof the city by introducing new initiatives helping both businesses and visitors.**

**Our research identified that we are doing well in helping businesses, but Belfast One wants to do better. It's important in these unprecedented times that the BID enables companies and retailers to make savings and benefit from their levy contribution. Driving down business costs and seeing a return on investment is something Belfast One can do. Much good work has been completed but the next five years will see Belfast One build our 'Support' for businesses through a number of initiatives.**

## **Sustainable City**

Belfast One is committed to securing the best services for City Centre businesses. Refuse collection, recycling services, advice on reducing waste are all part of the plan to offer competitive services to our levy payers. With a sizeable critical mass of shops and businesses in such a compact area we will negotiate with suppliers to lower costs and overheads.

During Term One, Belfast One worked to offer competitive prices in waste management for businesses. This project also offered a recycling service which reduced the level of waste going to landfill. In Term Two, Belfast One would like to increase recycling opportunities and offer unique initiatives to encourage businesses and visitors in the city to recycle.

## **SMARTer City**

New technology is vital to Belfast City Centre. Belfast One is excited about how this can assist the different sectors. Progress in different areas will enable us to explore how these advances can be an advantage to drive City Centre footfall. Data analysis and planning bespoke digital apps e.g. 'Get Social' are new ways to communicate the unique offering within Belfast.

## **Free Workshops and Training**

Belfast One will endeavour to organise two training workshops each month over the next five years. It's vital our businesses are trained in everything from Food Hygiene, Fire Safety, Recycling, Merchandising and Social Media. We want to empower our businesses to deal with the everyday challenges they face including how to protect their business and what resources are available to them to help them to do so. This list is not exhaustive, but as needs arise Belfast One is dedicated to offering appropriate training for its levy payers.



**“Since taking over as Manager at Peter Mark, Arthur Street, I have noticed a challenge in maintaining footfall. Belfast One has given me the opportunity to attend or be involved in many workshops and events, which has helped contribute towards increasing the number of customers to the salon. Belfast One has been great with communicating regarding opportunities for us to get involved in.**

**After this year, we businesses who have survived will make every effort to work together collaboratively. We need to stay strong but without the support and backing of businesses like Belfast One I struggle to see any opportunities.”**

**Robert Reynolds, Manager, Peter Mark**

## **Gift the City**

Introduced in 2019 the Belfast City Centre Gift Card has had a positive impact on our businesses. As a partnership initiative between Linen Quarter and Destination Cathedral Quarter, all three BIDs have joined in marketing this product to the wider NI community. Now established as a practical and tangible way to support our businesses, the card has generated over £90,000 worth of spend directly into our City Centre. Belfast One wants to grow this product, include more businesses and opportunities to spend but also share the important message that this spend is money invested back into our City Centre.

## **City Centre Data Collection and Monitoring**

Belfast One will continue to carry out monitoring, data collection and reporting on areas such as footfall, and business and customer feedback.

Such information is vitally important to benchmark the performance of our city and to provide City Centre information to our businesses.

## **Business Services Support**

Belfast One will continue to seek out partnerships with service providers for centralised procurement for business costs to help provide the best value for money to our businesses.

We have a dedicated point of contact through our Business Engagement Officer.



# How A BID Works

A Business Improvement District, or BID, is a business-led not-for-profit organisation, funded through a levy collected from businesses within a defined area. The BID delivers additional services to businesses and makes improvements to the City Centre, benefitting those who pay into it as well as residents and visitors. BIDs are created through a ballot process and there are currently more than 300 BIDs operating across the UK, including 8 in Northern Ireland.

## Levy Collection

When the majority of eligible businesses and organisations in a BID area vote yes by number and ratable value, payment of a BID levy is mandatory by all eligible parties. The levy that each eligible organisation pays is based on a percentage of the Ratable Value of the property (hereditament). Only those with a NAV of over £20,000 are eligible to vote. The applicable levy percentage will remain the same as in the previous term, set at 1.5% for businesses and 1.2% for those businesses within shopping centres. Any business, with a NAV of £20,000 or below can pay an annual voluntary levy of £250.

## Where Is Your Levy Invested?

Annually all levy funds are allocated across our business plan activities. Each activity falls into one of our themes which remain:

- ▶ To Promote our City Centre
- ▶ To Enhance our City Centre
- ▶ To Support our City Centre

Each theme has a dedicated subgroup of Directors and Advisors alongside a Belfast One Manager or Officer. Meetings are usually monthly, and all activities are scrutinised and approved for delivery at the monthly Board meeting where all Directors are in attendance. Belfast One holds an Annual General Meeting open to all its members and produces an Annual Report and accounts each year. This is produced and published for our members and levy payers, and is uploaded onto the members section of the website.

### Belfast One Board's Commitment

The Board will endeavour to take all necessary steps to minimise risks associated with Belfast One activities

The Board will be transparent in its operations and adopt good governance in its procedures.

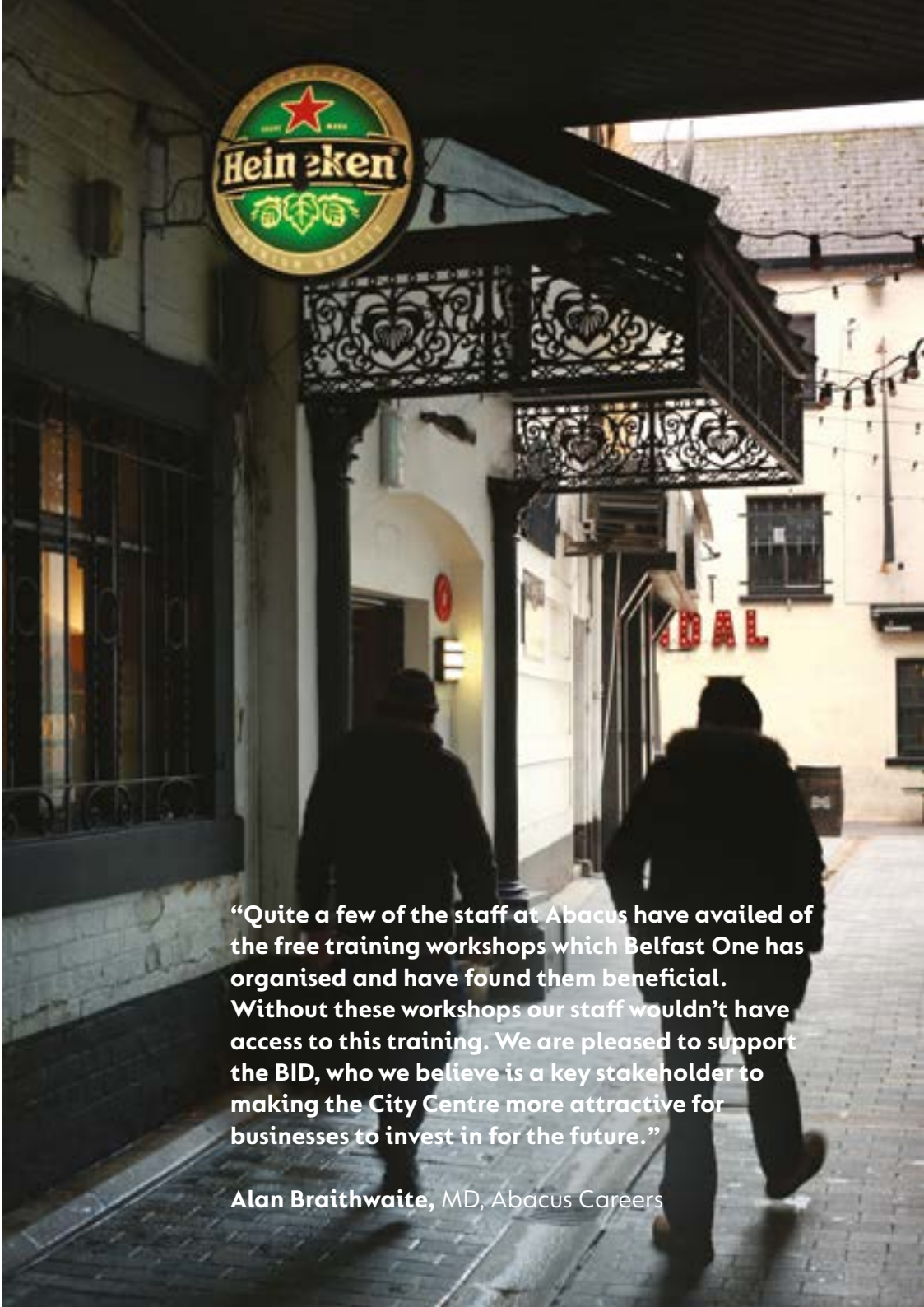
**“As General Manager for a major retailer, I am a huge advocate of Belfast One and how it operates. Over the past 5 years, Belfast One has given its businesses the opportunity to have one collective voice for the City Centre, particularly to increase footfall and to shape how our city looks and feels. Without the projects the BID has delivered, we wouldn't have a clean and attractive City Centre.”**

**Stephen Mewha**, General Manager, Frasers



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**“Quite a few of the staff at Abacus have availed of the free training workshops which Belfast One has organised and have found them beneficial. Without these workshops our staff wouldn’t have access to this training. We are pleased to support the BID, who we believe is a key stakeholder to making the City Centre more attractive for businesses to invest in for the future.”**

**Alan Braithwaite, MD, Abacus Careers**

# Income & Expenditure

All of the funding from the BID levy will be ring-fenced and can only be spent on additional projects and services that businesses have agreed to in this Business Plan. The BID Company decide on the apportionment of its management and overhead costs. In Belfast One, BID management and overhead costs will remain below 12% of total income.

As an independent, private company, the BID can also source additional financial contributions and match-funding on projects. This ensures local businesses can get even better value for money and that we can invest in exciting opportunities for Belfast City Centre.

<b>REVENUE</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2024/25</b>	<b>5-Year TOTAL</b>
<b>BID LEVY</b>	<b>931,669</b>	<b>931,669</b>	<b>931,669</b>	<b>931,669</b>	<b>931,669</b>	<b>4,658,345</b>
<b>CENTRAL COSTS</b>	<b>100,620</b>	<b>100,620</b>	<b>100,620</b>	<b>100,620</b>	<b>100,620</b>	<b>503,101</b>
<b>PROMOTE PROJECTS</b>	<b>335,401</b>	<b>335,401</b>	<b>335,401</b>	<b>335,401</b>	<b>335,401</b>	<b>1,677,005</b>
<b>ENHANCE &amp; SUPPORT PROJECTS</b>	<b>377,326</b>	<b>377,326</b>	<b>377,326</b>	<b>377,326</b>	<b>377,326</b>	<b>1,886,630</b>
<b>CONTINGENCY</b>	<b>93,167</b>	<b>93,167</b>	<b>93,167</b>	<b>93,167</b>	<b>93,167</b>	<b>465,835</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>906,514</b>	<b>906,514</b>	<b>906,514</b>	<b>906,514</b>	<b>906,514</b>	<b>4,532,570</b>
<b>NETT SURPLUS / DEFICIT</b>	<b>25,155</b>	<b>25,155</b>	<b>25,155</b>	<b>25,155</b>	<b>25,155</b>	<b>125,775</b>

# Meet the Board

The Belfast One Board members are representative and nominated from across the City Centre business sectors.



**Stephen Mewha**  
(Chair)  
Frasers



**Wilson Walker**  
(V Chair)  
NI Transport Holding Co



**Donna Daniels**  
(Junior V Chair)  
Urban HQ



**Barbara McMaster**  
Starbucks



**Michelle Greeves**  
Victoria Square



**Geraldine Duggan**  
Belfast City Centre  
Management



**Leona Barr**  
CastleCourt



**Georgina Briota**  
Café Parisien



**Tracey Morrow**  
Ulster Bank



**Norman Maynes**  
Translink



**Andrew Irvine**  
Belfast City Centre  
Chaplaincy Ltd



**Nigel Skillen**  
Diamond and Skillen



**Philip Gordon\***  
Edwards & Co



**Lisa Toland\***  
Belfast City Council

\* Board Advisors





# Meet the Team

The professional and passionate team at Belfast One are dedicated to improving our City Centre. They have a wealth of experience and expertise and are responsible for the day-to-day management and delivery of initiatives and services outlined in the proposal.



**Kathleen McBride**  
Managing Director



**Joanna Walsh**  
Marketing & Events Manager



**Eimear McCracken**  
Operations Manager



**Karen Clifford**  
Business Engagement Officer



**Colette Heaney**  
Marketing & Comms Assistant



**Janet Avery**  
Admin Assistant



Investing in Belfast City Centre Together





# The Ballot: Your Vote is Essential

The BID ballot will take place from 12<sup>TH</sup> FEBRUARY until 25<sup>TH</sup> MARCH 2021. It will be carried out independently, via Civica Group.

## How To Vote

Here are the simple steps and dates that you need to follow to vote:

- ▶ **AROUND 12<sup>TH</sup> FEBRUARY 2021:** You should receive one ballot paper and business plan for each property that you are eligible to vote for, by post. Voting by proxy is available. If you do not receive this correspondence, please email [info@belfastone.co.uk](mailto:info@belfastone.co.uk). Please check each ballot paper has its own return voting paper. Complete the ballot paper by putting a cross (X) beside your choice and return the vote.
- ▶ **25<sup>TH</sup> MARCH 2021:** Close of Ballot  
Ballot papers must be returned by 5pm on 25<sup>th</sup> March 2021, by post in the pre-paid envelope provided.
- ▶ **26<sup>TH</sup> MARCH 2021:** Formal Declaration of Ballot Result

Since 2016, Belfast One has worked to support your City Centre through a wide range of initiatives to make it a cleaner, safer and more vibrant area. This work has become so much a part of 'business as usual', it's easy to forget that without your vote, they will not continue.

**“Having looked at the emerging plans for term two, it gives me great confidence that Belfast One is clearly focused on a number of key initiatives that will contribute to the success of the City Centre. This is obviously more important than ever at this point as we all work to rebuild our economies following the challenges presented by the pandemic. Belfast One has been a trusted partner of the Council over the last 5 years – and we look forward to working with them again for the next five.”**

**Suzanne Wylie**, CEO, Belfast City Council

# We Can't Do It Without You

## As a Belfast One Business, Why Should I Vote Yes?

- ▶ A strong, collective voice working on your behalf
- ▶ Make the Belfast One BID area more attractive, clean and vibrant
- ▶ Dedicated marketing and PR support
- ▶ Programme of events to increase footfall into the City Centre
- ▶ Promotional campaigns to complement the programme of events
- ▶ Investigate opportunities supporting increased CCTV coverage
- ▶ Clean Team rapid response
- ▶ Frontage and doorway cleaning
- ▶ Christmas lighting and seasonal decorations
- ▶ Hazardous waste removal
- ▶ Chewing gum removal
- ▶ 2 dedicated PSNI City Beat Officers
- ▶ City performance measurements including six footfall cameras and market research
- ▶ Free training workshops
- ▶ Belfast City Centre Gift Card Initiative

# Investing in Belfast City Centre Together

**BELFAST**  
**ONE** **BUSINESS**  
IMPROVEMENT  
**DISTRICT**

To discuss any aspects of the business plan contact:

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