

Appendix 1

Mid Ulster 5 Towns BIDS Feasibility Study Executive Summary (FINAL VERSION)

**NI BIDs
May 2019**

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SECTION ONE: INTRODUCTION TO BIDS

In August 2018, NI BIDs was commissioned by Mid Ulster District Council to assess the feasibility of developing Business Improvement Districts (BID) in the five towns of Cookstown, Magherafelt, Dungannon, Coalisland and Maghera.

Introduction to BIDS

Business Improvement Districts (BIDs) in the UK came into being after approximately 20 years of voluntary partnership arrangements in 2004 with The Business Improvements Districts (England) Regulations supporting the formation of BIDs to manage places. The legislation came into effect in Northern Ireland in 2013/14. Today, there are over 300 BIDs in the UK; eight of these are currently in operation in Northern Ireland.

Voluntary partnership arrangements have had a great deal of success but ultimately suffer from the lack of sustainable and guaranteed income, issues of 'freeloading' and the inability to raise enough finance to deliver expectations and guarantee delivery of longer term plans due to the unpredictable nature of voluntary financial arrangements.

BID FAQ's

A BID is a formal mechanism, which allows dedicated funds to be collected for the delivery of an agreed business plan. Whilst BIDs are not a new phenomenon, they are still relatively new to Northern Ireland. The Northern Ireland BID legislation was introduced in 2013/14- – The Business Improvement Districts Act (Northern Ireland) 2013, The Business Improvement Districts (General) Regulations (Northern Ireland) 2014 and The Business Improvement Districts (Miscellaneous) Regulations (Northern Ireland) 2014. There are also BIDs operating in the Republic of Ireland in Sligo, Dundalk, Dublin and Dunlaoghaire.

What are BIDs?

An arrangement whereby businesses get together, decide what additional improvements they want to make, how they're going to manage and deliver those improvements and understand what it will cost them. This all goes into a business plan which is voted on by all those who would have to pay. The BID can last for a maximum of 5 years and must be able to demonstrate how it has benefited businesses that have funded it.

Have BIDs been supported elsewhere in the UK?

The first UK legislation came in December 2004 and there have already been over 300 successful ballots including 100+ renewals. These BIDs involve over 100,000 businesses and will bring in over £150 million (including additional income) of new finance to develop their locations over the next 5 years.

What might a BID deliver?

BIDs can deliver any projects or services that are agreed by the relevant businesses and are an addition to statutory services delivered by the Public Sector. In most cases they focus on marketing and promotion activities, increasing safety and security for

business and customers and better transport and access arrangements as well as business support. The important thing is that BIDs are in the main addressing operational matters and that actual projects and services will be determined as a result of detailed consultation with all the business in the BID area.

Why is a BID needed?

A BID is a mechanism which allows businesses to control a sum of money to manage and deliver projects which they believe will improve the trading environment for them. It should ultimately increase trade and drive down costs for those businesses that are paying for the improvements.

Who can develop a BID?

A BID can be proposed by any business ratepayer, property owner, local authority or partnership with an interest in the BID Area.

How will the BID be managed?

BIDs should be controlled and managed by local businesses that are paying the levy. The majority of BIDs are delivered through Companies Limited by Guarantee with Directors elected from the BID levy payers. The organisation delivering the BID will be responsible for the delivery of the BID projects and services and directly responsible to all its business membership through an elected board.

Who pays for a BID?

Once projects and services have been agreed by businesses, costs are detailed in the BID business plan. The cost to each business is worked out on a pro-rata basis. This is called the 'BID Levy'. A formal vote then takes place on the agreed projects and services. Subject to the 25% minimum turn-out and if the majority vote YES, then ALL eligible businesses within the BID area HAVE to pay. The BID Levy is normally paid by the occupiers of a property. In addition BIDs can draw in other voluntary funding, e.g. from property owners, voluntary contributors, sponsorship and the public sectors.

How does an area become a BID?

Normally a 'BID Task Group' is set up which is responsible for putting together a detailed business plan setting out the projects it aims to deliver on behalf of the business in the area. This is based upon a detailed consultation process with businesses. The business plan will include the projects, cost, delivery guarantees, performance indicators and the management structure. A confidential postal vote is then held of all the businesses that would pay the BID Levy. To become a BID, there must be a 25% minimum turnout and a majority of those that vote must be in favour by number and rateable value. A successful BID then has a mandate for a maximum of 5 years after which it needs to ballot businesses again with a new business plan.

Does this mean the local Council will stop delivering services?

BID money can only carry out projects and services which are ADDITIONAL to those that public agencies have to provide. Prior to the BID Business Plan being produced the current services being delivered by all public agencies, including the Local Council and PSNI, are benchmarked. These agencies have to continue to deliver that level of service for the period of the BID. The BID company can agree to provide additional resources to deliver a higher level of service over the benchmarked level if businesses want this.

How is the BID monitored?

Like any good business plan, specific key performance indicators (KPI's) are set and performance is monitored against the KPI's by the BID board. As businesses contribute the funding to achieve those specific KPI's set out in the prospectus the BID Company will be required to monitor and inform its members of progress on a regular basis.

How can a BID Model benefit a location?

In general, the BID Model can bring a number of high level benefits which include:

- Drives Business performance up
- Business costs are driven down
- Increases the capital value of assets
- Gives businesses more control and accountability
- Allows for proper business planning over the 5 year period
- Deliver achievable projects
- Consolidates a realistic, sustainable funding package
- Derives maximum value from existing services through the SLA process
- Eliminates the freeloading effect which have jeopardized projects in the past

NI BIDS DEVELOPMENT PROCESS

A full BID development programme will take typically between 12 to 18 months, depending on the maturity of any partnership, existing work and business engagement. Our recommended approach, used successfully in a 100+ locations is set out below, highlighting the key tasks in 3 distinct phases. The Feasibility Studies are a key part of the Foundation Phase.

FOUNDATION PHASE	DEVELOPMENT PHASE	CAMPAIGN PHASE
<ul style="list-style-type: none"> • Partnership & Plans Review • Develop Database & Information System • Feasibility Review <ul style="list-style-type: none"> • Financial Analysis • Boundary Analysis • Levy Analysis • Business Engagement • Public Sector Role • Regulatory Adherence • Resources 	<ul style="list-style-type: none"> • Project Support • Research/Consultation • Public Sector Role <ul style="list-style-type: none"> • Levy Payer • Baseline Agreements • Operating Agreement • Ballot Holder • Committee/Approval Processes • Staff & Board Development • Organisational Model • Voluntary Contributions • Financial Projections • Business Proposal/Business Plan 	<ul style="list-style-type: none"> • Ballot Arrangements • Marketing & Communications Campaign • Tracking/Polling/Response • BID Implementation & Launch •

SECTION TWO: SUMMARY OF FINANCIAL ANALYSIS

Financial Analysis

A key part of the development of any BID is knowing what is 'on the ground', the type of business, the rateable value, the geographical and sector spread. If a BID is to be developed, this information will form the basis of a comprehensive market research and consultation exercise, the development of the business proposals, the balloting and the legal and financial framework upon which the BID is determined and operated.

NI BIDs consequently regards this part of the study as key and we have used the following data and methods to ensure accuracy.

- The NAV list was formally obtained for the study from LPS. It should be noted that this list ultimately forms the legal basis of any BID levy charge.
- The NAV list was checked and cross referenced through a foot survey.

The financial analysis has been derived from the Non-Domestic Ratings List data provided by Land & Property Services (LPS) in August 2018 and subject to an official Data Sharing Agreement signed by all parties with access to the data. The information held on this database should only be used for the development of the BID proposals. This is the basis for establishing the financial viability of a BID. The data was compiled and fully analysed in a detailed report for each town. A summary of the total rateable value, the total number of businesses and the number of different business sectors is given below.

Town	Total Rateable Value	Total Number of Businesses
Cookstown	£6,430,300	401
Dungannon	£5,207,300	456
Magherafelt	£4,362,110	392
Maghera	£1,202,340	146
Coalisland	£885,950	135

Potential BID Levy Raised

It is standard practice to apply a figure of between 1 -2% to the total rateable value. Most BIDs in NI have used 1.5% with the 8th BID Coleraine choosing to go with 2%. The highest percentage applied to the BID levy in the UK is Rugby BID which is in its third 5 year term voted to raise the percentage on the BID levy to 6%.

A summary of the potential levy amounts for each town is given in the table below.

Levy Rate	Cookstown	Dungannon	Magherafelt	Maghera	Coalisland
1%	£ 64,303	£52,073	£43,784.10	£12,023.40	£8,859.50
1.5%	£ 96,454.50	£78,109.5	£65,676.15	£18,035.10	£13,289.25
2%	£ 128,606	£104,146	£87,568.20	£24,046.80	£17,719

A full breakdown of the financial analysis is available in the individual location reports and is subject to the guidelines set out in the Data Sharing Agreement signed with Land and Property Services in August 2018.

SECTION THREE: SUMMARY ANALYSIS OF ENGAGEMENT AND CONSULTATION PROCESS

Engagement and consultation with businesses, and key public and private stakeholder organisations within the proposed BID area was carried out in the period August 2018 – February 2019. This included a variety of consultation methods including the following:

- Consultation with key stakeholders to understand the strategic context within which a BID would be positioned level. We are looking to build a picture of strategic priorities, development opportunities that might be realised within the 5-year BID period and current funding framework. This is important at this stage as a BID should complement and demonstrate added value to what is currently being delivered.
- Business surveys - An online survey was distributed to all businesses held on the current town centre databases. Council officers also completed a number by hand. At the feasibility stage the purpose of the surveys is to enable a stronger understanding of the broad priorities for businesses and to identify whether the projects identified by local businesses could be delivered using the BID mechanism.
- Workshops with Town Centre Forums and open business workshops. The purpose of these workshops was to introduce and explain the BID process, look at best practice and the impact/benefits of BIDs elsewhere, discuss the emerging issues from the survey analysis and consider the financial analysis.
- Case Studies – We also examined a number of relevant BIDs similar in scope, size and aspiration to the five towns.

The consultee list for each of the five towns is set out in the individual reports and is summarised below:

Magherafelt Town Centre

It is vital that a BID feasibility is considered within the context of other major economic development and inward investment and infrastructural improvements for the town as set out in the overarching strategic context. It is also important to understand the existing partnerships and key agencies with a remit in the town centre.

A number of key regeneration projects identified in the **Magherafelt Town Centre Masterplan**, such as the public realm scheme, road infrastructural investment such as the bypass and shopfront improvements has contributed to the vibrancy and vitality of the town centre. The Masterplan also highlighted the potential for a Town Centre BID.

A **Town Centre Positioning Study** took account of the Magherafelt Town Centre Masterplan and, following wide engagement with key stakeholders a Positioning Statement was agreed for the town centre to guide and stimulate development and regeneration initiatives.

Magherafelt should continue to develop its role as a market town with a unique, distinctive retail and leisure offer, focusing on eclectic, independent brands (particularly ladies fashion), a quality food and drink and a diverse evening and night time economy, much of this encapsulated in the original town centre brand. Working in a true partnership, it will attract and develop a local audience as well as targeting a wider visitor market using its distinctive heritage, cultural and literary connections. This further consolidated by capitalising on the great outdoors offer nearby.

The Positioning Study research identified some further opportunities for the Town Centre including:

- Further develop the public realm to add colour, vibrancy, light & social spaces.
- Potential to develop market town designation with food festivals & farmers markets.
- Seamus Heaney HomePlace & outdoor attractions drive visitors and should be packaged/ promoted perhaps as a shopping/cultural offer day trips.
- Further developing the early & night time economy. Strive for Purple Flag award.
- Develop annual events calendar to support propositions.
- Develop an App/Town Centre Loyalty Scheme.
- Develop a social media campaign using local people – personalities, bloggers, school gate style.
- More visible Interpretation of brand in Town Centre & approach routes.

The **Economic and Regeneration Strategy “Our Plan for Growth” 2015-2020** reflects the aim, vision and objectives of the **Council’s Corporate Plan 2018 – 2023 and Community Plan 2017-2030** and sets out the strategic context for the development of a BID. The plan will “enable economic growth, sectoral diversification, employability and skills, town and village regeneration and infrastructure and connectivity throughout the Mid Ulster district”.

This strategy highlights the importance of the manufacturing base, the emerging tourism potential and the distinctive multi-functional town centres to the economy of the region.

The Plan to grow Tourism up to 2021 also firmly sets a context for the development of a potential BID for Magherafelt. The plan sets out three key tourism strands which have potential to expand the tourism offer in Mid Ulster – the links to Seamus Heaney, Outdoor Activities and Archaeological sites, the History and Heritage of the island of Ireland, Northern Ireland and the area itself. The plan defines ambitious targets for growth – to grow the visitor economy to £50m by 2021.

Business Survey

The key findings are:

- 27% of respondents were Independents, 9% Multiples.
- 81% of respondents are responsible for paying the business rates directly and consequently would be eligible to vote if included in the BID area.
- 80% of respondents had been operating for more than 10 Years.
- 13% of respondents said that their turnover had increased over the past year and 67% said it had remained the same.
- 27% reported a marketing spend of over £5,000 per annum.
- Asked 'How would you rate the current marketing of the town Centre', 40% of respondents said it was good. Over 46% said it was poor or very poor.
- 47% are a member of a Business Association such as Chamber of Commerce or Federation of Small Businesses and 67% of these rated this membership as satisfactory or successful.
- The following were seen as the key priorities by respondents with percentages indicating the number supporting for these initiatives:
 - Promoting the Town Centre's independent businesses – 100%
 - CCTV – 100%
 - Enhanced street cleansing including removal of chewing gum and graffiti – 100%
 - Improve paving, greenery and street furniture – 100%
 - Improve appearance of empty shops – 93%
 - New seasonal events to create an all year calendar – 93%
 - More events for families and children – 93%
 - Access into and around town – 93%
 - More independent businesses – 93%
 - Better internet and IT connectivity – 93%

Workshops

A series of workshops were facilitated as part of the Feasibility Study process with Magherafelt Town Centre Forum and an open workshop for all local businesses within the identified BID area between November 2018 and February 2019.

The purpose of these workshops was to introduce and explain the BID process, look at best practice and the impact/benefits of BIDs elsewhere, discuss the key emerging issues raised as a result of the surveys and look at the initial financial analysis.

While it would be unrealistic to expect an overwhelming consensus of business opinion at this early stage of the process, we do look for a small nucleus of local businesses who understand the BID concept and are supportive of the idea of moving to full development phase. Our experience has shown that this could lay the foundation for a future BID.

There was, in general, a sound understanding of the BID concept, the role of businesses and the timescales for delivery. Members were aware of BIDs in other parts of NI, the potential benefits for the town and its role in the wider regeneration process. Following a detailed presentation and a question and answer session on the legislative process, timescales for delivery of a BID to ballot and other management and governance issues, there was a productive discussion around some of the issues, summarised below.

- Magherafelt is a heavily retail dominated BID by both number and rateable value (55%), with an even balance across other sectors.
- There is a good balance of independent and multiple retailers in the top 10 ratepayers, which would optimise success at ballot.
- The BID presented a great opportunity to position and promote the town utilising the Town Centre brand.
- A BID would provide the funds to commission a sustained promotional campaign to promote the town as an independent retail destination.
- Initiatives to build customer loyalty i.e. digital loyalty cards (eg Enniskillen BID).
- A dedicated Social Media Strategy would be an important element.
- There was a great interest in the BID examples, which were chosen to illustrate how a BID can unlock the tourism potential and drive more visitors, capitalising on the tourism assets close to the town such as Seamus Heaney HomePlace.
- A BID should optimise opportunities to reduce Business Costs through collective buying – very important to the independent sector.
- A BID could be an important driver to grow existing events.
- The BID would need to be positioned alongside the Town Centre Forum and Chamber of Commerce and the roles of each carefully defined. The Ballymena BID example provided a good solution with the Chamber there leading on business support and networking events.
- The BID could address environmental issues not part of the Public Realm Scheme such as alleys and walkways and provide more colour and vibrancy through enhanced floral displays, street art etc.
- Additional interpretative signage and orientation maps.
- The BID as a vehicle to improve communication and engagement with local businesses and other stakeholders.

Dungannon Town Centre

It is vital that a BID feasibility is considered within the context of other major economic development and inward investment and infrastructural improvements for the city as set out in the overarching strategic context. It is also important to understand the existing partnerships and key agencies with a remit in the town centre.

The Dungannon Town Centre BID Feasibility Study has been facilitated by the Regeneration Manager who has responsibility for working with the local businesses and key stakeholders to develop the Town Centre. There is a Regeneration

Partnership made up of key public and private sector holders, which is supported by the Council.

A Town Centre Positioning Study took account of the Dungannon Town Centre Masterplan and, following wide engagement with key stakeholders, a Positioning Statement was agreed for the town centre to guide and stimulate development and regeneration initiatives.

“Dungannon will be reinvented and rejuvenated as one of Northern Ireland’s key entrepreneurial, historic market towns. All stakeholders will work in partnership to reinvigorate the town’s retail offer by highlighting key retail strengths (branded fashion, local food and knowledgeable service), identifying gaps in the current provision and reconfiguring vacant/derelict properties/sites, stimulate investment in the town’s infrastructure and unique character areas, indoor and outdoor markets and the provision of new dedicated town centre space for creative startups and ambitiously package and promote its history and industrial heritage, Ranfurly House and Hill of the O’Neill to a new visitor target market.”

The Positioning Study research identified some further opportunities for the Town Centre including:

- Market Square could become a focal point for events/markets/café culture.
- The celebration of diversity through festivals of music & food.
- Exploiting the existing entrepreneurial spirit with more creative industries.
- Exploiting the local food.
- Acting as a fashion hub as collectively, in the area, there is a strong representation of international brands.
- It has major historical significance with the Flight of the Earls, Hill of the O’Neills, Ranfurly which should be capitalised on to create a more distinct and cohesive proposition.

The Economic and Regeneration Strategy “Our Plan for Growth” 2015-2020 reflects the aim, vision and objectives of the **Council’s Corporate Plan 2018 – 2023 and Community Plan 2017-2030** and sets out the strategic context for the development of a BID. The plan will “enable economic growth, sectoral diversification, employability and skills, town and village regeneration and infrastructure and connectivity throughout the Mid Ulster district”.

This strategy highlights the importance of the manufacturing base, the emerging tourism potential and the distinctive multi-functional town centres to the economy of the region.

The Plan to grow Tourism up to 2021 also firmly sets a context for the development of a BID for Dungannon. The plan outlines three key tourism strands, which have potential to expand the tourism offer in Mid Ulster – the links to Seamus Heaney, Outdoor Activities and Archaeological sites, the History and Heritage of the island of Ireland, Northern Ireland and the area itself. The plan defines ambitious targets for growth – to grow the visitor economy to £50m by 2021.

Business Survey

The key findings for Dungannon are:

- 23% of respondents were Independents, 15% Multiples.
- 79% of respondents are responsible for paying the business rates directly and consequently would be eligible to vote if included in the BID area.
- 79% of respondents had been operating for more than 10 Years.
- 46% of respondents said that their turnover had increased over the past year and 31% said it had remained the same.
- 29% reported a marketing spend of over £5,000 per annum.
- Asked 'How would you rate the current marketing of the town Centre', 14% of respondents said it was good. Over 64% said it was poor or very poor.
- 33% are a member of a Business Association such as Chamber of Commerce or Federation of Small Businesses and 67% of these rated this membership as satisfactory or successful.
- The following were seen as the key priorities by respondents with percentages indicating the number supporting for these initiatives:
 - Raising the profile of the Town centre – 100%
 - Promoting the Town Centre's independent businesses – 100%
 - Attracting quality new businesses to the Town centre – 100%
 - Access into and around town – 100%
 - Increase the number of car parking spaces – 100%
 - Enhanced street cleansing including removal of chewing gum and graffiti – 100%
 - More independent businesses – 100%
 - Attract creative businesses – 100%
 - Business crime reduction initiatives – 93%
 - Developing a cohesive marketing strategy – 93%
 - Helping existing businesses expand – 93%
 - New seasonal events to create an all year calendar – 93%
 - More events for families and children – 93%
 - Car parking discount scheme – 93%
 - Improve appearance of empty shops – 93%
 - Building / façade lighting – 93%
 - Attract major employers – 93%

Workshops

A series of workshops were held with Dungannon Regeneration Partnership and an open workshop for all local businesses within the identified BID area was facilitated as part of the Feasibility Study process from January to February 2019. The purpose of these workshops was to introduce and explain the BID process, look at best practice and the impact/benefits of BIDs elsewhere, discuss the emerging issues as a result of the Business Survey and consider the initial financial analysis. An experienced BID Development Manager who had successfully taken Belfast Linen Quarter to ballot in

2018 gave a presentation and answered questions on his experiences of the BID development process.

While it would be unrealistic to expect an overwhelming consensus at this early stage of the process, we do look for a small nucleus of local businesses who understand the BID concept and are supportive of the idea of moving to full development phase. Our experience has shown that this could lay the foundation for a successful future BID.

In Dungannon, there was a very high turnout to the BID workshops and a good response to the online survey, indicating a degree of interest in the BID concept as a regeneration tool. 73% of those surveyed indicated that they had a sound understanding of the BID concept, the potential benefits, the role of businesses and the timescales for delivery. Members were aware of BIDs in other parts of NI, the potential benefits for the town and its role in the wider regeneration process. Following a detailed presentation and a question and answer session on the legislative process, timescales for delivery of a BID to ballot and other management and governance issues, there was a productive discussion around some of the issues, summarised below.

- Dungannon has an unusual make-up for a town centre location as retail only makes up 36% of the total levy.
- There is a higher than average level of vacant premises (14%) which will require a different emphasis for the BID and a focus for the BID development process and Business Plan as it will have to incorporate the needs of property owner rate payers. This was a key discussion issue, particularly in the Town Centre Forum and was highlighted in the case study examples. There was a desire to look at a substantial capital investment programme to address this key issue and build on the considerable research and investment to date by the Regeneration Partnership and key stakeholders.
- 6 out of the top 10 ratepayers by ratable value are public sector. This balance must be reflected in the BID initiatives.
- The workshops verified the results of the survey analysis. There was consensus amongst the businesses on the key issues to be addressed. Many issues scored 100% in the survey which is unusual at this early stage of the process.
- Marketing and Promotion of the town was a critical priority.
- Attracting all types of new businesses to the town centre. including new independents, commercial and creative industries. An investment marketing campaign would seem to be a good solution.
- Access and parking issues were discussed frequently.
- Enhanced street cleansing including removal of chewing gum and graffiti came up exceptionally high which suggests there is strong desire to re-instate civic pride and a sense of place.
- The BID could provide a mechanism to promote the interesting history and heritage of the town, maximising the asset of Ranfurly House to attract more day trippers and visitors.

- Collective procurement was also a priority issues for the BID to address. There was a high interest and discussion on how this worked in practice at the business workshop. There was a recognition that this would sit well with the initiatives to attract new investment and deal with the vacancy and dereliction issues.
- There was a recognition that any future BID would require the businesses to work closely with other stakeholders and use the BID levy effectively to support other funding programmes and regeneration projects.

Cookstown Town Centre

It is vital that a BID feasibility is considered within the context of other major economic development and inward investment and infrastructural improvements for the city as set out in the overarching strategic context. It is also important to understand the existing partnerships and key agencies with a remit in the town centre.

The Cookstown Town Centre BID Feasibility Study has been facilitated by the Regeneration Manager who has responsibility for working with the local businesses and key stakeholders to develop the Town Centre. There is a Town Centre Forum made up of key public and private sector holders, which is supported by the Council.

A Town Centre Positioning Study took account of the Cookstown Town Centre Masterplan and, following wide engagement with key stakeholders, a Positioning Statement was agreed for the town centre to guide and stimulate development and regeneration initiatives.

“Refreshing a successful, yet plateauing, brand, Cookstown should further develop its role as a multi-functional market town at the heart of Mid Ulster, renowned for its mile of shopping, attractive, safe environment and lively day and night time economy. The town should also aspire to become an outdoor hub for the wider destination, capitalising on the tourism potential of Davagh Forest, Lough Neagh and The Sperrins. The town will utilise its strong retail offer, build on its hospitality and welcome, people, food & drink and accommodation. Being healthy, happy and hopeful should be part of an overall ‘lifestyle’ offer to both locals and visitors alike.”

The Positioning Study research identified some further opportunities for the Town Centre including:

- Build on the Public Realm work by creating green & social Spaces, deliver events such as a Mardi Gras Type Festival, Family Fun Days etc.
- Exploit the local food culture to provide a USP.
- Cookstown is a Historical Market Town and needs to make more of this asset
- The outdoor lifestyle concept needs to be developed particularly with its proximity to the Dark Skies & Davagh Forest. Potential to create a visitor hub.
- Burnavon could function even better as a Town Centre Hub.

- Further, Develop Early & Night Time Economy.
- Maximise the asset that is the Christmas Lighting – the most spectacular in NI.

The Economic and Regeneration Strategy “Our Plan for Growth” 2015-2020 reflects the aim, vision and objectives of the **Council’s Corporate Plan 2018 – 2023 and Community Plan 2017-2030** and sets out the strategic context for the development of a BID. The plan will “enable economic growth, sectoral diversification, employability and skills, town and village regeneration and infrastructure and connectivity throughout the Mid Ulster district”.

This strategy highlights the importance of the manufacturing base, the emerging tourism potential and the distinctive multi-functional town centres to the economy of the region.

The Plan to grow Tourism up to 2021 also firmly sets a context should the development of a BID be considered in Cookstown. The plan sets out three key tourism strands, which have potential to expand the tourism offer in Mid Ulster – the links to Seamus Heaney, Outdoor Activities and Archaeological sites, the History and Heritage of the island of Ireland, Northern Ireland and the area itself.

The plan defines ambitious targets for growth – to grow the visitor economy to £50m by 2021.

Business Survey

The key findings are:

- 63% of respondents were Independents, 6% Multiples.
- 81% of respondents are responsible for paying the business rates directly and consequently would be eligible to vote if included in the BID area.
- 63% of respondents had been operating for more than 10 Years.
- 7% of respondents said that their turnover had increased over the past year and 53% said it had remained the same.
- 7% reported a marketing spend of over £5,000 per annum.
- Asked ‘How would you rate the current marketing of the town Centre’, Over 56% of respondents said it was good. 19% said it was poor or very poor.
- 40% are a member of a Business Association such as Chamber of Commerce or Federation of Small Businesses and 83% of these rated this membership as satisfactory or successful.

The following were seen as the key priorities by respondents with percentages indicating the number supporting for these initiatives:

▪ Raising the profile of the town	92%
▪ Attracting new Independent Businesses	92%
▪ Attracting Creative Industries	92%
▪ Collective Procurement	92%
▪ Business Crime Reduction	90%
▪ Developing a Cohesive Marketing Strategy	86%
▪ Greater Lobbying and Influence	85%

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|---------------------------|-----|
| ▪ Improving internet / IT | 80% |
| ▪ Car parking/access | 80% |

Workshops

A series of workshops were held with Cookstown Town Centre Forum and an open workshop for all local businesses within the identified BID area were facilitated as part of the Feasibility Study process during the period January to February 2019.

The purpose of these workshops was to introduce and explain the BID process, look at best practice and the impact/benefits of BIDs elsewhere, discuss the emerging issues from the survey analysis and consider the financial analysis.

While it would be unrealistic to expect an overwhelming consensus at this early stage of the process, we do look for a small nucleus of local businesses who understand the BID concept and are supportive of the idea of moving to full development phase. Our experience has shown that this lays the foundation for a successful future BID.

There was, in general, a sound understanding of the BID concept, the role of businesses and the timescales for delivery. Members were aware of BIDs in other parts of NI, the potential benefits for the town and its role in the wider regeneration process. Following a detailed presentation and a question and answer session on the legislative process, timescales for delivery of a BID to ballot and other management and governance issues, there was a productive discussion around some of the issues, summarised below.

- Cookstown is a very heavily retail dominated BID by both number and rateable value (64%) with relatively low representation from other sectors. This will provide the focus for the BID development process and Business Plan.
- There is a high representation of multiple retailers in the top 10 ratepayers by rateable value, with the independent businesses more dominant by number. This balance must be reflected in the BID initiatives.
- The BID presented a great opportunity to position and promote the town utilising the Town Centre brand.
- The BID could provide a mechanism for town centre businesses to capitalise on a new outdoor activity visitor market currently visiting Davagh Forest and the Sperrins.
- The workshops verified the results of the survey analysis which identified raising the profile of the town sustainable marketing campaign, attracting new Independent Businesses and collective procurement as the priority issues for the BID to address. Also, interestingly, attracting new creative industries was key, perhaps reflecting the desire to attract a new visitor market.
- Vacancy levels within the proposed BID area are around 9%, which is below the NI average. It was raised as an issue at consultation and reflected in the desire to attract new independent retail and creative industries. An investment marketing campaign would seem to be a good solution rather than capital investment, which would take up a significant budget.

- Business Crime Reduction was also raised as an important issue yet the relatively low crime figures do not support this concern. There is perhaps more of an issue with perception. This should be explored more fully at development stage.
- Access and car parking featured highly but are extremely expensive to deliver. It would be important to consider this against other priorities for the BID Levy budget.
- Businesses welcomed a key role of a BID to provide a vehicle for local businesses to communicate and have a collective voice and influence in the future of the town.

Coalisland Town Centre

It is vital that a BID feasibility is considered within the context of other major economic development and inward investment and infrastructural improvements for the city as set out in the overarching strategic context. It is also important to understand the existing partnerships and key agencies with a remit in the town centre.

The Coalisland Town Centre BID Feasibility Study has been facilitated by the Regeneration Manager who has responsibility for working with the local businesses and key stakeholders to develop the Town Centre. There is a Town Centre Forum made up of key public and private sector holders, which is supported by the Council.

The vision for Coalisland in the Coalisland Development Framework was that ***“by 2030 Coalisland has built on its success as an attractive and unique service centre. The area around the Cornmill has been transformed by high quality public realm improvements to form the heart of the town centre. It is multi-functional, high quality place for people to meet, live, local events to take place and providing a diverse range of independent retail and recreational uses. The canal as a resource is maximised and the former clay pits are developed for a range of uses that integrate with and compliment the Town Centre.”***

Opportunities for Coalisland highlighted in the framework included:

- To redevelop vacant and under used sites
- Potential to create a vibrant heart to the town centre
- To exploit some of the existing surrounding assets such as the clay pits, canal corridor
- Marketing and promotion of the town to increase the attraction of tourists

The Economic and Regeneration Strategy “Our Plan for Growth” 2015-2020 reflects the aim, vision and objectives of the **Council’s Corporate Plan 2018 – 2023 and Community Plan 2017-2030** and sets out the strategic context for the development of a BID. The plan will “enable economic growth, sectoral diversification, employability and skills, town and village regeneration and infrastructure and connectivity throughout the Mid Ulster district”.

This strategy highlights the importance of the manufacturing base, the emerging tourism potential and the distinctive multi-functional town centres to the economy of the region.

The Plan to grow Tourism up to 2021 also firmly sets a context for the development of a BID for Coalisland. The plan sets out three key tourism strands, which have potential to expand the tourism offer in Mid Ulster – the links to Seamus Heaney, Outdoor Activities and Archaeological sites, the History and Heritage of the island of Ireland, Northern Ireland and the area itself.

The plan defines ambitious targets for growth – to grow the visitor economy to £50m by 2021.

Business Survey

The key findings are:

- 67% of respondents were Independents, none were multiples.
- 100% of respondents are responsible for paying the business rates directly and consequently would be eligible to vote if included in the BID area.
- 67% of respondents had been operating for more than 10 Years.
- 17% of respondents said that their turnover had increased over the past year and 33% said it had remained the same.
- 17% reported a marketing spend of over £5,000 pa.
- Asked 'How would you rate the current marketing of the town Centre', none of respondents said it was good. 100% said it was poor or very poor.
- None of the respondents are a member of a Business Association such as Chamber of Commerce or Federation of Small Businesses.
- The following were seen as the key priorities by respondents with percentages indicating the number supporting for these initiatives:
 - Raising the profile of the town centre – 100%
 - Developing a cohesive marketing strategy – 100%
 - Promoting the town centre's independent businesses – 100%
 - More festival and culture events – 100%
 - More Christmas activities and attractions – 100%
 - New seasonal events to create an all year round calendar – 100%
 - More events for families and children – 100%
 - More business events – 100%
 - Access into and around town – 100%
 - Increase the number of car parking spaces – 100%
 - Better signage into town for vehicles – 100%
 - Better wayfinding signage and maps in town for pedestrians – 100%
 - CCTV – 100%
 - Enhanced street cleansing including removal of chewing gum and graffiti – 100%

- Improve appearance of empty shops – 100%
- Improve paving, greenery and street furniture – 100%
- Building / façade lighting – 100%
- More independent businesses – 100%
- Attract professional services – 100%
- Business incubation and acceleration initiatives – 100%
- Business crime reduction initiatives – 100%
- Better internet and IT connectivity – 100%
- Collective procurement schemes to reduce business costs – 100%
- Better business to business communication – 100%
- Better business to business trading opportunities – 100%
- Appropriate training e.g. IT, Personnel, customer service – 100%
- More business networking opportunities – 100%
- Provision of business data and intelligence – 100%

Maghera Town Centre

It is vital that a BID feasibility is considered within the context of other major economic development and inward investment and infrastructural improvements for the city as set out in the overarching strategic context. It is also important to understand the existing partnerships and key agencies with a remit in the town centre.

The Maghera Town Centre BID Feasibility Study has been facilitated by the Regeneration Manager who has responsibility for working with the local businesses and key stakeholders to develop the Town Centre. There is a Town Centre Forum made up of key public and private sector holders, which is supported by the Council.

In the “physical development framework and action plan for Maghera for 2017 – 2030”, the vision for Maghera was that it “will be a vibrant, welcoming place where people work in partnership to create a thriving town reflecting its unique culture and heritage”.

The outcomes from the action plan included:

- Maghera will be positioned as an important heritage/historical/medieval destination town.
- Maghera will use its heritage and historical assets and resources to contribute to the wider visitor offer including Seamus Heaney HomePlace, Outdoor Recreation and Heritage.
- Maghera will provide a welcoming, aesthetically pleasing, accessible and functioning streetscape.
- Maghera will be a good place to do business or to operate business from.
- Maghera will be a place people want to visit and when they do for the first time will want to return.
- Maghera will be known as a community which respects its natural and built assets, maintains them and adds value to them.

- Maghera will be easily accessible for people who want or require to stop in it and efficient to go through for people for which it is a location on an onward journey.

The Economic and Regeneration Strategy “Our Plan for Growth” 2015-2020 reflects the aim, vision and objectives of the **Council’s Corporate Plan 2018 – 2023 and Community Plan 2017-2030** and sets out the strategic context for the development of a BID. The plan will “enable economic growth, sectoral diversification, employability and skills, town and village regeneration and infrastructure and connectivity throughout the Mid Ulster district”.

This strategy highlights the importance of the manufacturing base, the emerging tourism potential and the distinctive multi-functional town centres to the economy of the region.

The Plan to grow Tourism up to 2021 also firmly sets a context for the development of a BID for Maghera. The plan sets out three key tourism strands, which have potential to expand the tourism offer in Mid Ulster – the links to Seamus Heaney, Outdoor Activities and Archaeological sites, the History and Heritage of the island of Ireland, Northern Ireland and the area itself.

The plan defines ambitious targets for growth – to grow the visitor economy to £50m by 2021.

Business Survey

The key findings are:

- 23% of respondents were Independents, 8% Multiples.
- 93% of respondents are responsible for paying the business rates directly and consequently would be eligible to vote if included in the BID area.
- 57% of respondents had been operating for more than 10 Years.
- 57% of respondents said that their turnover had increased over the past year and 29% said it had remained the same.
- 7% reported a marketing spend of over £5,000 pa.
- Asked ‘How would you rate the current marketing of the town Centre’, none of respondents said it was good. Over 92% said it was poor or very poor.
- 29% are a member of a Business Association such as Chamber of Commerce or Federation of Small Businesses and 67% of these rated this membership as satisfactory or successful.
- The following were seen as the key priorities by respondents with percentages indicating the number supporting for these initiatives:
 - Promoting the Town Centre’s independent businesses – 100%
 - Attracting quality new businesses to the Town Centre – 100%
 - Increase the number of car parking spaces – 100%
 - Enhanced street cleansing including removal of chewing gum and graffiti – 100%
 - Business crime reduction initiatives – 100%

- Better internet & IT connectivity – 100%
- Better business to business trading opportunities – 100%

SECTION FOUR: RECOMMENDATIONS, ASSESSMENT OF RESOURCES AND PROPOSED TIMETABLE FOR FULL BID DEVELOPMENT

Critical Success Factors

Utilising the experience of developing all 8 BIDs in Northern Ireland and over 105 BIDs across the UK, Europe and further afield, we have applied a number of critical success factors for successful BID development which has been applied to each of the five towns in this Feasibility Study.

- Robust engagement with potential levy payers from the outset in designing a BID.
- Take advantages of natural geographic connections and common issues.
- Concentrate benefits in a defined area and don't attempt to spread benefits over too wide a geography.
- Listening to business and sharing examples of success elsewhere.
- Having key influencers as BID Champions and advocates.
- Developing projects that make and demonstrable difference, quickly.
- Align business feedback with clear project objectives.
- Aligning the levy percentage or structure to raise adequate funds to deliver the projects.
- Levy investment contributions must be seen to be fair and equitable.
- Demonstrate added value by leveraging additional investment.
- Work with a manageable number of businesses where priorities have alignment and convergence.
- Communicate concisely and clearly always demonstrating benefits and value

Dungannon Town Centre

Based on the financial land analysis and consultations for each of the five town centres, and the review of the Critical Success Factors as set out above, it would seem that Dungannon may be the most appropriate town (of the five towns being appraised) for the development of a BID. However, that said, if any future BID was to be developed it must have the buy-in from all relevant stakeholders in the town and not duplicate any other actions being progressed in the town.

In terms of guiding principles in determining recommendations, the key test is the ability of the BID proposals to make a tangible impact in a given area with the amount of money available. Too big or disjointed an area or too many sectors to contend with may mean that it is difficult to show impact particularly of physical/ground based works. In general, terms it is better to start small, under promise and over deliver.

Having made a comprehensive assessment of the current situation, we would highlight some key elements, which have informed our recommendations for Dungannon Town Centre.

- **The research and consultation process shows clear areas of both consensus and concerns that need to be considered.**

- **The recommended geographical boundary and sectoral make up will allow for a co-ordinated and focused approach. However, this requires more consideration once a task group is formed.**
- **The revenue generated from the BID levy will deliver a meaningful impact on the issues raised in the consultation process and will allow real and tangible improvements to be made.**
- **We recommend an independent, not for profit company should manage the BID**
- **There is evidence of a nucleus of businesses representatives in the town that could form a business led Task Group to lead any future to BID development stage, should the town decide to proceed.**

Preliminary Project Areas

The preliminary market research and consultation indicates that there is good consensus in terms of the types of issues that are important, across the sectors. It is recommended that the BID Business Plan focuses on 2-3 priorities in the first 5 year term, rather than spreading the budget too finely and risk not being able to demonstrate impact and commercial benefit. The priority areas are:

- 1. Initiatives which address long term vacancy and dereliction, bringing them back into productive use. This will require a combination of capital investment and investment marketing projects. This will require significant funding, therefore the role of the BID and the allocation of the BID levy will have to be carefully considered.**
- 2. Marketing & Promotion projects which combine traditional marketing with digital marketing with a focus on building customer loyalty and raising civic pride. Shop local programmes and loyalty cards can be particularly effective.**
- 3. Reducing Business Costs through collective buying initiatives**

A BID is an ideal vehicle to assist businesses to communicate effectively, have more influence on the future direction of the town centre and lobby for change

In Dungannon if a BID was considered appropriate, then sensitivity would be required with regards to any existing arrangements that other organisations may have such as the Regeneration Partnership and Trader's Association. This is not only to co-ordinate, assimilate and add value to existing work effectively but also to avoid any duplication and controversy which in business planning and campaigning terms will have a negative effect. Where people are already paying fees, it will be important to work out a structure, which is beneficial to all and where businesses are not burdened with separate bills.

BID Funding Projections

Going forward a future BID would formally contain 456 business rated units

(hereditaments) with a total Rateable Value of £5,207,300m.

It is our opinion based on the consultation and financial analysis that the working assumption should be a 2% levy, which would raise approximately £104,146 per annum and £520,730 over the 5 year BID term. This would allow sufficient resources to develop and implement projects as well as the ability to provide a tangible difference.

Voluntary Contributions & Fee Income

Please note that most BIDs aim to, and succeed in, generating 20% in voluntary contributions/fee income annually in addition to the BID levy. The 'rule of thumb' is to try and aspire to cover all running costs (averaging 20% at present).

BID Delivery Model

The key elements in considering a delivery organisation is the confidence and credibility it will generate amongst the voting organisations. Even if the projects appeal most businesses will also seek real 'control' and 'independence' for the set up as a price for a positive vote.

This has been reflected in almost all the successful BIDs so far with a not for profit 'company limited by guarantee' the favoured option. The Board of this company would normally be elected at least annually from the BID levy payers.

In any BID set up 'form should follow function' so beyond the key consideration that it should be a legal entity in its own right directly accountable to BID levy payers, it is not crucial that the exact structure be settled on now but that it is revisited during the development stage.

Indicative Timetable for BID Development

The development of a BID is likely to take at least 12 months. The timetable overleaf sets out the key milestones if the decision was taken to pursue the development of a BID.

Phase	Key Milestones	Estimated Date
Foundation Phase		
	Complete Feasibility Study	Month 0
	Secure Resources for Development & Campaign Phase	Month 1
	Agree Preliminary Study Area	Month 2
	Agree Preliminary Ballot Date	Month 3
Development Phase		
	Project Support in Place	Month 4
	Set Up BID Task Group	Month 5
	Complete Detailed Consultation	Month 6
	Agree Initial Project Lists & Costs	Month 7
	Agree Baseline Statements	Month 7
	Agree Delivery Model	Month 7
	Agree Operating Agreement	Month 8
	Agree Final BID Area	Month 9
	Agree Business Plan	Month 9
Campaign Phase		
	Agree Formal Ballot Process	Month 9
	Agree Champions, Campaign Methods & Material	Month 9
	Campaign Period	Month 10
	Formal Ballot Notification	Month 10
	Formal Ballot (42 days/Postal)	Month 11/12

Resources Assessment

Detailed below is our estimation of the resources and relevant costs for the development of the BID.

The costs set out above may on initial inspection seem high but have to be considered against the fact that if the BID is successful it could generate £520,000 over five years which would be considered a good return.

Item	Detail	Cost
Project Staff	*BID Staff member to help deliver Development & Campaign work on the ground	£30,000
Office Costs	IT, Stationery, Postage	£2,500
Marketing & Communication	Business Engagement, Online and Printed Collateral, Business Plan	£5,000
Legal & Financial	Ballot Costs	£2,500
Consultancy Support	Specialist Advice, Template Documents, Negotiations, Regulatory Adherence	£10,000
Total		£35,000

* Staff Member is based on a full time 37.5 hour working week. This staff member can be appointed in a number of ways – either directly by the Council or other organisation such as Town Centre Management body or formally employed by the supporting consultancy firm in order that they are seen as an ‘independent broker’ and the project is not seen as ‘council driven’.

Funding BID Development and Campaign Phases

It is usual for Councils to make a full or part contribution to the costs of developing a BID. Some locations ‘second’ appropriate staff. Many provide office & administration costs in-kind. This means there is a substantial reduction in the development finance required. It is also important to point out at this stage however, that the BID development process is not a ‘bolt on’ activity to a current role. The demands of the process are high, with skilled and experienced people needed to carry through a wide set of roles and activities. A crucial element is the individual face-to-face discussions with potential levy payers which are time consuming but, in our experience, essential.

Next Steps

If the decision was made to go down the BID route and pursue the Development and Campaign Phase, then the following key steps will be required in the immediate short term:

1. **Formal decision taken to proceed to Development and Campaign Phases.**
2. **Secure necessary resources for next phases through public and private sectors including costs for dedicated staff support and a project fund.**
3. **The creation of a BIDs Task Group with business members and the public agencies (no more than 15) who are able to commit 1 hour per week in time over the next 12 months. The BID Task Group members should ideally be potential levy payers and be representative of the preliminary BID area in terms of sector and numbers.**

A full Development Plan including legal protocol and timescales is included in the Dungannon Town Centre detailed report, should the town wish to pursue a BID.

NB: Since NI BIDs completed the Mid Ulster BIDs Feasibility Study, another Vacancy/Dereliction Project is being progressed by Dungannon Regeneration Partnership to tackle the high levels of vacant and derelict premises in Dungannon over the next 3 years. This project is funded by Mid Ulster District Council, Dungannon Enterprise Centre and Dungannon Traders Association with a pending gap-funding request with Department for Communities for consideration. Dungannon Regeneration Partnership has clearly articulated its views to Council that (subject to funding), it believes a Vacancy/Dereliction Project should be undertaken first and when complete, a review take place at that juncture on the appropriateness of developing a BID for Dungannon.

Magherafelt Town Centre

Based on the financial analysis and consultations and the review of the Critical Success Factors as set out above, it is recommended that a BID for Magherafelt Town Centre is viable, however, given the relatively low levels of engagement from the business community at this stage, the decision on whether to proceed to full BID development should be reviewed at a later date and with further consultation and engagement with the local business community.

Preliminary Project Areas

The preliminary market research and consultation indicates that there is good consensus in terms of the types of issues that are important, across the sectors.

1. **Marketing & Promotion, building on the Magherafelt Brand including digital and social media platforms.**
2. **Environmental Improvements to enhance the Public Realm and periphery areas of the town.**

- 3. Reducing Business Costs.**
- 4. Business Support & Advocacy.**

Sensitivity would be required with regards to any existing organisations, such as the Chamber and Town Centre Forum. This is not only to co-ordinate, assimilate and add value to existing work effectively but also to avoid any duplication and controversy which in business planning and campaigning terms will have a negative effect. Where people are already paying fees, it will be important to work out a structure which is beneficial to all and where businesses are not burdened with separate bills.

BID Funding Projections

The BID Feasibility Study has identified a potential BID with over 392 business rated units (hereditaments) with a total Rateable Value of £4,362,110.

It is our opinion based on the consultation and financial analysis that the working assumption should be a 2% levy, which would raise approximately £87,000 per annum and £437,841 over the 5 year BID term. This would allow sufficient resources to develop and implement projects, and demonstrate impact and make a tangible difference.

Cookstown Town Centre

Based on the financial analysis and consultations and the review of the Critical Success Factors as set out above, it is recommended that a BID for Cookstown Town Centre is viable, but that given the issues surrounding the identification of the BID Boundary and the relatively low levels of engagement from the business community at this stage, the decision on whether to proceed to full BID development should be reviewed at a later date with further consultation and engagement with the local business community.

Preliminary Project Areas

The preliminary market research and consultation indicates that there is good consensus in terms of the types of issues that are important, across the sectors. The priority areas are:

- 1. Retail led marketing & promotional campaign, building on the Cookstown Brand and focusing on the quality of the retail offer and the balance of independent and national outlets**
- 2. Integrated digital and social media platforms and feasibility of a digitally based customer loyalty card**
- 3. Investment marketing campaign to attract new independent and creative businesses to locate in the town centre**
- 4. Reducing Business Costs through collective buying initiatives**
- 5. Collective Business Support & Advocacy**

Sensitivity would be required with regards to any existing organisations, such as the Chamber and Town Centre Forum. This is not only to co-ordinate, assimilate and add value to existing work effectively but also to avoid any duplication and controversy which in business planning and campaigning terms will have a negative effect. Where people are already paying fees, it will be important to work out a structure which is beneficial to all and where businesses are not burdened with separate bills.

BID Funding Projections

Going forward the BID would formally contain 401 business rated units (hereditaments) with a total Rateable Value of £6,430,300m.

It is our opinion based on the consultation and financial analysis that the working assumption should be a 2% levy which would raise approximately £128,606 per annum and £643,030 over the 5 year BID term. This would allow sufficient resources to develop and implement projects as well as the ability to provide a tangible difference.

Maghera Town Centre

Based on the financial analysis and consultations and the review of the Critical Success Factors as set out above, it is recommended that a BID for Maghera Town Centre is not viable, given the financial analysis which clearly shows that the amount generated from the BID levy would not have a significant impact on the regeneration of the town centre, when assessed against the costs of operating a BID. It is recommended that further intensive work is required to enhance the level of business engagement and alternative avenues to generate additional income are investigated.

In coming to this conclusion, we have set out an alternative route that allows for the level of business engagement and other work which will assist Maghera develop to its full potential.

The following work programme would allow for Council to engage more widely with local businesses and develop a collaborative framework to work together on agreed projects to develop the town centre.

Lead	Details	Timescales
Mid Ulster Council	Town Centre Forum works with Regeneration Manager to develop a Business Engagement Strategy	Months 1-3
Town Centre Forum	Implement Business Engagement Strategy including 1 to 1, sector based workshops & regular networking events	Months 4-11
	Develop comprehensive contact and relationship management business database	

	Identify business issues and develop preliminary project ideas to address these	
	Identify best practice projects and associated locations	
	Develop senior contacts with public agencies	
Mid Ulster Council / Town Centre Forum	Agree vehicle, protocol and funding avenues for future collaborative projects including an informal contribution based model	Months 12

Detailed below is our estimation of the resources and relevant costs for this development of the BID.

Item	Detail	Cost
Business Engagement facilitation	1.5 days per week	Existing Regeneration Manager Salary
Office & Administration	IT, Stationery, Postage	£1,000
Engagement & Communication Collateral	Market Research, Promotional & Engagement Material, Business Planning	£5,000
Total		£6,000

Coalisland Town Centre

Based on the financial analysis and consultations and the review of the Critical Success Factors as set out above, it is recommended that, similar to Maghera Town Centre, a BID for Coalisland Town Centre is not viable, given the financial analysis which clearly shows that the amount generated from the BID levy would not have a significant impact on the regeneration of the town centre, when assessed against the costs of operating a BID. Furthermore the Town Centre Forum is still very new. It is recommended that further intensive work is required to enhance the level of business engagement and alternative avenues to generate additional income are investigated.

In coming to this conclusion, we have set out an alternative route that allows for the level of business engagement and other work which will assist Coalisland develop to its full potential.

The following work programme would allow for Council to engage more widely with local businesses and develop a collaborative framework to work together on agreed projects to develop the town centre.

Lead	Details	Timescales
Mid Ulster Council	Town Centre Forum works with Regeneration Officer Manager to develop a Business Engagement Strategy	Months 1-3
Town Centre Forum	Implement Business Engagement Strategy including 1 to 1, sector based workshops & regular networking events	Months 4-11
	Develop comprehensive contact and relationship management business database	
	Identify business issues and develop preliminary project ideas to address these	
	Identify best practice projects and associated locations	
	Develop senior contacts with public agencies	Months 12
Mid Ulster Council / Town Centre Forum	Agree vehicle, protocol and funding avenues for future collaborative projects including an informal contribution based model	

Detailed below is our estimation of the resources and relevant costs for this development of the BID.

Item	Detail	Cost
Business Engagement facilitation	1.5 days per week	Existing Regeneration Manager Salary
Office & Administration	IT, Stationery, Postage	£1,000
Engagement & Communication Collateral	Market Research, Promotional & Engagement Material, Business Planning	£5,000
Total		£6,000



**Northern Ireland
Chamber of Commerce
and Industry**

APPENDIX 2

40 Linenhall Street
Belfast
BT2 8BA
accounts@northernirelandchamber.com
02890244113
VAT Reg No: 254 427 658

Mid Ulster District Council
Magherafelt Office
Ballyronan Road
Magherafelt
BT45 6EN

Account Number	ORG2016821151
Date	01/01/2020
Invoice Number	INV2019252897
PO Number:	

INVOICE

Transaction Date	Charge Reason	Charge Details	Membership	Net
01/01/2020	Membership		Corporate	£2,500.00

Terms & Conditions - 30 days from Invoice Date

Pay by Electronic Transfer:
Danske Bank
Account No: 11136488
Sort Code: 95-01-21

Pay by Debit/Credit Card Tel: 028 90244113

Total Net	£2,500.00
VAT	£500.00
Total Gross	£3,000.00

Communications
Partner



Chamber Patrons

graffon
recruitment

Investec
Wealth & Investment

CATERPILLAR

Danske Bank

DSV

Agnew Leasing

fona
CAB

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University

Ulster Bank

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QUEEN'S
UNIVERSITY
BELFAST

Pinsent Masons

Moy
park

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