

**DELIVERING  
MORE FOR  
CARDIFF,  
TOGETHER  
(2026-2031)**



**YOUR 8  
REASONS TO**

**VOTE  
YES**



**THIS JUNE**



**READ  
THE FULL  
BUSINESS PLAN**



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## ABOUT US

FOR Cardiff, the trading name of Cardiff BID Ltd., is the private, independent, not-for-profit organisation established in 2016 to run Cardiff's Business Improvement District (BID).

## WHAT IS A BUSINESS IMPROVEMENT DISTRICT?

A Business Improvement District (BID) is a defined area in which local businesses collaborate to fund projects and services, via a mandatory levy, that enhance their trading environment. These initiatives are additional to those provided by the local authority.

## 2026-2031:

# SEIZING OPPORTUNITY IN A TIME OF TRANSFORMATION



Cardiff is entering a pivotal period of transformation with major investment unlocking significant opportunity, while ongoing economic pressures continue to challenge businesses.

I am proud to lead an organisation that champions its members and provides a strong, unified voice for businesses at this defining moment.

From 4th June until 2nd July, you will be asked to vote on FOR Cardiff's Business Plan. Shaped by extensive member consultation, it outlines how we will address challenges and maximise opportunities.

FOR Cardiff will continue to provide leadership, advocacy and practical support to businesses in Cardiff city centre, building on a decade of impact.

In our third BID term, we will also expand to include the vibrant business community in Cardiff Bay, reflecting the full strength and diversity of our capital city.

This summary shows how Cardiff's people and businesses have shaped FOR Cardiff's Business Plan and highlights eight reasons to vote 'Yes' in the upcoming ballot, so we can deliver more for the city together.

Carolyn Brownell, Executive Director

**THE BUSINESS PLAN OUTLINES OUR PRIORITIES FOR 2026-2031 IN MORE DETAIL, AS WELL AS KEY GOVERNANCE AND FINANCIAL INFORMATION FOR OUR VOTERS.**

**TO READ THE FULL DOCUMENT, VISIT THE FOR CARDIFF WEBSITE VIA THE QR CODE ON THIS PAGE.**



# 8 REASONS TO VOTE YES TO MORE FOR CARDIFF 2026-2031

Insights from our extensive consultation have shaped FOR Cardiff's third term priorities, set out in this summary, directly responding to levy payer's priorities.



## MORE INVESTMENT FOR CARDIFF

Increased annual budget of 2.3 million to invest in making a safer, cleaner, greener city.

## A MORE CONNECTED CARDIFF



Champion making Cardiff an easy, accessible and well-connected city to travel into and around.

## A MORE JOINED-UP CITY



FOR Cardiff will include Cardiff Bay, making a stronger connection between the city centre and its waterfront.



## MORE FOR THE FUTURE

Build resilience and sustained success, focusing on practical support which supports our members.

## A MORE WELCOMING CARDIFF



Enhance the urban environment and build confidence and pride in the city, through a focus on cleanliness and safety.

## A STRONGER VOICE FOR YOU



Act as a unified voice, representing businesses and influencing decisions.

## MORE REASONS TO VISIT



Bring our capital to life with award-winning arts, culture and events that capture the true spirit and vibrance of Cardiff.

## MORE FOR YOUR PEOPLE



Support and invest in our member businesses and their workforce.

# 8 REASONS TO VOTE YES TO MORE FOR CARDIFF 2026-2031

## 1. MORE INVESTMENT FOR CARDIFF



Increased annual budget of 2.3 million to invest in making a safer, cleaner, greener city.

Businesses have consistently supported FOR Cardiff, with over 90% voting yes in 2021, reflecting strong confidence in our delivery and impact:

- 2016**  
 81% of city centre businesses voted to establish a BID.
- SINCE 2016**  
 12 million+ additional investment delivered:
  - ✓ A safer, cleaner and greener city centre.
  - ✓ Award-winning marketing campaigns, events and safety initiatives.
  - ✓ Strategic partnerships that built cohesion and resilience.
- 2021**  
 91% of members voted for a second FOR Cardiff term.
- 2026**  
 1.6% proposed levy rate for 2026-2031 will deliver:
  - ✓ £2.3 million per year (+£1M on current levels)
  - ✓ £11.5 million over 5 years, for Cardiff city centre and Cardiff Bay.

FOR Cardiff will also pursue additional income streams to broaden and enhance our delivery. During the current BID term, £562,000 of additional income has been secured to supplement the levy contributions from businesses.

Read the full Business Plan for more information on the levy:



A 'No' vote would mean losing this investment and FOR Cardiff's services, which would not be replaced after 30th November 2026, when the organisation would cease to trade.

# 8 REASONS TO **VOTE YES** TO MORE FOR CARDIFF 2026-2031



## 2. A MORE JOINED-UP CITY



Following strong support from members to expand the BID area, FOR Cardiff will include Cardiff Bay, making a stronger connection between the city centre and its waterfront.

Supporters recognise Cardiff's greatest opportunity lies in connectivity, and now is the time to realise it, with Cardiff Crossrail and a new arena in Cardiff Bay due in 2028.

Expanding the BID area will generate an additional £1 million investment every year of FOR Cardiff's third term (2026-2031).

Bringing Cardiff city centre and Cardiff Bay within a single BID area will strengthen the city's economy and improve alignment of Cardiff's commercial, cultural and visitor economies.

A 'No' vote would not only reject the extension into Cardiff Bay but would mean the loss of a BID for Cardiff and all the projects and campaigns it delivers.



# 8 REASONS TO VOTE YES TO MORE FOR CARDIFF 2026-2031

## 3. A MORE WELCOMING CARDIFF

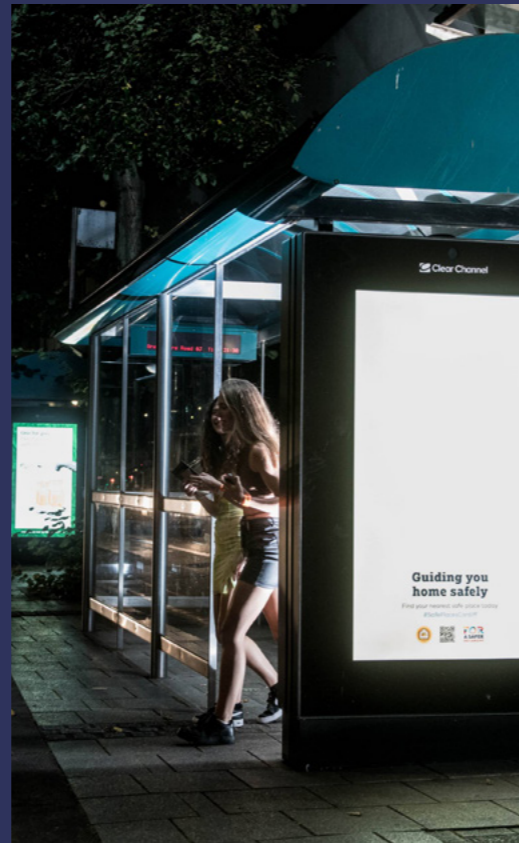


Focusing on cleanliness and safety which enhance the urban environment and build confidence and pride in the city.

Cleanliness ranked as a top priority for consultation respondents, second only to crime reduction, and with major infrastructure developments set to bring 1 million visitors annually to Cardiff, FOR Cardiff's enhanced cleansing services will be more vital than ever.

Our Cleansing Team will continue to exceed Council provision and ensure the city remains clean, welcoming and well-managed through rapid response and needle removal services.

Cardiff's nighttime economy is central to its success. We will continue to enhance safety through our **Taxi Marshal** service, **Cardiff Against Business Crime (CABC)** and **CityNet Radio**, alongside promoting and supporting national initiatives including **Safe Places**, **Cardiff Alcohol Partnership (CAP)** and **Ask for Angela**.



# 8 REASONS TO VOTE YES TO MORE FOR CARDIFF 2026-2031

## 4. MORE REASONS TO VISIT



We will continue bringing our capital to life with award-winning arts, culture and events that capture the true spirit and vibrance of Cardiff, celebrating the people and places that make it extraordinary and connecting the city centre and Cardiff Bay with joined-up experiences.

### Taking Legacy into Future Opportunities

With Cardiff set to host major international events such as the Tour de France in 2027 and the opening match of the UEFA EUROs in 2028, FOR Cardiff will continue to deliver campaigns, events and activations which create lasting cultural, social and economic legacy for our city.

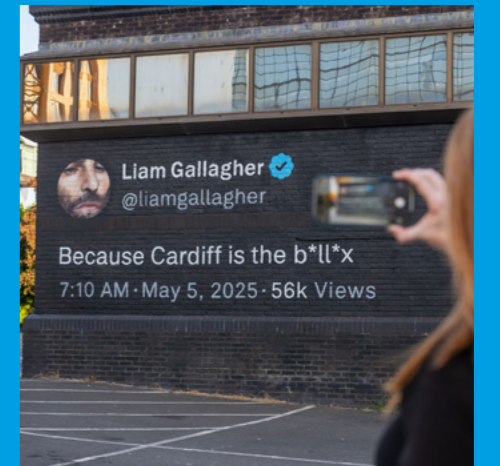
We will strengthen our award-winning City of Arcades to include Cardiff Bay, delivering high-impact campaigns that drive footfall, enhance reputation and attract investment.

We will continue to commission major Christmas installations and seasonal experiences that animate the city and encourage exploration, while delivering targeted initiatives during quieter trading periods to stimulate footfall.

FOR Cardiff will actively promote our member businesses through our digital channels, helping to drive visibility, footfall and spend across the city.

As Cardiff increasingly attracts major international touring acts, we will collaborate with businesses to maximise these moments, creating city-wide activations that turn headline events into shared economic opportunity and long-term legacy.

Public art will remain central to our plans, with partnerships delivering temporary and permanent installations that celebrate the city's creativity, culture and diversity.



# 8 REASONS TO **VOTE YES** TO MORE FOR CARDIFF 2026-2031

## 5. A MORE CONNECTED CARDIFF



Champion making Cardiff an easy, accessible and well-connected city to travel into and around.

Our consultation highlighted that **reliable, cost-effective transport is central to our members' needs**. FOR Cardiff will continue to **represent our members and advocate** on strategic decisions about transport and connectivity.

We will also play a practical role, **keeping members informed of upcoming travel changes, major event arrangements and infrastructure developments**, to ensure businesses can plan and operate with confidence.

In addition, we will continue to **provide mobility-focused initiatives** to facilitate travel around Cardiff, including bike repair workshops.



## 6. MORE FOR THE FUTURE



Build resilience and sustained success, focusing on practical sustainability support for our members.

Our members recognise that long-term economic growth and commercial resilience are intrinsically linked to environmental responsibility, workforce wellbeing and strong governance.

FOR Cardiff will focus on **practical and credible sustainability and Environmental, Social Governance (ESG) activity, which will help our members achieve their own sustainability commitments**. We will map the social value of the work we deliver to understand the wider impact our members are making beyond financial investment. Our aim is to become a leader in the BID industry with a range of practical initiatives focussing on biodiversity, volunteering opportunities, and environmental improvements, that build a resilient Cardiff which will stand the test of time.



**DOWNLOAD OUR ESG STRATEGY**

## 7. A STRONGER VOICE FOR YOU



Act as a unified voice, representing businesses and influencing decisions.



As the **representative for businesses in Cardiff city centre and Cardiff Bay**, FOR Cardiff will continue to champion the city at both Welsh and UK levels. We understand the local, regional and national challenges our members face and **actively engage on at a cross-party level, including direct engagement on transport, safety and national policy impacting city centre trading conditions**.

We will build on the strong platform developed in the current BID term which involved: creating a direct opportunities for our members to engage with politicians via our first Cardiff Member's Hustings event; detailed representations on issues such as the visitor levy bill to ensure the voice of businesses is taken into account in how funds are spent; and responding to ongoing consultations such as the revised local development plan.



# 8 REASONS TO **VOTE YES** TO MORE FOR CARDIFF 2026-2031

## 8. MORE FOR YOUR PEOPLE



Support and invest in our member businesses and their workforce.

- Training**  
We will continue to deliver training covering a range of topics including Mental Health Awareness, Fire Safety, EDI, and sustainability.
- Equality City**  
FOR Cardiff's initiative aims to make Cardiff a city that aims to embed equality and diversity best practice into workplaces across Cardiff, and support action towards wider changes in policy, planning, and the public realm in relation to city life.
- The Card**  
The Card, which provides members with exclusive discounts for their teams and provides promotional opportunities for their businesses, remains one of our most popular initiatives and will be expanded so the Bay businesses and their staff can benefit from this perk.
- Internships**  
FOR Cardiff's internship scheme is delivered in partnership with Cardiff University's Student Futures Work Experience Team and connects FOR Cardiff levy-paying businesses with emerging talent and provides students with fair, Real Living Wage employment and invaluable industry experience. We work with partners to see how this scheme can develop and grow with other higher education providers.
- Connecting our Members**  
We will continue FOR Cardiff's networking events programme, bringing members together, building a strong business community and creating opportunities for collaboration. Alongside this, we will actively engage with our members, ensuring our activity reflects your priorities and responds to the challenges facing your business.



**78% OF SURVEYED MEMBERS RATED FOR CARDIFF'S NETWORKING EVENTS 5 STARS OR 'EXCELLENT'.**

# KEY BALLOT DATES 15TH MAY – 3RD JULY 2026

## 15TH MAY

### Notice of Ballot

Your ballot paper and pre-paid, branded envelope will be posted to your business address on or after this date.

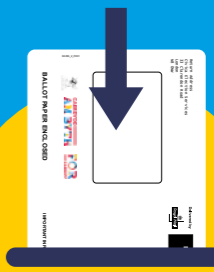


Look out for your ballot envelope

## 4TH JUNE

### Ballot opens

You can return your ballot paper from this date. If you have multiple votes, please return them all in their individual envelopes. Your ballot paper must be returned **VIA POST**



Post your ballot

## 2ND JULY

### Ballot closes.

To ensure your vote counts, you must return your ballot paper in the pre-paid envelope to arrive by **5pm** on this date.

## 3RD JULY

The ballot result will be posted on the FOR Cardiff website and social media.

forcardiff.com

Visit our website to see the results





**#MoreFORCardiff**

To support our commitment to sustainability, we are minimising printed materials. A digital version of this document in both English and Welsh, the full Business Plan and a list of FAQs can be found on our website. The Business Plan outlines our priorities for 2026-2031 in more detail, as well as key governance and financial information for our voters.

**Visit the FOR Cardiff website via the QR code on this page to read the full Business Plan.**

