



City Growth &

Committee Plan



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# Introduction

The City Growth and Regeneration Committee is responsible for the development and implementation of strategies, policies, programmes and projects directed to the regeneration and growth of the city in the context of the outcomes agreed in the community and corporate plans and other corporate strategy.

Its specific functions, as outlined within the Belfast City Council Constitution Appendix 3 – Standing Orders, include:

- Influencing and contributing to regional regeneration and growth strategies and activities
- Developing and implementing city-wide economic strategies and policies
- Managing and maximising the impact of major physical developments in the city
- Coordinating and promoting major city-wide events
- Sourcing and providing support to attract and utilise European and other grants which contribute to the growth of the city
- Providing support for economic development initiatives
- Supporting the development of culture, heritage and the arts
- Working with other agencies to promote Belfast as a key investment and tourism opportunity
- Developing programmes and actions to support local businesses and attract inward investment
- Managing the Council's markets and maximising their benefit to the city
- Influencing and contributing to strategies and policies affecting skills, employability, transportation and energy in the City
- Overseeing the delivery of the following services:
  - Economic Development;
  - Tourism;
  - Culture and Arts;
  - European and International Relations;
  - City Markets;
  - City Events;
  - Belfast Castle;
  - Malone House;
  - Belfast Zoo;
  - City Centre Development; and
  - The transferring car parks.

# Committee Membership

 <p><a href="#"><u>Cllr Ian McLaughlin</u></a> (Chair) Party: Democratic Unionist Party District Electoral Area: Court</p>	 <p><a href="#"><u>Cllr Joe Duffy</u></a> (Deputy Chair) Party: Sinn Fein District Electoral Area: Collin</p>	 <p><a href="#"><u>Cllr Fiona McAteer</u></a> Party: Alliance Party District Electoral Area: Titanic</p>
 <p><a href="#"><u>Ald James Lawlor</u></a> Party: Democratic Unionist Party District Electoral Area: Ormiston</p>	 <p><a href="#"><u>Cllr Christina Black</u></a> Party: Sinn Fein District Electoral Area: Court</p>	 <p><a href="#"><u>Cllr Sarah Bunting</u></a> Party: Democratic Unionist Party District Electoral Area: Balmoral</p>
 <p><a href="#"><u>Cllr Séamas de Faointe</u></a> Party: Social Democratic and Labour Party District Electoral Area: Lisnasharragh</p>	 <p><a href="#"><u>Cllr Sammy Douglas</u></a> Party: Democratic Unionist Party District Electoral Area: Titanic</p>	 <p><a href="#"><u>Cllr Aine Groogan</u></a> Party: Green Party District Electoral Area: Botanic</p>
 <p><a href="#"><u>Cllr Eric Hanvey</u></a> Party: Alliance Party District Electoral Area: Lisnasharragh</p>	 <p><a href="#"><u>Cllr Donal Lyons</u></a> Party: Social Democratic and Labour Party District Electoral Area: Balmoral</p>	 <p><a href="#"><u>Cllr Áine McCabe</u></a> Party: Sinn Fein District Electoral Area: Black Mountain</p>
 <p><a href="#"><u>Cllr Siobhan McCallin</u></a> Party: Sinn Fein District Electoral Area: Collin</p>	 <p><a href="#"><u>Cllr Andrew McCormick</u></a> Party: Democratic Unionist Party District Electoral Area: Ormiston</p>	 <p><a href="#"><u>Cllr Emmet McDonough-Brown</u></a> Party: Alliance Party District Electoral Area: Botanic</p>
 <p><a href="#"><u>Cllr Conor McKay</u></a> Party: Sinn Fein District Electoral Area: Botanic</p>	 <p><a href="#"><u>Cllr Ronan McLaughlin</u></a> Party: Sinn Fein District Electoral Area: Black Mountain</p>	 <p><a href="#"><u>Cllr Luke Meenehan</u></a> Party: Sinn Fein District Electoral Area: Castle</p>
 <p><a href="#"><u>Cllr Sam Nelson</u></a> Party: Alliance Party District Electoral Area: Castle</p>	 <p><a href="#"><u>Cllr Tomás Ó Néill</u></a> Party: Sinn Fein District Electoral Area: Oldpark</p>	

# Belfast City Council Priorities

Since its launch in 2017 and subsequent refresh in 2024, the [Belfast Agenda](#) has been and remains a key city framework, coalescing partners beyond the core legislative requirements of community planning with a shared focus on addressing key city challenges. The approach adopted has enhanced the relationship between the public/statutory, voluntary, community and private sectors to drive forward real change, address inequalities and improve quality of life within and across the city

The Belfast Agenda sets out a bold level of ambition and demonstrates strong collective leadership commitment to delivering the long-term vision and outcomes previously agreed. It is both delivery and outcome focused and is positioned as an overarching city strategy which identifies the major transformational programmes and investment opportunities for the city. The strategy also sets out several specific ‘calls to action’ for local, regional and national partners to work together to bring forward important strategies, programmes and investment which will help deliver the city’s ambitions.

The council’s corporate plan reflects what people in Belfast have told us they want and the type of leadership they feel the city needs. It takes the priorities of the Belfast Agenda and sets out the ways in which the council will support and deliver these to grow a sustainable, inclusive economy and equitable society; and sets out the work we will do as an organisation to continually improve and develop to continue to deliver excellent services. The council’s five strategic themes are cascaded down from the Belfast Agenda and include:



1. **Theme 1: Our people and communities** - Making life better for all our residents.
2. **Theme 2: Our economy** - Creating inclusive, innovative and sustainable growth, learning and opportunity.
3. **Theme 3: Our place** - Creating a liveable and connected, vibrant and competitive city.
4. **Theme 4: Our planet** - Creating a sustainable, nature-positive city.
5. **Theme 5: Compassionate city** - Making Belfast a welcoming, caring, fair and inclusive city – leaving no one behind.

The City Growth and Regeneration Committee Plan is aligned to both the recently refreshed Belfast Agenda 2024-28 and newly developed Corporate Plan 2025-2028. It identifies the priorities that this committee will be focussed on over the year ahead and primarily relate to the 'Our Economy' and 'Our Place' themes. The key areas of work have been identified, and specific in-year deliverables are set out in the section that follows.



# Our Economy Priorities

To support our economy in 2026/27 we will:

Strategic Priority	In-Year Deliverables
Support business start-up and growth by managing and overseeing the delivery of the Northern Ireland Enterprise Support Service (NISS) and deliver targeted support in Belfast to meet funder and statutory targets	Undertake the 'Lead Council' role on delivery of NISS on behalf of the 11 councils to improve business start-up rates and support business growth. Undertake further work to develop a more sustainable funding model for the service and commence the commissioning process for service delivery beyond April 2027 (subject to available resources).
	Deliver a flexible menu of support through the Enterprise Support Service (Go Succeed) for Belfast entrepreneurs wishing to start a business; tailored support for existing businesses wishing to grow or scale including grant assistance to support their growth (subject to funding).
	Undertake targeted outreach and engagement, particularly where there is a need for cultural change amongst under-represented groups to attract more people into the entrepreneurial pipeline.
Support the development of the social enterprise sector	Develop the social economy sector by providing mentoring, workshops and upskilling support
	Support social enterprises to increase their levels of earned income and explore appropriate investment models to support this
Maximise the benefits emerging from Belfast Region City Deal (BRCD) and Dublin-Belfast Economic Corridor (DBEC)	Regular engagement with BRCD and Innovation City Belfast to ensure alignment of plans and programmes of support.
	Support delivery of the benefits of first phase of BRCD delivery by <ul style="list-style-type: none"> <li>• investing in business incubation support delivered by Studio Ulster &amp; the Ulster Screen Academy that aims to give creative businesses access a dedicated desk space for 6 months within a professional working Virtual Production studio and environment</li> <li>• promoting and supporting local SMEs to access opportunities emerging through BRCD investments and funding programmes.</li> </ul>
	Finalise and publish the Belfast Economic Proposition demonstrating the critical role of the city and the wider region in creating good jobs, supporting innovation and driving productivity; outlining the attributes that make our city an ideal destination for investment; and showcasing our innovation-driven indigenous businesses competing on a global scale or successfully trading around the world.
	Contribute to the development of a new strategic approach as part of the DBEC, focusing on promoting economic linkages along the corridor.
Establish Local Economic Partnership to support delivery of sub-regional economic development fund priority actions	Provide strategic leadership through the Local Economic Partnership (LEP) convening meetings and bringing partners together to address local economic barriers, boost productivity, and support job creation.
	Oversee the delivery and monitoring of three projects identified within the local Action Plan including Northern Lights - Studio Ulster; Capital Investment for creative growth; and business growth and innovation support.
Develop and maximise international linkages to support inclusive economic growth	Engage and collaborate with city partners on collaborative business engagement activities with the cities of Nashville, Boston and New York to explore the potential for developing business-to-business opportunities, investment in capital and innovation programmes, and facilitating cultural/ tourism and educational linkages with partner organisations in host cities.
	Deliver a new approach to international engagement activity by creating new connections and engaging in key networks to ensure that Belfast is optimally positioned on the world stage and that

Strategic Priority	In-Year Deliverables
	collaborative opportunities for promoting economic development are maximised.
Support the development and delivery of the Belfast Business Promise scheme	Create a community of organisations committed to doing “business for good” and work with local partners to drive engagement in activities aligned to key service commitments
Oversee the management of the Innovation Factory to maximise occupancy levels and optimise inclusive growth opportunities for existing tenants.	Support the efficient operation of the Innovation Factory, in line with the agreed Annual Service Plan obligations, while actively working to reduce the net cost to council.
Support access to sustainable employment opportunities and improve skills levels for target groups.	<p>Delivery of Employment Academies (into work) within sectors with high job demand/good jobs or sustainable self-employment options such as caring professions, practical sectors and professional services, in line with business demand.</p> <p>Work with partners to deliver Upskilling Academies targeting those working in low paid sectors to achieve higher level qualifications and gain a better job, in line with business demand.</p>
Support the management and development of the Belfast Labour Market Partnership (LMP).	<p>Convene and chair up to six LMP meetings, to identify key labour market challenges and co-design solutions and co-ordinate delivery of agreed programmes of work.</p> <p>Work with partners to progress the 'Health &amp; Work' agenda, influencing policy direction on integrating health and employability/employment systems in line with the NICS Transformation Programme</p> <p>Design of the Belfast Employer Hub driven through a working group with key partners including EPIC Futures, DfC, DfE and Invest NI.</p> <p>Develop a new three-year LMP Action Plan 2027-2030 underpinned by a Strategic Assessment of supply, demand, policy and provision.</p> <p>Host localised jobs fairs and meet the employer events in partnership with Jobs and Benefits Offices and explore other jobs and skills events.</p>
Deliver social value while supporting the wider employability and skills ecosystem.	<p>Consolidate the Employability and Skills Provider Network to focus on engaging groups and organisations within local community infrastructure as well as those supporting target groups for those with barriers to work. This will include acting as the convenor of a Belfast-wide employability and economic inactivity ecosystem.</p> <p>Continue to operate as an RSA City of Learning, hosting other providers to be able to create and issue digital badges and work with other cities to enhance the functionality and ease of use of Digital Badging for the benefit of residents gaining vocationally specific credentials.</p> <p>Ensure Employability and Skills considerations are included within Developer Contributions by providing statistical data and analysis on labour market shortages. Review and recommend interventions regarding Skills Plans where applicable.</p> <p>Provide guidance to contractors to meet their Social Value job requirements and support inclusive recruitment practices on current labour market issues.</p>
Improve the visitor experience at St George’s Market to drive footfall and enhance customer satisfaction and provide support for city markets.	Undertake a development plan with a focus on usage maximisation. This will consider a number of elements including: potential for additional market days; revamping the existing market days (with a specific focus on the Friday market); considering the balance between market days and other commercial uses; exploring opportunities for third-party market operations and/or market hire.

Strategic Priority	In-Year Deliverables
	Maximise stallage income by monitoring payments and addressing vacancies. Track weekly stall income in line with projections, addressing non-payments through enforcement process.
	Develop effective systems to manage the market operations, utilising CRM system to track and monitor all trader interactions, including correspondence issued and compliance data.
	Maintain engagement with all traders and their representatives to ensure effective communication of planned activities and develop terms of reference for engagement with the National Market Traders' Federation group to clarify roles and responsibilities.
	Manage and promote the delivery of the annual Christmas Continental Market and additional market events such as Twilight Markets and investigate the potential for additional market days and explore opportunities for third-party market operations and/or market hire.
	Ensure that St George's Market is a central focus of the Fleadh Cheoil na hÉireann programme

# Our Place Priorities

To support our place in 2026/27 we will:

Strategic Priority	In-Year Deliverables
<p>Support and work with partners to address housing challenges and delivery high quality housing-led regeneration and place-making</p>	<p>Progress the housing-led regeneration programme, working in partnership with the Private Sector Partner (PSP) and other external partners including Housing Associations. Includes PSP workstreams aligned to the Strategic Partnership Agreement for the seed sites and additional opportunity sites as agreed- including agreement on site specific business plans, funding options, progression of planning and stakeholder engagement as appropriate; progressing the Strategic Site Assessment Phase 2 sites including delivery routes for development as appropriate; progressing the development of the lands within the Inner North West Development Brief area, in conjunction with the nominated Housing Association. Progress land assembly as appropriate as part of the Housing Led Regeneration Programme, subject to funding and investment criteria, Consideration of funding, financing, intervention options, models for delivery and aligned advocacy and engagement to advance the Housing Led Regeneration Programme.</p>
	<p>Undertake detailed analysis in relation to the changes to the Total Cost Indicator and Housing Association Grant rates to inform a detailed evidence base around emerging implications for the delivery of social housing within the city, particularly in respect of the city centre.</p>
	<p>Lead and support a collaborative approach to housing led placemaking regeneration action plans as agreed.</p>
<p>Address the challenges facing the city to maximise investment, generate rates and support growth in the surrounding neighbourhoods and wider region</p>	<p>Advance the strategic engagement programme aligned to the Belfast Place Based Growth Proposition, working in partnership with city, regional and national government bodies to secure place-based and regeneration investment funding.</p>
	<p>Progress an overarching City Development and Investment programme aligned to city strategy, the council's regeneration assets and vacancy and dereliction work programmes. This includes implementing the recommendations from the City Centre Investment Fund Review and progression of a Targeted Regeneration Investment Strategy; advancing the next stages in relation to the Assembly Rooms Cluster; progressing options for vesting and/or acquisition by agreement of the Tribeca site in whole or in part (as agreed by Members); progressing options for the future use and development of the Sixth in partnership with the council's LLP partner; and progressing a Castle Street Regeneration Plan (aligned to Inner North West Masterplan).</p>
	<p>Develop future use /development proposals and investment strategy for Regeneration Assets to include:</p> <ul style="list-style-type: none"> <li>• Assembly Rooms Cluster</li> <li>• 2 Royal Avenue</li> <li>• 33-39 Royal Avenue</li> <li>• The Sixth</li> <li>• Commission House as part of the Dunbar Cluster</li> <li>• Housing Led Regeneration Sites (including lands at Joy Street/ Cromac Street)</li> <li>• Consideration of future targeted investment /strategic acquisitions approach (subject to funding)</li> </ul>
	<p>Deliver the City Wide Vacant to Vibrant capital grant scheme as part of the Vacancy &amp; Dereliction Toolkit Programme.</p>

Strategic Priority	In-Year Deliverables
	<p>Progress the proposed Homes On Upper Spaces for Everyone (HOUSE) Programme as the next delivery workstream of the Vacant to Vibrant Toolkit Programme, including actively seeking funding to deliver the proposed pilot project.</p> <p>Undertake a scoping study on vacant offices (as part of the Vacancy &amp; Dereliction Toolkit Programme), to include financial, economic and regeneration implications and future use and funding options.</p> <p>Progress the Dunbar Regeneration Scheme (including council lands and private sector assets) and bring forward an action plan and route map to deliver a comprehensive regeneration scheme for the combined lands assets.</p> <p>Conclude the Sandy Row Revitalisation Scheme, administering Department for Communities funding in the Sandy Row area to support eligible businesses and the wider revitalisation of the area.</p> <p>Creative /Artists Workspaces – Progress options for capital investment for creative growth in line with LEP and Belfast Creative Workspaces Action Plan, explore capital investment in seed-funding approach to act as a catalyst in addressing initial viability challenges that the creative sector experiences in securing their own assets.</p> <p>Progress work programmes and city marketing and investment initiatives aligned to ‘Positioning the City to Compete’, working in partnership with the Belfast City &amp; Region Place Partnership.</p> <p>Conclude the EOI for the sustainable long - term use of the ground floor for 2 Royal Avenue, aligned to overall building development and management considerations.</p> <p>Work with external partners to deliver the Future City Centre Programme, as part of the Community Planning ‘Our Place’ Board governance structures.</p>
<p>Transform connectivity within the city</p>	<p>Deliver an overarching programme to support enhanced Connectivity, Active and Sustainable Travel across the city under the strategic design lens of A Bolder Vision (ABV) including support for the Late-Night Service pilot project, development of strategic projects aligned to the Waterfront Promenade Framework and ABV and progression of Section 76 public realm improvements at Little York Street, Little Patrick Street, 5Cs and Blackstaff Square &amp; Environs.</p> <p>Approve and implement the full ABV Strategy, which will unlock critical design considerations, with a particular focus on connectivity with surrounding communities. Work in partnership with city stakeholders, government departments, and delivery partners to align with the Council’s investment priorities as set out in the Belfast Place-Based Growth Proposition, and secure collaborative funding and delivery mechanisms for the successful implementation of ABV.</p> <p>Work collaboratively with partners and government to facilitate, progress, and deliver major infrastructure projects, policies, and strategies in alignment with the approved ABV Key Moves and updated interventions. This includes shaping the Council’s consultation response to the Eastern Transport Plan and other relevant emerging strategies and strategic projects.</p>
<p>Deliver Year 6 of A City Imagining, Belfast’s 10-year cultural strategy.</p>	<p>Deliver Core Multi-Annual Grant (CMAG) funding to sustain accessible cultural activity (Festivals and events grants) and infrastructure (arts and heritage grants) within Belfast.</p> <p>Provision of Community Festivals Fund small grants (in partnership with the Department for Communities) to assist Community and Voluntary organisations to celebrate their identity, enhance community relations by delivering community festivals.</p> <p>Provision of arts and heritage small grants to cultural projects to support the outcomes identified within City Imagining.</p>

Strategic Priority	In-Year Deliverables
	<p>Support Belfast based artist studios and creative spaces through targeted investment and work in partnership with Arts and Business NI to deliver a capacity building programme.</p> <p>Manage strategic partnerships to enhance skills and development across specific art forms, support audience development and enhance accessibility provision including delivery of the Gig Buddies programme.</p> <p>Deliver a Fleadh themed 'Bank of Ideas' participatory budgeting programme enabling the people of Belfast to propose and collectively decide on creative projects.</p> <p>Support capacity building programmes including co-design of programmes for underrepresented groups or where gaps are identified.</p> <p>Sectoral development initiatives, including research, support for sectoral forums and establishment of a cultural compact.</p> <p>Deliver the 2026 Culture Night programme, a city wide, venue based open call event including supporting marketing activity.</p> <p>Deliver next phase of the Heritage Audit and Roadmap, including the development of targeting skills, and capacity building programmes.</p> <p>Work in partnership with Belfast Stories to build on the Neighbourhood heritage programme which will build capacity within communities to gather and shape stories of place and embed heritage skills within communities.</p>
Delivery of Fleadh Cheoil	<p>Oversee the delivery of the Fleadh Cheoil na hEirean in August 2026, stimulating a sense of belonging and pride amongst local people, attracting international visitors and showcasing Belfast and Northern Ireland on a local, national, and international platform.</p> <p>Undertake an evaluation of the 2026 Fleadh, capturing lessons learned (both strategic and operational) to feed into the delivery of the 2027 event.</p> <p>Create a lasting legacy from hosting the Fleadh by enhancing Belfast and Northern Ireland's international reputation as a destination for investment, tourism, and social impact, while promoting traditional music and cultural awareness across the region.</p> <p>Planning and preparation to host the Fleadh Cheoil na hEireann 2027.</p>
Deliver Year 3 of the music strategy, Music Matters – a roadmap for Belfast	<p>Delivery of UNESCO City of Music activity including programmes to support artists, the music sector and venues, including working internationally with the UNESCO Cities Network to deliver shared music, skills and learning opportunities.</p> <p>Deliver the NI Music Prize 2026 and Sound of Belfast 2026, an event celebrating the very best of new, established and emerging Northern Irish music.</p> <p>Work in partnership with Score Draw Music to deliver Output Belfast, Ireland's biggest one-day music conference and live music showcase.</p>
Deliver Year 5 of Make Yourself at Home, the 10-year tourism plan for Belfast.	<p>Deliver the Neighbourhood Tourism Investment Programme to include support of new or enhanced neighbourhood tourism visitor experiences.</p> <p>Deliver the Accessible and Inclusive Tourism Development Programme to include industry planning session, annual seminar, capacity building, training toolkit and innovation vouchers.</p> <p>Deliver the Food and Drink Tourism Development Programme including delivery of Food and Drink Village for Fleadh 2026; Food Toolkit for industry; secure support from DAERA to enhance 2026-2027 programme; expand the network to 100 businesses.</p>

Strategic Priority	In-Year Deliverables
	<p>Position and promote Belfast in national and international markets through investment in Visit Belfast, the city's destination marketing and visitor servicing organisation to increase the value of tourism to the local economy and social impact.</p> <p>Deliver the sustainability programme in partnership with Visit Belfast and the council's Climate team to improve Belfast's performance in the Global Destination Sustainability (GDS) Index and maintain its place as a sustainable tourism destination; and support the delivery of the sustainability promises as part of Fleadh 2026.</p> <p>Deliver the Belfast and Northern Ireland Conference Support Scheme in partnership with Tourism NI and Visit Belfast, to enable Belfast to compete and win national and international association conferences.</p> <p>Enhance the visitor experience within Belfast, including enhancement of the visitor experiences at Council owned assets; secure expertise to examine the delivery of visitor servicing at key sites in Belfast in a changing environment.</p>
<p>Delivery of the annual City Events programme of large-scale public city events and activities attracting local audiences and out-of-state visitors</p>	<p>Lord Mayors Day 2026 - Delivery of a day of family - friendly activity and animation focusing on City Hall, but with satellite activity at other venues such as 2 Royal Ave,</p> <p>Christmas 2026 - delivery of the Christmas Lights Switch on event, with local community and creative sector content on a focal stage at City Hall and work with partners to align plans.</p> <p>St Patrick's Day 2027 - build on the development of the St Patrick's Day Celebrations, featuring the in-house delivered parade and city-wide projects delivered by partners. Work will also commence in 2026-27 on the new tender for Creative provision for St Patricks Day 2028-2030</p> <p>Belfast Titanic Maritime Festival - Plan the 2027 Maritime festival in partnership with Belfast Harbour Commissioners, Maritime Belfast Trust and Department for Communities.</p>
<p>Support delivery and maximise benefits from international and major events</p>	<p>Work with city partners to plan for and develop /submit bids for international events that best align to strategic priorities and maximise legacy. Continue to explore other opportunities for the city to host significant international events, aligning with the outcomes of the d Events Action Plan.</p> <p>Agree the new five-year Events Action Plan for the city, incorporating an ongoing approach to bid for events.</p> <p>Develop options for enhanced city animation.</p> <p>Engage with NI partners on maximising Belfast's position as part of the UK-wide bid to host the FIFA Women's World Cup 2035</p>
<p>Commercial Assets (Belfast Castle, Malone House, Belfast Zoo and Belfast Bikes)</p>	<p>Effective management and operation of Belfast Zoo, maintaining its reputation as a popular family-focused visitor attraction and welcoming and inclusive experience for all ages and abilities.</p> <p>Develop proposals to deliver long-term financial sustainability of Belfast Zoo, generating additional revenue and achieving efficiencies, to reduce the net cost to council.</p> <p>Maintain Belfast Castle's reputation as a premier wedding, tourism, function and event venue in the north or the city, generating additional revenue and achieving efficiencies, to reduce the net cost to council.</p> <p>Maintain Malone House's reputation as a premier wedding and conference venue in the south of the city, generating additional revenue and achieving efficiencies, to reduce the net cost to council.</p> <p>Oversee the delivery of the Belfast Bikes public bike hire scheme, maximising journeys and subsequent revenue.</p>

# Performance Monitoring

The following Key Performance Indicators (KPIs) and targets are used to monitor performance and will be reported to committee on a six-monthly basis as well as the year-end.

Theme	Key Performance Indicator	2025/26 Baseline	2026/27 Target
Our Economy	# of jobs promoted through business start-up activity. ( <i>Statutory indicator</i> )	326	325
	# of participants engaged at the early stage of the entrepreneurial life cycle.	839	712
	# of regional individuals/ entrepreneurs supported through start-up activity.	5,085	3,655
	#of Belfast individuals/ entrepreneurs supported through start-up activity.	873	712
	# of regional businesses supported through business growth activity.	2,244	1,700
	# of Belfast businesses supported through business growth activity.	434	323
	% of regional Go Succeed participants engaged who are female	55%	50%
	% of Belfast Go Succeed participants engaged who are female	55%	50%
	% of participants who move into a positive outcome from an Employment or Upskilling Academy.	66%	75%
	# of participants on Employment and Upskilling Academies	928	675
	# of social enterprises and co-operatives supported	109	110*
	Our Place	# of previously vacant city-wide properties that are occupied as a result of the Vacant to Vibrant intervention.	24
# of visitor servicing enquiries (Visit Belfast)		724,514	825,000
GDS-Index ranking		9 <sup>th</sup>	Top 10
# of people attending the annual programme of large-scale public city events		148,500	46,000
# of attendees at major Cultural Festivals		669,207*	410,000
# of people engaged at engaged at arts and heritage organisations		1,384,133*	500,000
# of visitors to St. George's Market		1,048,237	1,000,000
# of external events at St. George's Market		14	16
# of Belfast Bike journeys		101,074	129,520
Total revenue (£) generated from Belfast Bikes scheme		£129,952	£80,000
# of bookings for conferences, weddings and events at Belfast Castle		299	300
Total income (£) generated by Belfast Castle		£300,099	£263,737
# of bookings for conferences, weddings and events at Malone House		160	160
Total income (£) generated by Malone House		£98,013	£122,340
# of visitors to Belfast Zoo		152,878	175,000
Total income (£) generated at Belfast Zoo		£1,800,042	£1,932,645

\* Provisional figures based on actual, estimated and projected figures from interim CMAG monitoring reports submitted at the mid-year point.

# Committee Finances

The expenditure for the 2026/27 City Growth and Regeneration Committee Plan is based on a total planned investment of £23.96 million, as agreed at the Strategic Policy & Resources committee meeting on 13<sup>th</sup> February 2026, as follows:

Service	Budget 2026/27
Off-Street Car Parking	-1,042,160
City Regeneration	2,578,657
Economic Development	19,718,245
Place and Economy Directorate	2,703,812
<b>Committee Total</b>	<b>23,958,554</b>

