



Comhairle Cathrach na Gaillimhe
Galway City Council

Statement of Strategy: Economic Sustainability

2015-2021





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Cheif Executive Introduction

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Part 1

Creating an Economic
Sustainability Strategy

Galway is known as “The City of the Tribes” and is the Gateway City for the West of Ireland. It is a young, vibrant, multi cultural and creative place.

As the largest urban centre in the West, it is also a key driver of economic development and competitiveness in the region and makes a significant contribution to national GDP.

Galway is a diverse city of learning with a rich cultural heritage immersed in a stunning natural environment.

Introduction – Macro Economic Overview

Galway City Council is working to protect, enhance and strengthen the position of Galway as a world-class city of innovation and creativity.

In Galway City, we have a place that people aspire to live in, to work in and to visit. We are actively working on a number of strategies that will guide the realisation of our vision for the city and its people over the coming years. Defined outcomes will be achieved through a partnership process with stakeholders.

We recognise that there are mutual complementarities between Galway City and County and we are working closely with Galway County Council to stimulate and foster enterprise, job creation, and social inclusion through joint initiatives and shared services.

The foundation for this Statement of Strategy; Economic Sustainability is the Galway City and County Economic Baseline Study, commissioned by both Galway City Council and Galway Council and carried out by The Whitaker Institute in the National University of Ireland, (NUI) Galway.

The website www.galwaydashboard.ie, developed as part of the study, will be utilised to increase the visibility of Galway as a location for sustainable economic activity on a global basis.

The Baseline Study provides a snapshot of Galway and its demographic base and gives the clear message that Galway is well positioned economically to grow in a sustainable way.

Already there are a range of action plans and processes underway through the Regional Action Plan for Jobs as well as others including the Culture, Tourism, and Food Strategies. The Transport, Marketing and Branding Initiative will produce further priority actions.

This Statement of Strategy - Economic Sustainability aims to simultaneously maintain and enhance the existing economy of Galway City while also positioning Galway City and the wider Region to grow new segments of its economy associated with larger economic, environmental and social trends.

In its preparation, a significant number of City & other local authority strategies at an international, national and local level were examined. Of particular interest was the City of Boulder's Economic Sustainability Strategy, which identified the 3 inter-related categories approach that has inspired the basis of our approach; to focus on People, Place and Process.

PEOPLE

workforce, quality of life and social issues

PLACE

physical environment
(infrastructure, amenities, buildings and planning)

PROCESS

ease of doing businesses
(city processes, programmes and procedures)

As formulation of the economic elements of the statutory Local Economic and Community Plan (LECP) is part of the wider economic role of local government, this Statement of Strategy and the sectoral elements referred to therein, for which the City Council has lead responsibility, (such as Culture, Tourism, Enterprise, Transport etc) form a key component of the City Council commitment to the LECP process.

The LECP also identifies a range of actions surrounding other sectors for which agencies and members other than the City Council will have lead responsibility.

Each sectoral element for which the City Council has lead responsibility has already, or will shortly produce specific action plans and targets that will be visible and measurable.

The development of the Local Enterprise Office within local authorities has created an action plan for economic and enterprise at a local level to support start ups and entrepreneurs.

The Western Regional Action Plan for Jobs also identifies actions required at a regional level by agencies and local authorities in the West of Ireland. The objectives and actions set out in the National Action Plan for Jobs are designed to achieve specific impacts in terms of jobs, exports and startups, market penetration and innovation, efficiency of public interaction with business, finance and access to talent.

Today: Galway is ...

Galway is a growing city. The population of the city has grown from 47,000 in 1986 to currently stand at 75,529 and the city has the title of the fastest growing city in Europe. This growth not only reflects a national and international trend of increased urbanisation but more specifically reflects the attractiveness of Galway as a city to study in, to work in, to visit and to live in. There are a further 62,238 people who live within 30 minutes drive of the city centre.

Galway is a young, vibrant and learning city. There are over 40,000 students in primary, secondary, further and third-level schools and colleges across Galway, including over 26,000 who are enrolled in NUI Galway, Galway Mayo Institute of Technology, the GRETB, Marine Institute and a significant number of private colleges..

According to Census 2011, Galway's population of 20 to 24 year olds is more than twice the national average. Education and learning is part of the past, the present and the future of the city.

Galway is a cultural, creative city. The arts flourish in Galway city, with its bohemian and European twist, involving the community and encouraging creativity. The city has long been considered a centre of cultural excellence and its reputation at home and overseas has been enhanced by the presence of world leaders in the arts, like the Druid Theatre Company and Galway International Arts Festival. Galway is also a hub for the creative industry with film, TV, media and animation sectors experiencing growth.

The economic importance of the creative sector to Galway City is well documented and this has been further strengthened by the city's designation as a UNESCO City of Film, one of only five in the world; while the joint bid by Galway City Council and Galway County Council to become the European Capital of Culture 2020 acknowledges our cultural awareness.

Galway is a multi-cultural city. Galway is recognised internationally as a city which celebrates diversity. Census 2011 data identifies Galway City as the most multi-cultural location in Ireland with 19.4 per cent of its residents recorded as non-Irish, compared to a national average of 12%.

Galway is also Ireland's only bilingual city with a strong history and tradition of nurturing the Irish language. In 2015, Galway was named the 'Friendliest City in the World' by the US magazine 'Travel & Leisure' and was awarded the 'Purple Flag' as a safe and family friendly city by night.

Galway is a historic city. Originally a small O'Flaherty village in the Middle Ages, the city is famously known as the "City of the Tribes" after the fourteen "Tribes" (merchant families) who led the city in its Hiberno-Norman period. Galway City is a platform of history and, although vibrant and exciting, the city has maintained many relics from its medieval past, including cobbled streets, lane ways, hidden archways and old medieval walls.

Galway is an award winning city to do business in. Galway City was highlighted recently by Financial Times FDI Magazine as the "Top Micro European City of the Future" for populations under 100,000 people. It also featured in the Top 25 European Cities, of all sizes, and was ranked highly for economic potential, business friendliness and foreign direct investment strategy.

It is home to four of the top five ICT companies globally. Some 72.8% of Households in the Galway city region have broadband connectivity compared to 63.8% nationally. Galway employs one third of the country's 25,000 medical device employees and the West of Ireland accounts for 39% of regional distribution of medical device within which Galway has become recognised for its specialisation in coronary devices.

Galway is an award winning City to do business in. Galway won the 2013/14 best micro city award for ease of doing business in Europe. It is home to 4 of the top 5 ICT companies globally. Some 72.8% of Households in the Galway city region have broadband connectivity compared to 63.8% nationally. Galway employs one third of the country's 25,000 medical device employees and the West accounts for 39% of regional distribution of medical device. Galway has become recognised for its specialisation in coronary devices.

Developing Galway's Economic Vitality – Whitaker Institute: Baseline Study

This **Statement of Strategy: Economic Sustainability** builds on the high level aggregated data produced by the Central Statistics Office and developed by **the Galway City and County Economic Baseline Study** which used the most recent methodology and analytical techniques to provide a detailed profile of Galway City and County with respect to its economic, social and cultural base.

Summary overviews, including future opportunities, were provided for nine industrial sectors: **Agriculture; Creative; Education; Food; ICT; Marine; Medical Device; Retail and Tourism.**

Baseline Study - General Observations

- There is a diversified sectoral base in Galway, with a mix of traditional and new sectors.
- There Third-level institutions and public research organisations, such as Marine Institute and Teagasc, (the agriculture and food development authority), are significant assets in Galway and they provide far-reaching benefits to the city and county.
- There Richness of culture and the natural environment, coupled with diversified sectors, are key elements of place-based innovation and they are key assets for future development in Galway.
- There are high levels of educational attainment and skills in Galway, in particular with Phd and Masters qualifications.

- A growing and globally recognised creative sector has contributed to the visibility of Galway globally.
- The medical device cluster is one of a rare set of successful international industrial clusters.
- There is a growing interest in entrepreneurship and business start-ups in Galway and this is particularly evident in ICT and food sectors
- There are economic interdependency between Galway City and County.

Baseline Study – Next Step recommendations:

The baseline study highlights the following recommendations in order for Galway to continue to grow as a strong, relevant City Region:

- Develop sectoral specific plans and supports that contribute to the competitiveness, managerial capability, operational efficiency and effectiveness of all firms.
- Create a brand narrative for Galway to illuminate the economic strengths, the rich cultural heritage and the natural environment that contribute to making Galway a unique and great location to work visit and live in.
- Enhance and develop the workforce skills that will be necessary to support and sustain the key sectors in the City Region.
- Create new models of engagement and interaction within and between sectors and actors to support learning, knowledge transfer and collaboration that facilitates the growth and development of firms.
- Internationalise firms through specific tailored initiatives, such as utilisation of existing twinning arrangements and working with existing State Agencies etc.
- Generate clear sectoral plans to systematically structure, enhance and increase the intensity of collaboration with third level institutions to deal with skills development, knowledge transfer, research and development.
- Provide clear focus on retaining and attracting the best talent to support the development of sectors.
- Develop and enhance the infrastructural requirements of the city including the delivery of a sustainable transport solution.

Acting on these recommendations and in light of the provisions of the Local Government Reform Act 2014 which provides a strong and clear role for local government in economic development and community development Galway City Council has prepared this Statement of Strategy: Economic Sustainability within a Sustainability Framework which contains a high level macro Economic Sustainability Action Plan

This role for local government is clearly envisaged in the Action Programme for Effective Local Government: “that local government will be the main vehicle of governance and public service at local level, leading economic, social and community development”.

Sustainability

Use of the term “economic sustainability” rather than “economic development” reflects firstly that economic sustainability focuses on long-term conditions and outcomes.

Sustainable Development is that which meets the needs of the present without compromising the ability of future generations to meet their own needs.

It identifies and coordinates near and long-term strategies and actions that can help ensure success over time. Second, the application of a comprehensive “sustainability lens” acknowledges that efforts to ensure and enhance economic vitality must be approached and implemented in conjunction with the environmental, social and cultural qualities that are the foundation of Galway's long term health and quality of life.

Statement of Strategy: Economic Sustainability

Our **Statement of Strategy: Economic Sustainability** is an integrated, cross-cutting approach to Galway City's continued economic vitality. This strategy is not a typical economic development approach, but will support the City's economic vitality by building on its strengths and addressing challenges as identified through the Whitaker Institutes's Galway Economic Baseline Report.

Galway City Council, aims to provide a coherent policy framework designed to promote and facilitate sustainable economic development for the community it serves.

It is informed by and consistent with the City Development Plan, Corporate Plan and Local Economic and Community Plan.

The new Culture Strategy will also contribute to the development of economic opportunities in the creative and cultural sectors.





Part 2

People

workforce, quality of life
and social issues

Local Economic and Community Plan

Statutory guidelines define the main features of the local authority's role in promoting and supporting economic development as:

- Area 1:** Formulating the economic development plan and advising on the economic components of the community elements of the LECP:
- Area 2:** Promoting economic development through general local authority powers and functions:
- Area 3:** Operation of the LEOs:
- Area 4:** Economic components of the local/community development role:
- Area 5:** Action Plan for Jobs and Labour Market Activation:
- Area 6:** Further specific economic development action in line with regional priorities

The LECP is a statutory plan for a six year period and sets out objectives and actions to

- a) promote and support economic development and
- b) promote and support local and community development in Galway City, both by Galway City Council itself and in partnership with other economic and community development stakeholders.

The preparation of the new City Development Plan is currently being undertaken and will set out the spatial framework for the City from 2017 – 2021. The consultation and drafting is ongoing and the new Plan has to be adopted by January 2017. The Development Plan sets out a vision and an overall strategy for the proper planning and sustainable development of the city for a six-year period, in relation to issues such as: Economic Development; Housing; Transportation; Retailing; Parks and Recreation; Biodiversity; Arts, Culture, Heritage, Tourism and Social and Community Development.

The LECP Vision for Galway City states: ***“that Galway will be a unique City Region* with a creative, inclusive and innovative eco-system in place to ensure its sustainable development into the future”;***

The LECP identifies the following High Level Goals for Galway City:

Develop and promote Galway as a world-class, creative City Region.

- Support and promote Galway City's role as a cultural city of international renown.
- Preserve and ensure the economic, cultural and social benefits associated with the use of the Irish language remain in Galway City.
- Encourage the establishment and expansion of creative industries and education experiences in Galway City.

***City Region.** A City Region is a core city or network of urban communities linked by functional economic and social ties to a hinterland. It is the area within and surrounding a city where most of the population conduct most of their lives, where they work, trade, shop and live. City regions rarely correspond neatly to existing administrative boundaries.

Develop and promote Galway as an Innovative City Region.

- Develop, encourage and create an environment for innovation, enterprise and entrepreneurship, including community/social enterprise.
- Foster the spirit of creativity, innovation and entrepreneurship in our education system.
- Promote and foster indigenous business and investment in the city.
- Encourage innovators to locate in Galway City.
- Develop Galway as a Smart City.

Encourage a self-sustaining urban eco-system in Galway as the regional capital of the West.

- Deliver local and national social inclusion/community development programmes to reduce poverty and alleviate disadvantage.
- Address educational disadvantage.
- Ensure full integration and equality of all people within our community.
- Recognise and support the value that diversity brings to the City Region.

Ensure Galway city is an equal and inclusive City Region

- Define and nurture the uniqueness of Galway City and the region.
- Create linkages between all sectors, including food, culture, ICT, tourism and education.
- Build and support vibrant communities and a strong sense of place.
- Provide, maintain and enhance strategic infrastructure that supports economic, cultural, health, environmental and community development.
- Support sustainable development through improving the natural environment and providing a housing, energy, transport infrastructure consistent with meeting our commitments on greenhouse gas emissions.

Promote health and well being of all citizens of Galway City

- Support the implementation of local health and wellbeing related programmes and plans, including those related to mental health, domestic violence and sexual violence.
- Promote the safety of all people in Galway City.
- Support the development of local sport and physical activity programmes and plans.



Part 3

Place

physical environment
(infrastructure, amenities,
buildings and planning)

Galway City Development Plan

It is acknowledged that cities also enhance national competitiveness and act as economic engines for their regions. Research has shown that there is a clear link between growth rates achieved at city level and those experienced at regional level.

The goal now will be to ensure the long-term economic and social vibrancy of Galway as a Gateway through the provision of targeted support to sustain the competitive position the city currently holds.

The Galway City Development Plan 2011-2017 sets out a co-ordinated and integrated spatial framework for the continued development of this attractive and vibrant City in a sustainable and inclusive manner.

The purpose of a development plan is to set out the planning authority's policies and proposals for sustainable development and use of land within its area.

It is set within the overall national and regional planning contexts, taking into account in particular, the National Spatial Strategy, the West Regional Planning Guidelines and national guidelines such as Smarter Travel – A Sustainable Transport Future.

The development plan incorporates for the first time a Core Strategy as required under recent planning legislation. It summarises the key planning parameters and priorities underpinning the development plan including the level of population growth for the city as derived from population targets set by the DECLG and its distribution as part of the city's settlement strategy.

The Core Strategy provides a clear evidence-based rationale for future development enabling the prioritisation and targeting of scarce public investment for the development of transportation, water and waste-water infrastructure, schools, community facilities, parks and other services. The Core Strategy strengthens further the role of the development plan as the fundamental link between national, regional and local policies

The plan is detailed and comprehensive and is built around a number of strategic goals which represent the strategic priorities of the Council in respect of land use and development. These goals include the promotion of balanced and sustainable economic development to enable the city to fulfil its role as a Gateway City providing sufficient employment opportunities and appropriate services; provision of a high quality built and natural environment; provision of a good quality of life for residents and visitors and availability of sustainable transportation opportunities; promotion of social inclusion and reduction of greenhouse gas emissions. In tandem with policies for a competitive and compact city, the plan addresses amenity and quality of life issues with a strategic and strong policy emphasis on the delivery of high quality development, sustainable neighbourhoods to support successful communities, social infrastructure provision and a city-wide green network.

Galway Innovation District

"Innovation districts constitute the ultimate mash up of entrepreneurs and educational institutions, start-ups and schools, mixed-use development and medical innovations, bike-sharing and bankable investments — all connected by transit, powered by clean energy, wired for digital technology, and fuelled by caffeine." The Rise of the Innovation Districts, Bruce Katz and Julie Wagner, Brookings Institution.

The Innovation District is to be nestled between Galway's transportation gateways: adjacent to the train (Ceannt) and coach stations, and abutting historic Galway Harbour.

The PorterShed, a downtown innovation hub within the Innovation District will be the initial building and will house a number of high-potential start-ups, entrepreneurs, a co-working space, and an open area for workshops/talks. A not for profit company is currently being developed that will manage and run this district.

Galway Harbour

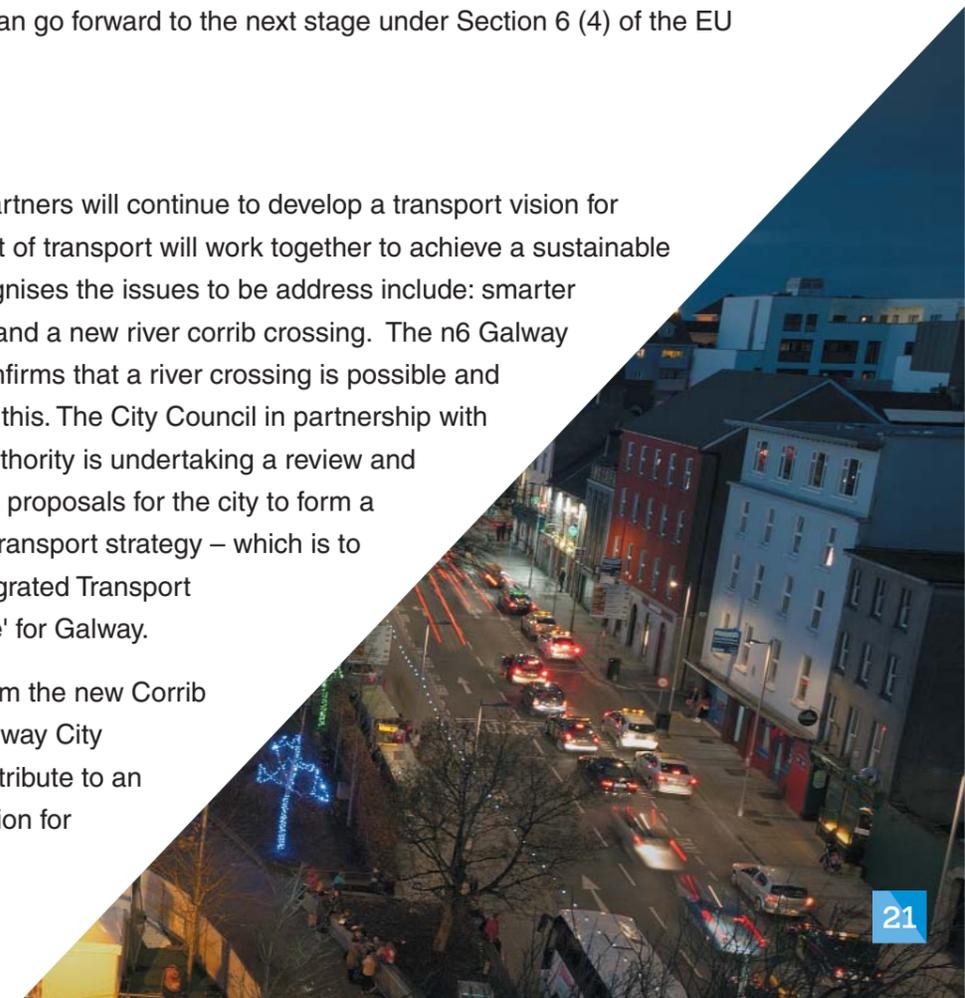
The Harbour Company is seeking approval for a €126m expansion, which would involve the reclamation of 24 hectares from the sea bed and extensive development to expand the port.

The works will include re-development of some of the land at Galway Harbour Enterprise Park to open up the Harbour for larger boats for commercial activity and the cruise tourism industry. The planning permission decision is currently ongoing and An Bord Pleanála recommended that the plan go forward to the next stage under Section 6 (4) of the EU Habitats Directive.

Transportation

Galway City Council & Partners will continue to develop a transport vision for Galway where all element of transport will work together to achieve a sustainable solution. This vision recognises the issues to be address include: smarter mobility, public transport and a new river corrib crossing. The n6 Galway City Transport Project confirms that a river crossing is possible and plans are progressing on this. The City Council in partnership with the National Transport Authority is undertaking a review and consolidation of transport proposals for the city to form a coherent and integrated transport strategy – which is to be formulated as an 'Integrated Transport Management Programme' for Galway.

This programme will inform the new Corrib crossing and the N6 Galway City Transport Project will contribute to an integrated transport solution for Galway.





Part 4

Process

ease of doing businesses
(city processes, programmes
and procedures)

Technology advances and other issues that transform the way people live and do business can change quickly undermining access to customers and or negatively impact proven business models. Increased global connectedness on value chains, potential competition, access to talent, increased demand for resources and infrastructure and the increased urbanisation of communities in Galway have implications for small & large businesses.

Businesses at all stages of development are looking for clarity and certainty to support decision making, planning and efficient use of resources. Easy access to accurate, relevant, up to date information on all manner of public sector supports / services /licenses/signage/ regulations etc. that effect business is essential.

Economic Development Unit, Galway City Council

The Department's mission is to stimulate economic vitality by strengthening neighbourhoods, building partnerships, and fostering public and private investments in the City.

It will develop strategies which help make Galway City the No. 1 location in the West for high quality jobs and industry. The department seeks to attract new corporate investment into Galway and works with Galway's companies to facilitate expansion and economic growth.

Strategic Objective:

- To ensure that Galway has a strong economic base which will support a good quality of life for its citizens, and will drive the sustainable development of the region.
- To enable all of our communities to achieve their potential, and to promote and facilitate equality of access and equality of opportunity across all communities.

Actions include:

- Delivery of Economic Strategy
- Delivery of Local Economic and Community Plan
- Development with Partners of Tourism Strategy
- Development of Galway Marketing & Branding Initiatives
- Management of Galway Marketing Fund
- Management of SICAP programme
- To manage the Enterprise Parks for Galway City
- To undertake a review of industrial parks, enterprise space and other business parks in Galway City in conjunction with WestBic, Enterprise Ireland, IDA, SCCUL and other industry partners.

The Galway Local Enterprise Office

There are over 8,924 micro enterprises operating in Galway County & City (Mazars, March 2014). These businesses operate in a wide variety of sectors including retail, construction, hospitality, professional services, agriculture, tourism, engineering, food, beverages, manufacture, ICT, and personal services. A common feature among many of these businesses is an increasing dependence on the use of technology and the internet to establish and grow their customer base.

The Galway Local Enterprise Offices (LEOs), which operates within the Local Authority structure, acts as a "First Stop Shop" for anyone seeking information and support on starting or growing a business in Galway.

Its role is to drive the development of local enterprise, putting local micro and small business at the heart of job creation. It supports business start-ups and work to increase the job potential of new and existing micro and small businesses. Support is provided in the form of information, advice, training, mentoring, seminars and selective financial support.

Key Priority Areas for the Galway LEO:

- Develop an excellent and effective First Stop Shop for businesses in Galway County & City
- Generate awareness of the LEO brand and services
- Provide a suite of capability building supports and services that add value and benefit business
- Support employment creation in the county through investment in eligible businesses
- Support economic development aimed at job creation in the county and city
- Heighten awareness of the support services available to businesses locally and nationally and help develop relationships between businesses and relevant support providers.
- Engage with partners at local and national level to design and deliver enterprise creation and support initiatives.

The Regional Action Plan for Jobs

The aim of the National Action Plan for Jobs is to support enterprise growth and job creation in every region of the country. While progress has been made towards this objective, not all regions are yet fully experiencing the benefits of economic recovery. The pace of progress in the regions – and especially those with the highest unemployment levels - needs to be accelerated through targeted supports for enterprise and job creation.

Building the National Action Plan for Jobs process, the Government has committed to developing Action Plans for each of the regions at NUTS III level. This Action Plan, for the West region, covers the counties of Galway, Mayo and Roscommon.

The objective of the Action Plan is to establish a cohesive approach to enterprise support and job creation in the region on the part of the Enterprise Development Agencies (Enterprise Ireland, IDA Ireland and the Local Enterprise Offices), other public bodies (e.g. Local Authorities, Education & Training institutions, Fáilte Ireland), local business leaders, and community-based enterprises. While there is already a lot of practical and strategic cooperation taking place at local and regional levels, this Action Plan provides a framework in which cooperation and collaboration can be further enhanced between both public and private sector stakeholders.

Specific Actions to capitalise on the strengths and opportunities set out in the Action Plan for Jobs have been developed on a thematic basis with a delivery timeline between 2015-2017.

Themes:

- **Driving Entrepreneurship:** supporting start-ups, access to finance, events and networking & collaboration
- **Growing & Scaling Enterprise:** building capability and collaboration between indigenous and FDI companies
- **Fostering Innovation:** Increasing capacity in the west around key clusters: ICT, Medtech & Life Sciences including knowledge transfer from the 3rd level and other research institutes (Marine/Teagasc)
- **Attracting & embedding Foreign Direct Investment:** Marketing the strengths of the local area including the particular clusters (ICT/Med-Tech), the educated workforce, the strong start up culture in the west and the quality of life indicators that make Galway and the West an attractive place to live and work.
- **Building Sectoral Opportunities:** Delivery of Tourism, food and other sectoral plans, including the ongoing commitment to the creative sector of the region
- **Skills enhancement & Labour market activation:** building on the highly educated workforce to ensure that the skills needed for industry locally and regionally are matched through courses and training on offer at all levels of education – third level, secondary and continuing levels.
- **Strengthening Business Networking:** Supporting initiatives such as Meet West and representative groups such as Chambers, IBEC etc.

- **Marketing the Region as an attractive place to live:** ensuring that the strong competitive edge that Galway and the west has to offer as an attractive place to live continues
 - **Enhancing the Business Environment:** working collaboratively to ensure that local authorities and the Regional Assembly work together to leverage funding and initiatives for the region





Part 5

Sustainability Framework

Galway City Council – Sustainability Framework

Galway City Council's Corporate Plan for the period 2014-2019 coincides with the five-year term of the recently elected Council. This Plan, which was prepared by a Joint Committee comprised of the members of the Corporate Policy Group and City Council officials, sets out the City Council's core values, principal objectives and the strategies for the achievement of these objectives over the lifetime of the Plan. It also provides a strategic framework within which the combined efforts of the elected members and staff can work together to achieve these objectives having regard to the mission statement and core values of our organisation.

Galway City Council, is committed to providing coherent policies designed to promote and facilitate sustainable economic development for the community it serves.

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

These policies are informed by and consistent with the City Development Plan, Corporate Plan and emerging Local Economic and Community Plan.

The Sustainability Framework is underpinned by the agreed overarching corporate priorities to:

- **Drive** the economic development of Galway City
- **Drive** the inclusive and equitable socio-economic development of the City
- **Refocus** on legal and regulatory responsibilities
- **Revitalise** the organisation

To implement the Sustainability Framework a number of key strategies and plans are developed an advanced through the annual budget and service plans. These plans include (but are not limited to):

- 3 Year Capital
- European Capital of Culture Bid 2020
- Culture Strategy & Arts Action Plan
- Local Economic and Community Plan
- Tourism Strategy
- Branding Initiative

This Galway City Council Sustainability Framework will be used to assess and evaluate component strategies and actions against the desired outcomes defined by the City Council and to provide consistency in approach.

The Sustainability Framework uses the adopted corporate strategic objectives to describe outcomes that are considered essential if the corporate vision of “an attractive, vibrant and proud city in which to live, work and visit”.

Corporate Strategic Objectives



Economic Development, Community & Culture

- Ensures that Galway has a strong economic base which supports a good quality of life for its citizens, and drives the sustainable development of the region.
- Enables all of our communities to achieve their potential, and promotes and facilitates equality of access and equality of opportunity across all communities.
- Maximises the potential of arts and culture to enrich the lives of all who live in, work in, or visit the city.



Housing & Social Inclusion, Environment & Recreation and Amenity

- Provides suitable housing accommodation and a responsive and supportive service for those in need of housing support.
- Protects, enhances and conserves the natural environment of our city, to develop a culture of no litter and no pollution and promotes sustainable use of our resources.
- Develops and promotes the provision of high quality recreational, leisure and amenity facilities for all age groups and enhances the quality of life for our citizens and visitors alike.



Planning & Transportation

- Provides, manages and maintains, a safe and effective, roads and transportation network and works in partnership with public transport providers and other agencies in developing integrated and sustainable transportation policies.
- Plans for and provides timely and effective response to emergencies and natural disasters.
- Has in place a system of physical planning capable of meeting sustainable economic, environmental and social development objectives for the city.



Finance, Management Services Unit and Water Services

- Maximises resources available for infrastructural and service provision and ensures the efficient and effective use of these resources, achievement of a balanced budget and the highest standards of accountability and financial probity.
- Collaborates with Irish Water in providing and maintaining, in a sustainable manner, a water supply system and a drainage collection/treatment system, capable of meeting the needs of all domestic, commercial and industrial consumers in the city.



Corporate Services, ICT, & Human Resources

- Provides an effective support service for elected members and the organisation generally to ensure the efficient delivery of corporate services.
- Encourages and assists staff in developing their full potential as valued employees of Galway City Council. Utilises our staff resources to the maximum effect in the context of our changing environment. Works in partnership with all relevant stakeholders to maintain industrial peace and ensure a consistent high quality service to our customers.
- Maximises the benefits of E-technology in delivering a more accessible service to the public and to provide a quality support and developmental information and communications service to staff, elected members, and the service Departments of the Council.

This Sustainability Framework is energised by a range of inter-related, and coordinated supporting sectoral strategies, plans and actions, designed to effectively and efficiently deliver desired outcomes that are considered essential if the corporate vision of “an attractive, vibrant and proud city in which to live, work and visit is to be realised.

Economic Sustainability Action Plan

PEOPLE: Main Actions Chart

Actions	Responsible Parties	Timing
Implementation of Local Economic & Community Plan	Economic SPC Local Community Development Committee	2015-2021
Implementation of A Cultural Strategy/Arts Action plan	Culture SPC	2015-2025
Support & Develop the European Capital of Culture Bid 2020	Galway City Councils Bid Team	2015-2020
European Region of Gastronomy Bid 2018	Galway Local Authorities LCDC members	
Promotion of Social Inclusion & SICAP	Galway City Partnership	Ongoing



PLACE: Main Actions Chart

Actions	Responsible Parties	Timing	
Draft New City Development Plan 2017-2023	Galway City Council: Planning Dept SPC	Drafting 2015-16 Implementation 2017-23	Have regard to the targeted population growth of the city as a NSS Gateway as defined by the DECLG and ensure corresponding future development needs for such a population are planned for in particular in relation to settlement, housing, enterprise and infrastructure and the need for regeneration of key sites in keeping with the principles of sustainable development.
Delivery of Innovation District	Team of Locally Based Entrepreneurs	Autumn 2015 -	
Galway Harbour	Galway Harbour Company	2015-2025	
Galway Airport	Galway Local Authorities	2015-2025	
Environmental Strategy	Galway City Council	2016	Promote the protection and enhancement of the natural and built environment of the city while facilitating sustainable development and growth in line with EU and national legislation and encourage appropriate measures to reduce man-made greenhouse gas emissions and increase the use of renewable energies.

PROCESS: Main Actions Chart

Actions	Responsible Parties	Timing
Galway City Council Service Delivery Plan	Economic Development Unit Economic SPC	Annual
Galway LEO Enterprise Plan	Galway LEO	Annual
Regional Action Plan for Jobs	DJEI Local Authorities Regional Authorities	2015-2017
Tourism	City Council/Failte Ireland...	2015
Smart City	City Council/NUI Galway	2015/16
High Level Advisory Group	Galway Local Authorities	2015
Economic Development Agency Forum	Galway Local Authorities	2015





Part 6

Monitoring Progress

Monitoring Progress

Implementation/Accountability

The Actions identified in this 'Statement of Strategy – Economic Sustainability' are challenging but they are realistic and achievable.

They include short – medium and long term outcomes.

Monitoring the implementation of the supporting strategies, plans and actions will be critical in measuring progress and impact over the coming years. Measurement will be against a range of national, regional and local indicators and a monitoring framework is being developed.

Responsibility for reviewing progress rests with a number of structures including, the Economic Development & Enterprise Strategic Policy Committee, Local Community Development Committee, and Galway City Council, with input from the proposed High Level Advisory Group described below.

Local Authority performance will be subject to the examination and report by the National Oversight Audit Committee.

To assist in the monitoring, review and inspiration processes a High Level Advisory Group and Economic Development Agency Forum will be established on a joint basis by the two local authorities.

High Level Advisory Group

Galway City Council and Galway County Council will establish a joint High Level Economic Advisory Group drawn from FDI companies, Indigenous firms, SMEs, Creative Sector, Tech, Start Ups, Social Innovators taking into account age, gender balance, geography etc.

In forming the group it is proposed to bring together business people and entrepreneurs that are leaders in their field, to work with and provide advice in relation to the economic development of Galway and the region.

The Advisory Group will act as a sounding board and to advise the Councils' Executive and Economic & Enterprise Development Teams with regard to the ongoing economic development of the City & County.

One of the initial key tasks of the group will be to play a role in keeping the Economic Sustainability Statement and its Action Plan under ongoing review, while monitoring overall progress and contributing to further development of economic strategies for Galway.

The group will also supplement existing structures such as the SPCs and LCDCs in the development of policies and supports that can create an environment to assist the economic development of Galway.

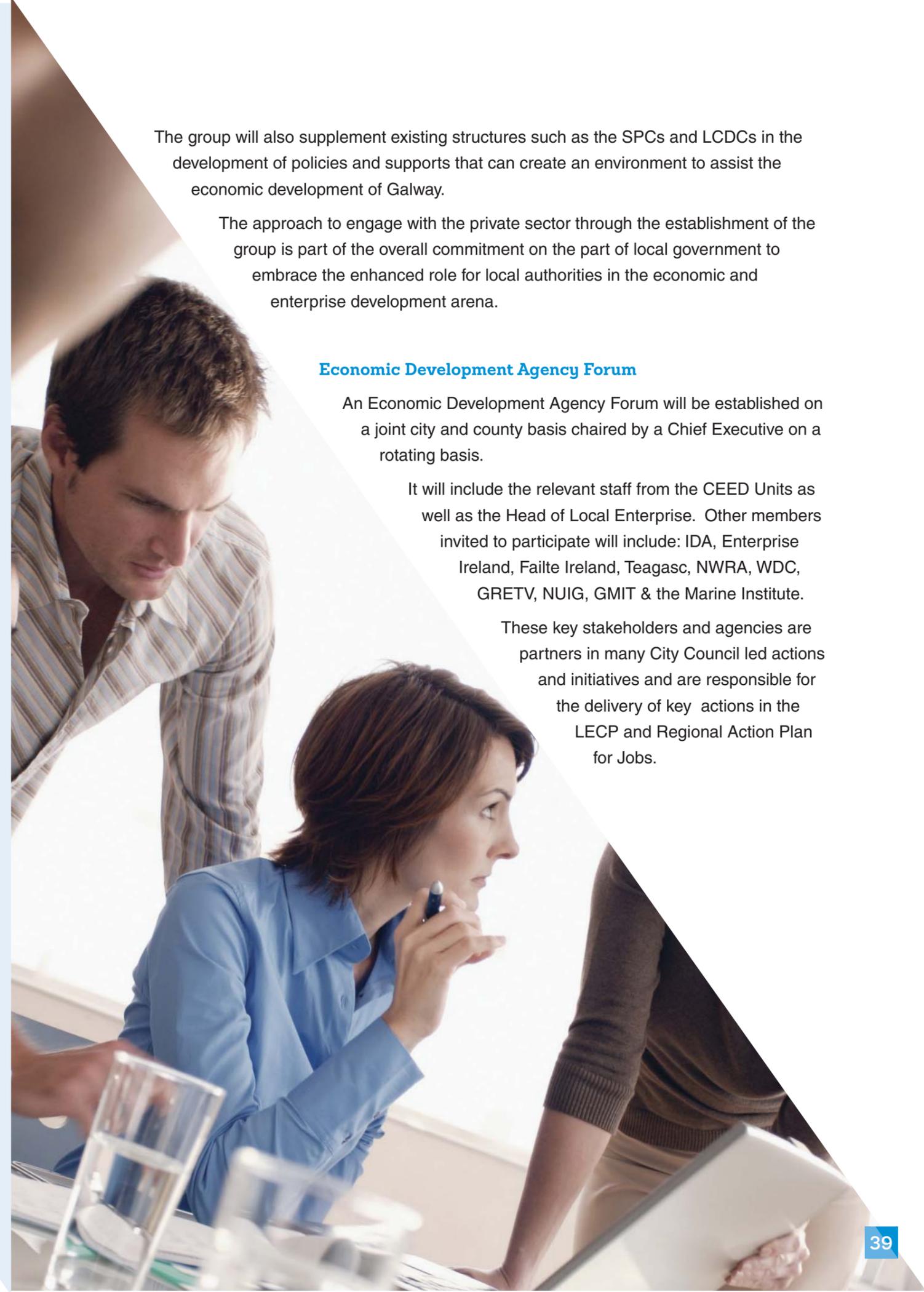
The approach to engage with the private sector through the establishment of the group is part of the overall commitment on the part of local government to embrace the enhanced role for local authorities in the economic and enterprise development arena.

Economic Development Agency Forum

An Economic Development Agency Forum will be established on a joint city and county basis chaired by a Chief Executive on a rotating basis.

It will include the relevant staff from the CEED Units as well as the Head of Local Enterprise. Other members invited to participate will include: IDA, Enterprise Ireland, Failte Ireland, Teagasc, NWRA, WDC, GRETV, NUIG, GMIT & the Marine Institute.

These key stakeholders and agencies are partners in many City Council led actions and initiatives and are responsible for the delivery of key actions in the LECP and Regional Action Plan for Jobs.





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