



Comhairle Cathrach na Gaillimhe
Galway City Council

Galway City Local Economic & Community Plan

2015-2021





The Local Economic and Community Plan (LECP) for Galway City 2015 – 2021 was developed by Galway City Council through the Local Community Development Committee (LCDC) and the Economic Development, Enterprise Support and Culture Strategic Policy Committee (SPC), in line with guidelines issued by the Department of Environment, Community and Local Government (Circular LG 1/2015 AL 1/2015).

The Local Economic and Community Plan (LECP) is subject to continuous monitoring and review. Annual action plans, based on the goals and objectives outlined in this plan, will be devised and adopted by Galway City Council.

The Local Economic and Community Plan (LECP) for Galway City complements and is consistent with the Galway City Development Plan.

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Galway City Local Economic & Community Plan

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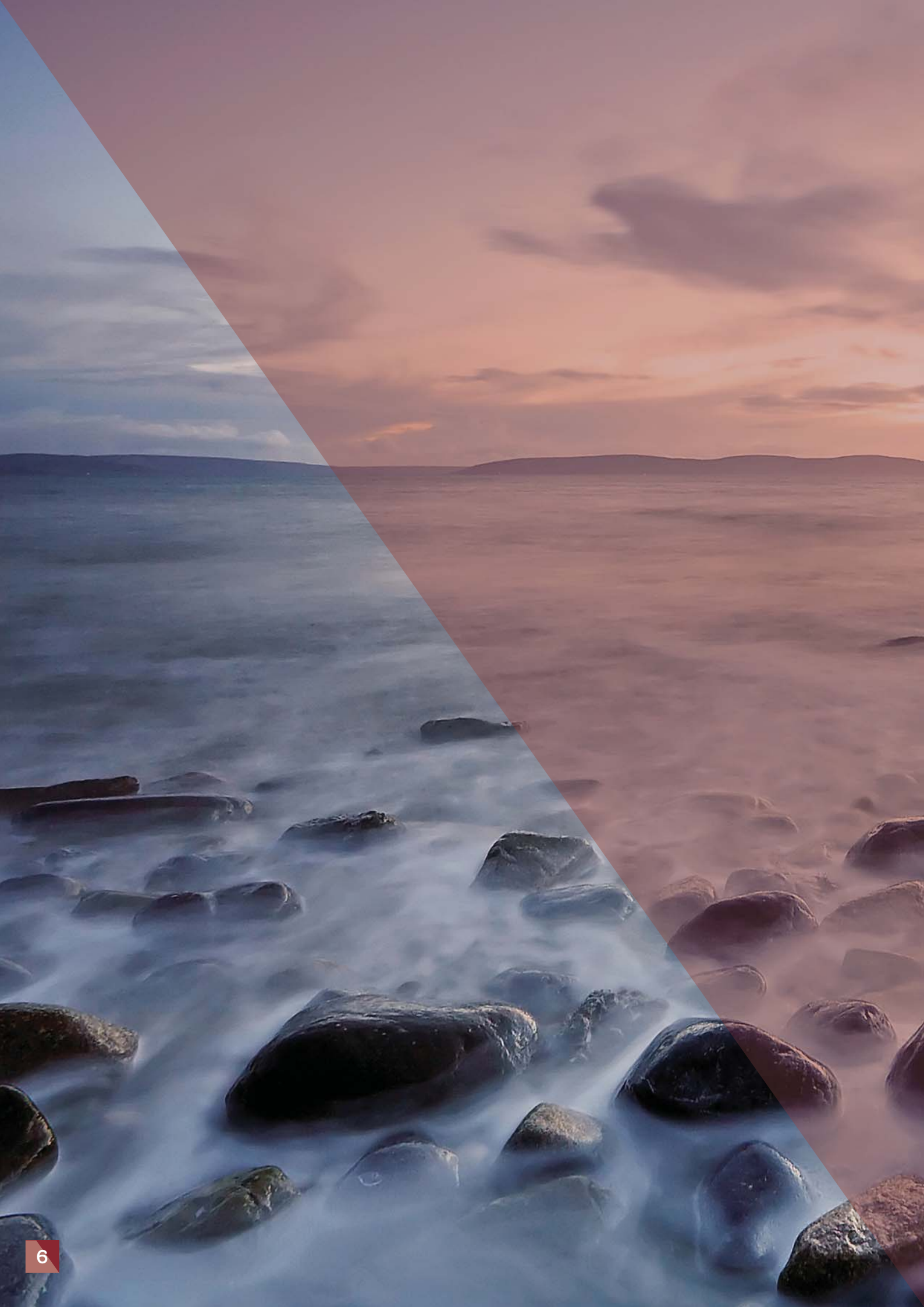
ACRONYMS

AA	Appropriate Assessment
BIC	Business Innovation Centre
BID	Business Improvement District
CDB	City Development Board
CDP	City Development Plan
CSO	Central Statistics Office
DSP	Department of Social Protection
ECOC	European Capital of Culture
ED	Electoral District
EI	Enterprise Ireland
EPA	Environment Protection Agency
EU	European Union
GCC	Galway City Council
GCCC	Galway City and County Childcare Committee
GCCN	Galway City Community Network
GCoC	Galway County Council
GCID	Galway City Innovation District
GCP	Galway City Partnership
GDP	Gross Domestic Product
GIAF	Galway International Arts Festival
GMIT	Galway Mayo Institute of Technology
GP	General Practitioner
GRETB	Galway Roscommon Education and Training Board
GSP	Galway Sports Partnership
GTC	Galway Technology Centre
GTI	Galway Technical Institute
GTM	Galway Traveller Movement
GVC	Galway Volunteer Centre
HSE	Health Service Executive
ICT	Information and Communications Technology
iTAG	Technology Association of Galway

JPC	Joint Policing Committee
LA	Local Authority
LCDC	Local Community Development Committee
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
MTES	Medium Term Economic Strategy
NRA	National Roads Authority
NTA	National Transport Authority
NUIG	National University of Ireland, Galway
NWRA	North Western Regional Assembly
OASC	Open Agile Smart Cities
POWSCAR	Place of Work, School or College - Census of Anonymised Records
PPN	Public Participation Network
RSES	Regional Spatial and Economic Strategies
SAC	Special Area of Conservation
SEA	Strategic Environmental Assessment
SICAP	Social Inclusion and Community Activation Programme
SOLAS	An tSeirbhís Oideachais Leanúnaigh agus Scileanna
SPA	Special Protection Areas
SPC	Strategic Policy Committee
UnaG	Údarás na Gaeltachta
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UK	United Kingdom
US	United States
WDC	Western Development Commission
WHO	World Health Organisation
WRDATF	Western Regional Drug and Alcohol Taskforce
YPLL	Years Potential Life Lost

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An Introduction to Galway City

Galway City

Galway City is located in the West of Ireland, on the shores of Galway Bay and within sight of the Atlantic Ocean. The city is surrounded by the phenomenal landscape of Connemara to the west and Lough Corrib to the north. It is bisected by the river Corrib, whose stony bed (Gaill Aimh) gave the city its name, and the city centre is interwoven with canals and mill races which have their origins in the commercial heritage of earlier centuries.

Known the world over for its friendly people, charming streets, arts, culture and heritage, Galway is a city like no other.

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 previously had 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 in which to study, to work, to visit and to live. There are a further 62,238 people who live within 30 minutes drive of the city centre.

Galway is a young and vibrant city. There are over 40,000 pupils and students in primary, secondary, further and third-level schools and colleges across Galway, including over 27,000 students enrolled in the National University of Ireland, the Galway Mayo Institute of Technology and the Galway Technical Institute. 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 in Ireland and overseas has been enhanced by the presence of world leaders in the arts, like Druid Theatre Company and Galway International Arts Festival. The economic importance of the creative sector to Galway City is significant and this is further strengthened by the city's designation as a UNESCO City of Film. Galway City's bid to become the European Capital of Culture 2020 shows a commitment to the arts and culture from all agencies in the city.

Galway is a multi-cultural city. Galway is recognised internationally as a city which celebrates diversity. According to Census 2011 data, Galway City is the most multi-cultural location in Ireland with 19.4% of its residents recorded as non-Irish, compared to a national average of 12%. It is also Ireland's only bilingual city with a strong history and tradition of the Irish language.

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 has maintained many relics from its medieval past, including cobbled streets, laneways, hidden archways and old medieval walls.

Galway, a city moving forward

As the largest urban centre in the West, Galway City is a key driver of economic development in the region and makes a significant contribution to GDP growth. Galway is home to nine of the top ten medtech companies in the world and has a strong, emerging ICT cluster. The city thrives on its entrepreneurial spirit and diversity

of culture. It is a centre of knowledge and a source of growth and innovation. The city also engenders a huge sense of pride of place in its inhabitants. Its human scale, liveability, conviviality of neighbourhoods, geographical embeddedness and historical character constitute an ideal of sustainable urbanism.

In 2014, Galway city was named the Best Overall MicroCity in Europe by fDi magazine, in recognition of its economic potential and business friendliness. In 2013, Galway City was awarded the Great Town of the Year Award by the Academy of Urbanism in the UK and, in 2014, the city received a Purple Flag for its safe and vibrant night-time economy. In 2015, Galway was named the 'Friendliest City in the World' by US magazine Travel and Leisure and was chosen as one of the pilot cities for the EU's Culture21 project. Galway is a designated UNESCO City of Film, one of only five cities worldwide to hold this prestigious title, and is a member of the UNESCO Creative Cities Network.

To continue to evolve, Galway City must respond to a rapidly changing world. The existing and emerging strengths of Galway must be capitalised upon to secure the city's competitiveness. Digital technologies must be embraced as international and EU emphasis moves onto smart, sustainable cities. Citizen engagement through collaboration, dialogue and participation in local government must be encouraged and all aspects of diversity, cultural identity and expression must be valued. The threats faced by all urban areas, of unemployment, segregation and poverty, must be turned into positive challenges as Galway takes its place as a key driver of economic, social and community development in Europe and beyond.

A clear, succinct and ambitious vision for Galway City has recently emerged. This vision, based on the Europe 2020 concepts of smart growth, sustainable growth and inclusive growth, has been driven by Galway City Council through the development of a coherent policy framework. A suite of plans and strategies have been prepared, or are in preparation, to guide this vision for Galway City over the next few years. These are set out in Appendix II and are consistent with the Galway City Development Plan. These Galway City Council plans and strategies, when combined with other locally produced policy documents, present an ambitious, yet achievable, vision for Galway City (Figure 1).

Consultation processes have played a major role in the development of the LECP and the other strategy documents. There has always been evidence of strong collaboration across agencies, social partners and the local development and community development sectors in Galway City. This LECP represents a strengthening of these collaborations and will allow for shared ownership, policy consistency and, importantly, the achievement of common goals for the good of the city.

The LECP represents a shared plan for Galway City and it will play an important role in shaping Galway as a world-class city of creativity, investment and opportunity, a city that offers the best conditions to its people and a superior quality of life. There is a commitment from all partners that this plan will be a living document that will allow for ongoing reflection, review and monitoring, recognising the paramount need for ongoing meaningful consultation at a grassroots level. A model of good practice will be developed over the lifetime of the plan to ensure interagency collaboration, connectivity and synergy between all Galway City strategies and action plans.



Figure 1. Policy framework used to prepare the Galway City Local Economic and Community Plan.

*in preparation





Socio Economic Analysis of Galway City

The Local Economic and Community Plan (LECP) is based on a comprehensive socio-economic evidence base, providing a sound basis for decision making and ensuring the approach taken is robust, credible and defensible.

In 2015, The Whitaker Institute in NUI Galway carried out a baseline study of Galway City and County, on behalf of Galway City Council and Galway County Council, using a full range of socio-economic performance indicators and data from a range of sources (CSO, GeoDirectory, POWSCAR, POBAL Deprivation Index and more). The key findings of this baseline study are outlined below and additional information is available on www.galwaydashboard.ie. Data compiled by the Borders, Midland and Western Regional Assembly for the Galway Gateway Report (2013) was also considered.

For the purposes of the baseline study, the municipal district of Galway City was divided into three areas, Galway West, Galway East and Galway Central, using the 22 local electoral divisions (ED), as illustrated in Figure 2.

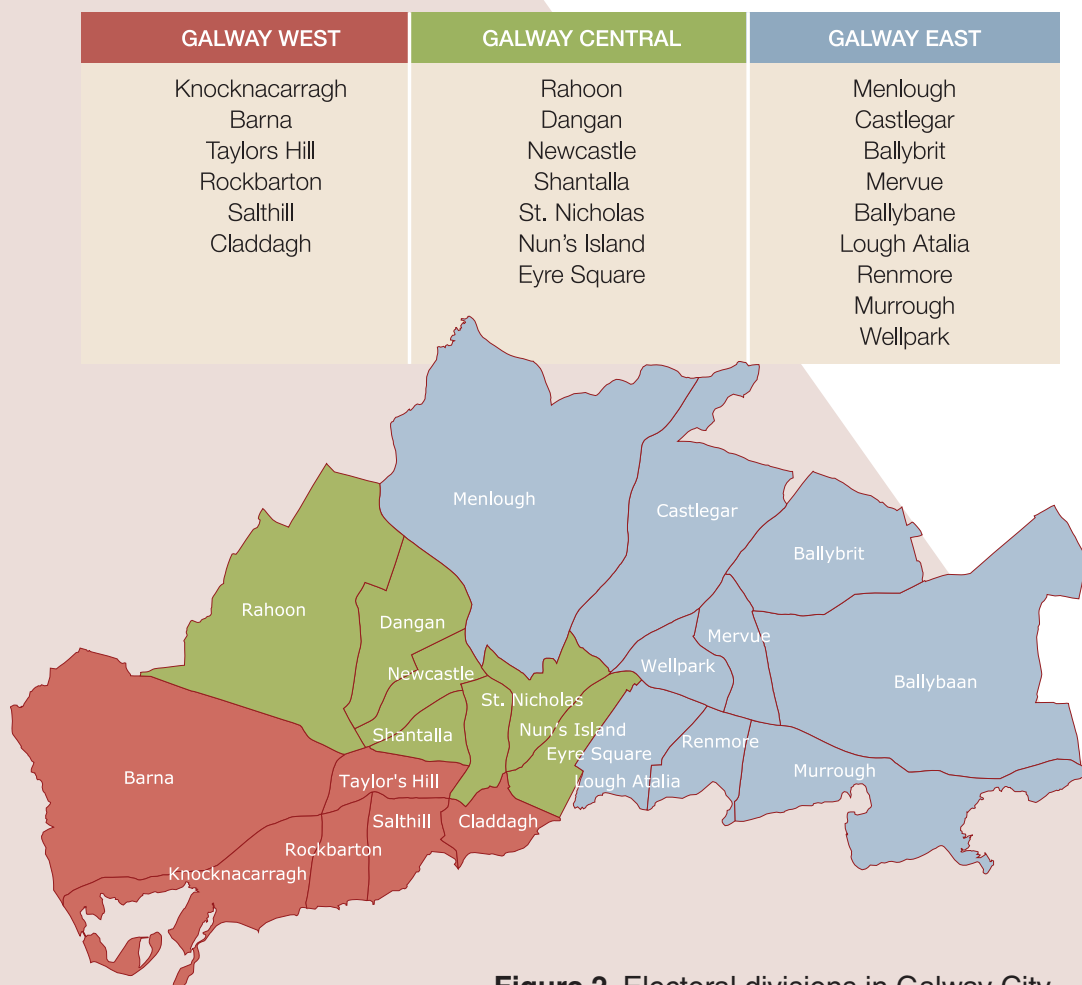


Figure 2. Electoral divisions in Galway City.

Population

The most recent Census data shows that Galway City had a population of 75,529 in 2011, comprising 36,514 males and 39,015 females. 63,036 of these were aged 15 years and over, with 6,377 retired. Galway East had the largest population of the three areas, with Galway Central having the least amount of residents. The fastest growing EDs in the city were Ballybane (24.6%) and Ballybrit (24%). Overall, the population of Galway City increased by 4.3% between 2006 and 2011.

Galway City has a young, diverse population

Diversity

Galway City has the most ethnically diverse population in the country, with 19.4% of its residents recorded as having a non-Irish nationality, compared to the national average of 12%. A number of EDs show even higher proportions of non-Irish nationals, such as Castlegar (31.7%), Ballybane (27.7%) and Ballybrit (24.4%). Fewer than half of the people in Galway city were born in County Galway, while one in four residents were born outside the State. Polish (4,096 persons) are the largest group, followed by UK nationals (1,486 persons). Galway City has the highest proportion of travellers in the country at 2.3%, the national rate is 0.8%. In Galway East, the rate is 3.9%.

Housing

There are over 27,000 households in Galway City, with 10,390 of these households in rented accommodation. 77.4% of households live in houses or bungalows while a further 22.5% lived in apartments, flats or bedsits. Galway East has the largest percentage of residential houses built since 2000 (37%), Galway Central has the largest percentage of residential houses built pre-1970 (26%). The vacancy housing ratio in Galway City is 11.2%, lower than the State (14.5%) and Galway County (19.4%). Galway City Council maintain 485 tenancies under the Rental Accommodation Scheme and 119 tenancies under Long Term Leasing Schemes. At ED level, the highest concentrations of local authority housing is found in Wellpark (23.2%), Ballybane (18.7%) and Newcastle (18.4%), but these are still low levels compared to other towns and cities. In September 2015, there were 4583 households on the Galway City Council social housing waiting list, with the majority of demand (circa 80%) for 1 and 2 bedroom accommodation.

Language

Galway city and its suburbs has the highest rate of Irish speakers in a city area (44.2%), followed by Cork city and suburbs (44%). County Galway has the highest rate of Irish speakers in the country at 51%. 13,798 persons, representing 18.3% of the population, speak a language other than Irish or English at home. Of these, 2,020 could not speak English well or at all. Polish is the most common foreign language spoken at home with 4,070 speakers.

Education

There has been a continuous improvement in the level of education amongst the adult population in Galway City over the past 25 years.

According to Census data, the average age at which education ceased in Galway City is 21 years, the

oldest in the State. The proportion of Galway City's population with third-level education has grown from 25.2% in 1991 to 45.0% in 2011, which is the second highest proportion pertaining to any local authority area. The proportion of people with primary education only in Galway City has decreased from 23.5% in 1991 to 9.9% in 2011 (national rate is 16.0%). There remains a small number of EDs where slightly higher proportions of the adult population have primary education only. These are Newcastle (28.8%), Shantalla (26.5%) and Mervue (20.7%).

Galway City has a well educated population

Affluence/Deprivation

Like any other part of the country, Galway City has been massively affected by the economic downturn after 2008, reflected in the drop in the absolute Deprivation Score (Haase and Pratschke, 2012) from 3.0 in 2006 to -1.9 in 2011. This, however, ranks the city as the third most affluent local authority area in Ireland. While none of Galway city's EDs fall within the Pobal HP Deprivation bands of Disadvantaged, Very Disadvantaged or Extremely Disadvantaged, a number of EDs are below the national average including Newcastle (-7.0), Mervue (-5.4) and Shantalla (-4.6). In addition, small area statistics show a large number of areas that do fall within the Disadvantaged band with Deprivation Scores, between -10 and -20. In total, there are 28 small areas classified as Disadvantaged in Galway city, with 10 of these being in Ballybane.

Health/Wellbeing

Across all national Gateways, Galway residents are most likely to agree that their area is an attractive and enjoyable place to live and work. Galway is average or below average for the four main causes of mortality and suicide (Galway Gateway Report, 2013). Primary health care (represented by GPs per capita) is higher than average in the city. Using the Years of Potential Life Lost (YPLL) indicator as a mortality measure, Galway recorded the lowest (best) rate of all Gateways at 48.38 per 1000, as opposed to the national Gateway average of 66.63. Galway is the only area in Ireland with a major urban centre that comes in the bottom half of the country's crime rankings at 13th on the list. It consistently records below average levels for most categories of offences. The overall number of recorded crimes in Galway has fallen by 28% since 2008, one of the largest reductions in the country. This is supported by the Gateway Hub Development Index (2012) that reports a lower than average crime rate in Galway compared to the other 8 Gateway Hubs.

Commuting

In the local electoral areas of Galway East and Galway West, the main form of commute for people to work or to school is as car driver, whereas in Galway central the main form of commute is by foot or bicycle. 3% of people in Galway City have a journey time of over an hour to their place of work or study. 41% of people living in Galway Central have a journey time of less than 15 minutes to their place of work or study. 32% of households have two or more cars.

Employment

In 2011, there were 38,791 persons aged 15 years and over in the labour force in Galway City and, of these, 81.4% (31,557 persons) were at work. Of the 24,245 persons aged 15 years and over who were outside the labour force, 46.4% were students, 16.4% were looking after the home/family and 26.3% were retired. The unemployment rate for Galway City in 2011 was 18.6%. Unemployment rates in individual EDs reached levels well above those prevailing county wide, and were highest in Newcastle (33.6% male, 23.3% female), followed by Dangan (28.0% male, 17.6% female), Ballybaan (26.0% male, 19.4% female), Shantalla (28.3% male, 15.8 female) and Menlough (24.8% male, 17.9% female). There were 8,329 people on the Live Register in September 2015. 974 of these, representing 11.7%, were under 25. This is the lowest rate in over 6 years.

Social Class

In Galway City, the proportion in the professional classes (34.7%) and the proportion in the lower skilled professions (18.2%) closely resemble the national average class composition. Differences in the social class composition within the city reflect those of educational attainment, with Knocknacarragh having the highest composition (62.0% professionals, 5.6% semi- and unskilled manual classes), and Newcastle having the lowest (20.1% professionals, 23.6% manual classes).

Galway is home to
9 of the top 10
medical technology
firms in the world.

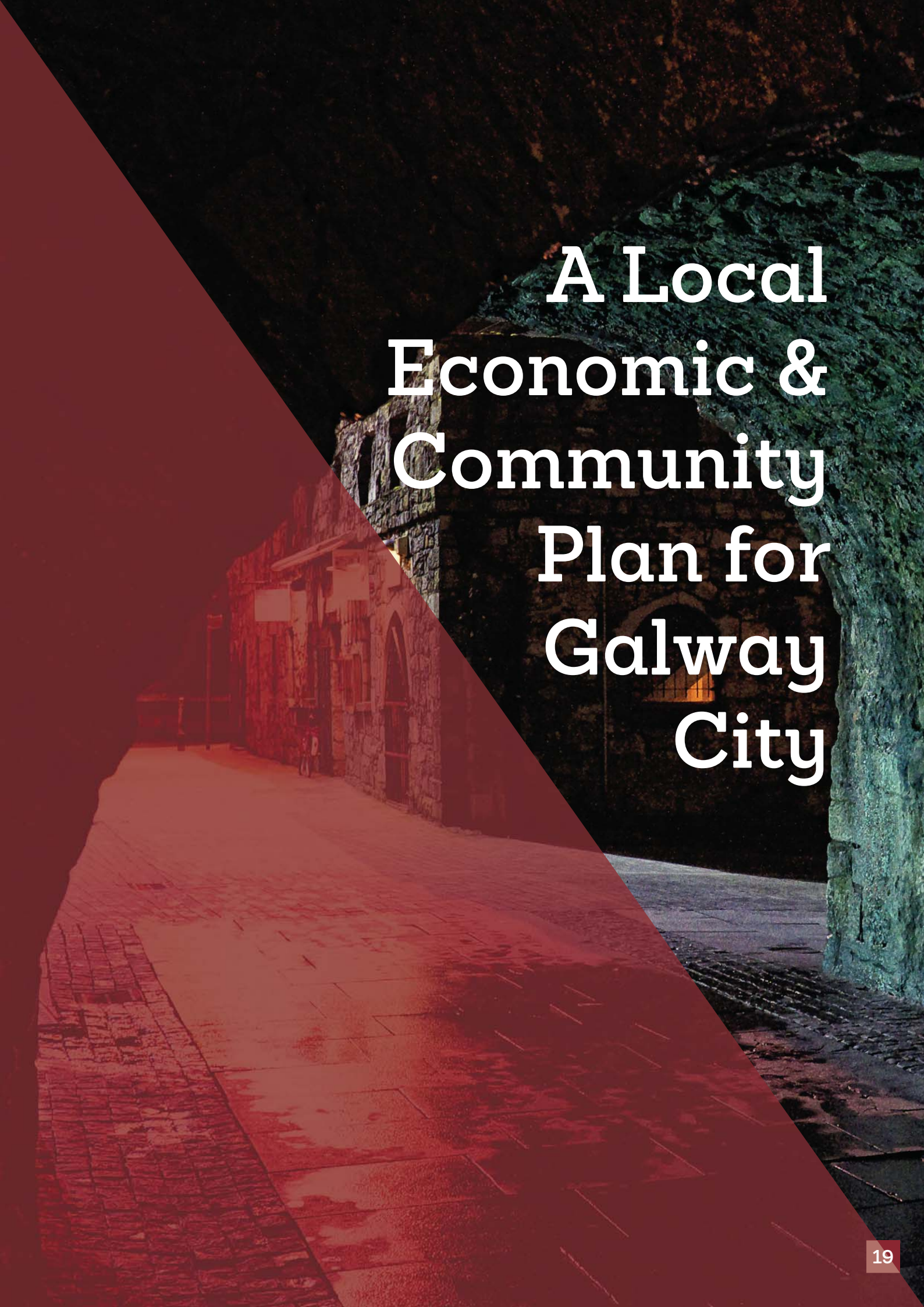
“Richness of culture and the natural environment, coupled with diversified sectors, are key elements of place-based innovation and they are key assets for future development in Galway.”

Galway City Economic Baseline
Summary Overview, 2015

There are 3,724 commercial organisations spread across Galway City. The Eyre Square ED has the largest number of commercial organisations, followed by St. Nicholas' and Ballybrit. There were 5930 Enterprise Ireland supported jobs in Galway City and County in 2014, an increase of 181 on the previous year. LEO Galway funded companies grew employment numbers in 2014, creating 22 new jobs and sustaining 772 jobs. There are 89 IDA Ireland client companies in the Western Region employing 18,712 people. Three of the largest employers in Galway City are medical device manufacturers, Boston Scientific, Medtronic and Creganna Tactx. Other companies/organisations with 500+ employees are HSE, NUIG, GMIT and Hewlett Packard.

Table 1. Summary: Strengths and Weaknesses in Galway City.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Diversified sectoral base, with a mix of traditional and new sectors • Strong third-level institutions and public research organisations (e.g. Marine Institute and Teagasc) • High levels of educational attainment and skills • Growing and globally recognised creative sector • Successful industrial clusters • Vibrant start-up environment and a growing interest in entrepreneurship • Stunning natural environment and physical attractions • Economic and social value of the Irish language and Galway's unique heritage • High quality of life • Nationally designated gateway • Infrastructure – road, rail, harbour • Young, diverse population • Wild Atlantic Way strong tourism brand • Excellent primary and secondary level education provision • Established international destination for arts and film • Access to best in class regional health facilities • Decreasing crime rates 	<ul style="list-style-type: none"> • Lack of a recognised brand for Galway • Traffic congestion • Undersupply of enterprise incubation facilities • Lack of readily accessible data and information • National/international economic and political impacts on development strategies • Pockets of area based disadvantage, despite the city as a whole being ranked as affluent • Growing housing list • Significant levels of long-term unemployment • Low levels of volunteerism • Growing concern relating to local workforce able meet growing demand • Differences in social class composition within the city reflecting those of educational attainment • Links between third level institutes, industry and the public sector not fully developed



A Local Economic & Community Plan for Galway City

Context

Local authorities, nationally, are recognised as key drivers for stimulating and enabling enterprise and innovation in local regions, as acknowledged in the Local Government Sectoral Strategy to Support Economic Recovery and Jobs (2012) and the Putting People First - Action Programme for Effective Local Government (2012). Recent and ongoing alignment processes have resulted in an expanded role for local authorities, beyond their traditional functions and includes economic development and promotion “as a focal point for local development, in collaboration with other agencies.” Recent developments include the integration of the Local Enterprise Office (LEO) within local authorities, the establishment of Local Community Development Committees (LCDCs) and the formation of Economic and Enterprise Development Strategic Policy Committees (SPCs) within each local authority area, on a statutory basis.

As part of the new leadership role, assigned to local authorities under the Local Government Reform Act 2014, Galway City Council now has the primary responsibility for leading economic, social and community development in the city. A key purpose of local government is to promote the well-being and quality of life of the public and communities. This Local Economic and Community Plan (LECP) for Galway City was developed in line with this, as directed by Section 66 of the Local Government Act 2001 as amended by section 44 of the Local Government Reform Act 2014.

This Local Economic and Community Plan (LECP) is for a six year period and it sets out objectives and actions to promote and support economic development and to promote and support local and community development in Galway City. Delivery of the LECP actions will be the role of the relevant public bodies and agencies, including Galway City Council itself, the Local Enterprise Office (LEO), Galway City Partnership, Galway City Community Network, organisations such as the Galway Roscommon Education and Training Board, TUSLA the Child and Family Agency, the HSE, the Department of Social Protection, Galway Chamber of Commerce, Galway Council of Trade Unions, the higher education institutions, as well as non-public agencies including voluntary organisations and community-based organisations across Galway City.

The community element was prepared by the Local Community Development Committee (LCDC) and the economic element was prepared by the Local Authority, through the Economic Development Strategic Policy Committee (SPC). Both elements were integrated into this final Local Economic and Community Plan (LECP) through the work of an Advisory Steering Group, see Appendix I for more details.

The LECP is about identifying gaps and delivering positive step changes that will deliver the economic and social consolidation and enhancement of Galway City. The focus of the plan is on collaboration and inter-agency work, with an emphasis on clear and measurable actions that add value to the city. Annual action plans will be developed, based on the strategic objectives and actions outlined in the LECP, that will clearly reflect this proposed added value.

Guiding principles of the LECP

The Local Economic and Community Plan (LECP) is underpinned by a number of guiding principles which reflect how the European Commission wishes to see Europe grow and develop in a smart, inclusive, sustainable manner by 2020.

These guiding principles are:

- The promotion and main-streaming of equality.
- Sustainability – Promoting a more resource efficient, green and more inclusive economy.
- Maximising returns by cooperation, collaboration and avoiding duplication.
- Participative Planning – ensuring meaningful community participation and consultation in the planning process.
- Community consultation and engagement.
- Community development principles – addressing social exclusion and providing supports for the most marginalised.
- Accessibility and ownership – written in a straight forward style.

In addition, the Galway City LECP undertakes to promote social inclusion by tackling social exclusion, as it is defined in the Irish Government's National Action Plan for Social Inclusion 2007–2016 as follows:

“People are living in poverty if their income and resources (material, cultural and social) are so inadequate as to preclude them from having a standard of living which is regarded as acceptable by Irish society generally. As a result of inadequate income and resources people may be excluded and marginalised from participating in activities which are considered the norm for other people in society”

The promotion of actions that are socially inclusive of all will mean a restatement of the Galway City Intercultural Strategy which supports creating the conditions for interaction, equality of opportunity and outcome, understanding and respect. This approach embraces the concept that ‘one size does not fit all’, and that by planning for and accommodating cultural diversity, everyone will benefit from the process.

The LECP is also influenced by the Equality and Human Rights Statement of the Local Community Development Committee (LCDC) which states that “the LCDC promotes an environment which is fair, transparent and welcoming for all individuals and organisations – employees, service users and elected members. The LCDC undertakes to have due regard to the need to eliminate discrimination; advance equality of opportunity; foster good relation when making decisions; developing and implementing policies”.

Overview of existing strategies

The LECP is influenced by a hierarchy of international, national, regional and local level plans, strategies and legislation. Consideration was given to these during the preparation of the LECP and a comprehensive list of the relevant documents is contained in Appendix III.

The Galway City LECP must be consistent with the core strategies of the Galway City Development Plan 2011-2017. The LECP must also be consistent with the Regional Planning Guidelines for the West Region 2010-2022 and, subsequently, with the Regional Spatial and Economic Strategies (RSEs) to be prepared by the Regional Assemblies and a new National Planning Framework which, it is envisaged, will replace the National Spatial Strategy.

Core Strategies of the City Development Plan (2011-2017)

- Promote balanced and sustainable economic development that will enable Galway City to fulfil its role as a National Gateway and a Regional Centre, providing sufficient employment opportunities and appropriate services.
- Use the role of the Gateway to harness the strengths and maximise the economic development of the region.
- Provide for a built and natural environment that is of high quality and that contributes to providing a good quality of life for residents and visitors and affords sustainable transportation opportunities.
- Promote social inclusion in accordance with the National Anti-Poverty Strategy 2007 and the National Action Plan for Social Inclusion 2007-2016 and aim to reduce and ultimately eliminate poverty levels in accordance with national targets.
- Facilitate the achievement of the goals contained in the Galway CDB Strategy Gaillimh Beo agus Bríomhar 2002-2012.
- Promote the reduction of greenhouse gas emissions through proactive measures in line with EU commitments to tackle climate change.

As part of the monitoring and implementation phase of the LECP, all existing and emerging local strategies and plans will be mapped and their actions linked to ensure consistency and complementarity with national policy and the overall vision for Galway City.

Public consultation

Participative planning through meaningful community participation and consultation is one of the guiding principles that underpins the LECP. This approach will be developed further during the lifetime of the LECP and progress will be measured as part of the monitoring and implementation phase of the LECP process.

To date, the consultation process included a number of steps as follows:

- Consultation meetings with members of the LCDC and SPC.
- Individual meetings with representatives of key stakeholder groups.
- Consultation documents and questionnaires were prepared and circulated to agencies and community groups informing them on the LCDC, the LECP and inviting feedback, input and comments from each group.
- Radio and print media and advertising was used to engage the citizen.
- Consultation events for other strategies and plans were attended, questionnaires were distributed and submissions were requested.
- LECP consultation events consisting of presentations, questions and answers session and facilitated workshops were held and attended by stakeholder and community groups.
- An Open Day was held and one-on-one meetings were facilitated in City Hall for members of the public.

Links were made with other consultation processes on-going in the city, including the Galway 2020 European Capital of Culture Bid, to ensure that all information relevant to the LECP, from whatever source, was taken into account.

A directory of all submissions received through the public consultation phase was compiled. These submissions, which include general commentary as well as defined actions, will be used throughout the lifetime of the LECP to develop annual action plans based on the high level goals, objectives and actions outlined in this document.

Strategic Environmental Assessment/Habitats Directive Assessment

Under the European Communities (Environmental Assessment of Certain Plans and Programmes) Regulations 2004 -2011, the local authority is obliged to carry out a screening assessment for environmental effects arising from the implementation of the objectives and actions contained in the LECP. Due consideration has been given to SEA in the preparation of the Plan and the SEA Screening Statement should be read in conjunction with this Plan.

The EU Habitats Directive was transposed into Irish law by the European Communities (Natural Habitats) Regulations, 1997 as amended. Under this Directive, the local authority is obliged to carry out an appropriate assessment of the ecological implications of the Plan on the Natura 2000 sites within Galway City as part of the LECP process. Natura 2000 sites consist of Special Areas of Conservation (SACs) and Special Protection Areas (SPAs) and provide for the protection of Europe's most valuable and threatened species and habitats. An AA screening has been carried out on the LECP.



A nighttime photograph of Galway Cathedral, featuring its large dome and illuminated spires. A red diagonal overlay covers the left side of the image. The title 'A Vision for Galway City' is written in white serif font over the red area.

A Vision for Galway City

Vision Statement

A vision for Galway City and the LECP became clear during the consultation phase, as well as through the research and socio-economic analysis phases.

“That Galway will be a successful City Region with a creative, inclusive and innovative *ecosystem in place to ensure its sustainable development into the future.”

High Level Goals for Galway City

The Galway City LECP is based on five high level goals that were identified during the plan's preparation process. The high level goals are in line with the vision outlined above and are representative of a collective vision for Galway City by all stakeholders.

Galway City:

1. a world-class, creative city region
2. an innovative city
3. an equal and inclusive city
4. a sustainable, resilient urban environment that is the regional capital of the West
5. a city that promotes the health and well-being of all its people

*ecosystem: a complex network or interconnected system

A nighttime photograph of a coastal city, likely Galway, Ireland. The scene features a row of multi-story buildings with warm interior lights glowing through the windows. A prominent church tower with a pointed roof is visible on the right. The city is situated along a waterfront, with a dark stone pier or breakwater in the foreground. The water is calm, reflecting the city lights. A large, semi-transparent red triangle is overlaid on the left side of the image, pointing towards the center. The title text is centered over the image, partially overlapping the red triangle and the city lights.

An Action Plan for Galway City

Overview

Key actions and initiatives were agreed for each of the high level goals to strengthen and develop the economic and community dimensions of Galway City over the next six years. The actions reflect the key priorities and policy areas, as agreed by those consulted, and the guiding principles of the LECP. The two elements of the plan, economic and community, are presented together ensuring a coordinated delivery of actions for both economic and local/community development.

The main aim of the LECP is to improve the well-being of the people and economy of Galway City through enhanced strategic planning, better targeting and co-ordination of resources and more meaningful impacts for local communities. No single agency or organisation has the capacity to deliver on these goals acting alone. As such, the commitment by all local organisations with a role in the promotion of local and community development will be central to the successful implementation of the plan. The emphasis throughout is on collaboration and partnership. The LECP provides a framework for all organisations in Galway City to link their own strategies and plans. It allows for combined investment and resources to achieve common agreed objectives. It allows integration between social and economic planning to assist in the development of sustainable communities with strong local economies.

As part of the implementation phase of the LECP, the actions outlined in this document will be further defined and elaborated upon. Annual action plans containing clear, measurable actions and outcomes will be developed through inter-agency discussions and further public consultation.

The LECP represents the beginning of a process of inter-agency collaboration and will infuse a deliberate innovative approach to socio-economic development planning in Galway City.

Economic Development

The economic elements of the LECP were formulated following consultation with key stakeholders, a review of relevant strategies and plans and analysis of the socio-economic profile of Galway City. The LECP will help promote and support economic development in Galway City over the next six years. The LECP is part of the wider economic role of local government and provides a framework within which Galway City Council can develop and pursue its economic development role.

Galway is well positioned economically to accommodate further growth. Many of the objectives and actions outlined in the LECP focus on creating a strong identity for Galway City by supporting and exploiting its existing and emerging strengths. Priority areas include skills, talent and innovation; entrepreneurship and start ups; scaling and growing enterprise; the environment for businesses and opportunities for sectoral development. In particular, the ability of Galway City to promote and foster indigenous business and investment in the city is a key consideration, as is the ability of the city to attract and retain inward investment.

The goals, objectives and actions outlined in the LECP reflect the key themes of People, Place and Process presented in the Galway City Statement of Strategy - Economic Sustainability 2015 - 2021. The LECP recognises that strong economic performance helps to build stronger communities and is fundamental to their welfare through greater prosperity, job creation and financial stability.

Community Development

Galway City has a long tradition of organised community activity with an array of structures and initiatives rolled out to facilitate collaborative approaches and create relevant delivery networks (Figure 1). The community element of the LECP, whilst not being prescriptive about the various actions to be taken by these different structures, can assist in developing, coordinating and implementing a coherent and integrated approach to local and community development. The LECP has identified areas of priority and opportunity and indicates the most appropriate programmes or other resources to be linked with each particular priority or opportunity area. The LECP acts as a guidance document for all of the community development groups in the city as they prepare their relevant plans and strategies.

The overall objective of the community element of the LECP is the protection and enhancement of the quality of life and well-being of communities in Galway City. A key priority is to ensure that people disadvantaged from whatever circumstance can realise their potential and participate in all aspects of life in the city. The LECP commits to strengthening the resilience of local communities to engage and have a meaningful part to play in the decision making that impacts their day-to-day lives.

The link between economic development and community development is recognised, in particular how local and community development interventions can support economic activity from the ground up, while also helping to combat social exclusion and poverty, for example, through targeted interventions to improve education, training and employment opportunities within disadvantaged or marginalised communities.

Community development and local development should be noted as two separate though complementary processes. In that context, we set out a definition of community development and local development:

Community work/community development *“is a developmental activity comprised of both a task and a process. The task is the achievement of social change towards the achievement of equality, social justice and human rights and the process is the application of principles of participation, empowerment and collective decision making in a structured and co-ordinated way”*. Adapted from Pobal (1999) – Community Development Strategies and Actions within the Integrated Local Development Programme, Insights No. 11. Pobal, Dublin.

Local development is defined as *“The collective effort of a community to improve local, social and environmental conditions, it provides an opportunity for each of the three sectors (community, statutory agency and social partner) to act together for the benefit of the area.”* ADM (1995), Integrated Local Development Handbook and referenced in SICAP requirements P19.

Goal 1. Galway. A world-class creative city region.

Creativity and culture are at the heart of life in Galway City. They are pivotal to all aspects of Galway's development as a city and as a region. Galway has a massive cultural profile and reputation, led chiefly by flagship organisations such as Galway International Arts Festival (GIAF) and Druid Theatre Company. There is also a vibrant community arts sector in Galway City and they actively engage with their local communities, empowering people to express their cultural identity through creative means. As a designated UNESCO City of Film, Galway is a member of the UNESCO Creative Cities Network. Galway is a member of the Culture21 Pilot Cities Programme and a candidate for the European Capital of Culture 2020.

The Local Economic and Community Plan recognises the integral part creativity and culture play in the economic and social sustainability of Galway City. This high level goal builds on the ambition of the 'Cultural Strategy Framework for Galway City and County 2016-2025' which aims to transform Galway into a working model of cultural sustainability, best practice and world class cultural and creative experiences.

1. Develop and promote Galway as a world-class, creative city region.

	Objective	Action	Lead & Partners
1.1	Support and promote Galway City's role as a cultural city of international renown.	Recognise and build upon the significance of Galway's designation as a UNESCO City of Film.	GCC, GCoC, Galway Film Centre GRETB, GCCN
		Support and promote Galway's bid for European Capital of Culture 2020.	Galway 2020, GCC, GCoC, GCCN
		Support implementation of the Galway Cultural Strategy and the Galway City Arts Action Plan.	GCC, GCoC, GRETB, GCCN
		Support community-based activity relating to culture and facilitate cultural access and participation, embracing cultural diversity and including everyone.	GCC, GCCN, GCP, Galway 2020, GRETB
1.2	Preserve and ensure the economic, cultural and social benefits associated with the use of the Irish language remain in Galway City.	Continue to promote and support Galway as a bilingual city and, in particular, the gradual normalisation of the Irish language in Galway City.	Gaillimh le Gaeilge, GCC Galway Chamber of Commerce
		Explore opportunities to create a physical hub for Irish Celtic Culture, including the Irish language sector, in Galway City.	GCC, Gaillimh le Gaeilge GRETB, UnaG
1.3	Encourage the establishment and expansion of creative industries and education experiences in Galway City.	Develop a value proposition around the strength of Galway City for indigenous and FDI companies and education experiences in the Film/Digital Media/Animation Space.	GCC, IDA, EI, UnaG GRETB, Galway Chamber of Commerce, Education Sector

Goal 2. Galway. An innovative city.

Galway is an ambitious city with a strong indigenous business sector. It is a global centre of activity for medical technologies and ICT companies. It is a centre of education and knowledge. The city is home to dynamic and forward looking people of quality in every sector, providing a strong sense of vision for the place and a deep awareness of current trends, emerging developments and their implications.

The LECP wishes to capitalise on these qualities and ensure that the talents of the people and communities in Galway City are nurtured, fostered, promoted, rewarded and celebrated. Through the LECP, the drive to present Galway as an innovative city, with professional pride, ladders of opportunity and strong support networks, will continue.

This high level goal compliments the Action Plan for Jobs and the Enterprise Plan for Galway County and City. It is consistent with current Government policy in relation to economic development (at present the Medium Term Economic Strategy 2014 – 2020 (MTES) and Enterprise Strategy as set out in Making it Happen – Growing Enterprise for Ireland) and highlights the key role cities can play in achieving EU objectives, especially in the implementation of the Europe 2020 strategy. Its achievement will be guided by the Galway City Statement of Strategy - Economic Sustainability 2015-2021.

2. Develop and promote Galway as an innovative city.

	Objective	Action	Lead & Partners
2.1	Develop, encourage and create an environment for innovation, enterprise and entrepreneurship, including community/social enterprise.	Create and support a series of innovation ecosystems in Galway City.	GCID, Galway Chamber of Commerce, GCC
		Develop a feasibility study for enterprise/creative ecosystems in Galway City.	GCC, LEO, SCCUL, GTC, Galway Chamber of Commerce
		Support and promote national and local innovation and enterprise events, such as: - MeetWest - Venture West - Start Up Gathering - LEO Craft Fair - Galway City Marketing Fund	GCC, LEO, Start Up Galway GRETB, Galway Chamber of Commerce
		Actively work with national government to progress the implementation of social clauses in public procurement.	Galway Council of Trade Unions, GCP, GCC
		Actively engage with and support ConnectIreland in rolling out its community partnership programme.	Connect Ireland, GCC
		Develop Galway as a Centre of Excellence for social enterprise.	GCP, GCC, GCCN
		Create opportunities for European funded projects in Galway City.	GCC, Galway City Partnership, Galway Chamber of Commerce, WestBic
		Establish an interagency group to address longterm unemployment/ underemployment.	GCP, GRETB, DSP, GTM, GCC

	Objective	Action	Lead & Partners
2.2	Foster the spirit of creativity, innovation and entrepreneurship in our education system.	Introduce entrepreneurship as a viable career option and provide a network of venture coaches and entrepreneurial support systems, through <ul style="list-style-type: none"> - Blackstone LaunchPad at NUI Galway - Galway LEO - Galway Technology Centre 	NUIG, GCID, GTC, LEO, GRETB
2.3	Promote and foster indigenous business and investment in the city.	Support implementation of the annual Galway County and City Enterprise Plan.	LEO, GCC, Galway Council of Trade Unions
		Support and promote training and mentoring programmes for small business and start-ups.	LEO, SCCUL Enterprises Ltd., GTC, GRETB, GCP, DSP
		Investigate the establishment of a Business Improvement District (BID).	Galway Chamber of Commerce, GCC, Galway City Business Associations
2.4	Encourage innovators to locate in Galway City.	Work collaboratively to encourage investment into Galway City through the development of a portal and promotional pack for all information relating to business and enterprise.	GCC, LEO, Galway Chamber of Commerce, GCID, GTC
		Explore opportunities around the EU Cities of Innovation programme.	GCC, Galway Chamber of Commerce
		Develop interactive map sites for the Galway Technology and Medtech maps.	GCID, GCC, Insight
		Build upon the fDi MicroCity of the Year Award 2014/2015.	GCC, Galway Chamber of Commerce, GCID
2.5	Develop Galway as a Smart City.	Further develop and implement the formal agreement between Insight NUIG and Galway City Council to develop joint initiatives including: <ul style="list-style-type: none"> - public open database study - www.galwaydashboard.ie - applications for national and EU funding 	Insight, GCC, GRETB, GCCN, Galway Chamber of Commerce, GCBA
		Develop and progress a number of Smart City initiatives, including the Open Agile Smart Cities (OASC) Initiative in conjunction with Dublin, Cork and Limerick.	GCC, Insight NUIG, OASC, Galway Chamber of Commerce, GCBA

Goal 3. Galway. An inclusive and equal city.

People form the core of Galway City. They are a key asset and should be wholly supported, regardless of their socio-economic, gender, ethnic or cultural background, by a society that is stable, safe, just and tolerant, a society where diversity, equality of opportunity and participation of all people is respected and celebrated.

This high level goal builds upon work on-going in Galway City by community development organisations. It complements existing strategies, such as the Inter-Cultural Strategy and the Children and Young People's Plan 2015-2018. Through the actions outlined in the LECP, Galway City will continue to provide a space for creativity and freedom for all its people, ensuring that everyone is provided with the opportunity to participate fully in society and to reach their full potential.

3. Ensure Galway City is an equal and inclusive city.

	Objective	Action	Lead & Partners
3.1	Deliver local and national social inclusion/ community development programmes to reduce poverty and alleviate disadvantage.	Monitor poverty reduction programmes and community development programmes in the city, including the SICAP Action Programme.	LCDC
		Re-establish a Social Inclusion group in Galway City, as part of the LCDC structure.	LCDC, GCP, GCC, HSE, Tusla, GRETB, GCCN
		Support the implementation of the Galway City and County Childcare Committee Plan.	GCCC, GRETB, Tusla
		Establish a taskforce to deal with localised areas of deprivation and disadvantage.	Tusla, GCC, GCCN, SCCUL, LCDC
		Support delivery of social enterprise and opportunities for work within communities.	GCC, GCP, DSP, GRETB
3.2	Address educational disadvantage.	Provide targeted educational supports for those who are disadvantaged in Galway City.	GRETB, GTM, Equal Ireland, Third level Institutions
		Provide and promote educational opportunities for those who are underemployed, unemployed and those wishing to upskill and/or retrain.	DSP, GRETB, GCC, HSE, an Garda Síochána, Youth Work Providers, Comhairle na nÓg, GCC
		Map and develop afterschool supports in the city.	Tusla, GCCN, GRETB, GTM, Youth Work Providers, Education Providers

	Objective	Action	Lead & Partners
3.3	Ensure full integration and equality of all people within our community.	Re-establish the Traveller Interagency Group (TIG) and: - Develop an action plan. - Support traveller led social housing (CENA).	GCC, GTM, Irish Traveller Movement, GRETB, GCCN
		Review and develop the Access for All group and support their action plan.	Access for All, GCC, GCP, GCCN
		Support the development of an accessible and safe resource centre for the LGBT community.	Amach!, GCC, GCCN
3.4	Recognise and support the value that diversity brings to the City Region.	Review 'A City of Equals', Galway City's inter-cultural strategy.	GCC, GCP, GCCN
		Develop and support European integration funding opportunities for Galway City.	GCC, GCP
		Ensure migrant supports towards integration.	GCC, GCP, DSP, GRETB
		Promote and develop awareness programmes and educational initiatives relating to cultural diversity and anti-racism, including - Yellow Flag Initiative - Red Card Initiative	GRETB, GCC, FAI, GTM, GCP

Goal 4. Galway. A sustainable, resilient urban environment and the regional capital of the West.

Galway City is the key driver of sustainable development in the West of Ireland. To further strengthen this position, Galway City must redevelop and rediversify its economy, by creating stronger links between the local economy and the global one, by becoming more attractive for a skilled and active workforce and by working across sectors to create a strong brand and identity for the city. Furthermore, the transport, environment and housing requirements for a strong urban environment must be met.

4. Encourage a sustainable, resilient urban environment for Galway City that is the regional capital of the West.

	Objective	Action	Lead & Partners
4.1	Define and nurture the uniqueness of Galway City and the region.	Develop a strong and coherent narrative branding initiative for Galway City.	GCC
		Deliver on the actions of the Galway City Tourism Strategy.	GCoC, LEO, Galway Chamber of Commerce, GCC, Fáilte Ireland, Tourism Sector, Hospitality Sector
		Identify and enhance the key factors and inter-relationships linking Galway city, its hinterland and the West Region.	GCC, GCoC, NWRA
4.2	Create linkages between all sectors, including food, culture, ICT, tourism and education.	Identify and facilitate sectoral-led networks and clusters to grow and maximise their potential, individually and as a collective.	LEO, GCC, GCoC iTAG, GRETB
		Support and promote Galway's bid for European Region of Gastronomy 2018.	GCoC, GCC, GMIT, Galway Chamber of Commerce
4.3	Build and support vibrant communities and a strong sense of place.	Support, promote and resource Galway City's bid for European Youth Capital 2019.	GRETB, Youthwork Ireland, Comhairle na nÓg
		Support delivery of needs based youth programmes.	GCCN, GRETB, Tusla, Youthwork Ireland, Comhairle na nÓg.
		Support Lifelong Learning and initiatives to support access to education.	GRETB
		Enable the provision of funding for grass roots and community development support agencies.	GCP, GCCN, GCC
		On-going support and implementation of the Age Friendly Strategy for Galway City.	Galway Age Friendly Steering Committee, GCC, GCoC, GRETB
		Support development of a volunteer centre for non-profit and community organisations in Galway City.	GCC, GVC
		Support recreation and community facilities/amenities, where possible, and ensure they are adequate to cater for the needs of Galway City.	GSP, GCC, HSE, GRETB, GCCN

	Objective	Action	Lead & Partners
4.4	Provide, maintain and enhance strategic infrastructure that supports economic, cultural, health, environmental and community development.	Map and monitor the community, cultural and economic assets and facilities in Galway City.	GCC, LCDC, Insight
		Continue to grow Galway City's Local Learning network ensuring the identification of gaps, areas of duplication and areas of collaboration amongst all education providers, taking into account current needs and future trends.	GRETB, Education Sector
		Support the development of vacant sites in Galway City for use as allotments, social enterprise spaces, gardens and social farming and establish an education and training programme to support the development of these areas.	GRETB, HSE, Brothers of Charity, GCP
		Develop a Green Map for Galway City.	Transition Galway, NUIG, GCC, Insight
		Build a new library and shared space for Galway City, in addition to other cultural infrastructure.	GCC
4.5	Support sustainable development through improving the natural environment and providing a housing, energy, transport infrastructure consistent with meeting our commitments on greenhouse gas emissions.	Support and promote Galway City's application to EU Green Leaf 2016.	GCC Environment SPC
		Support development and implementation of a Climate Change Strategy for Galway City.	GCC Environment SPC
		Support development and implementation of the Integrated Transport Management Programme (ITMP) for Galway City and environs.	NTA, GCC Transport SPC, GTU, GCoC, TII (formerly NRA), ARUP Consulting Engineers, Systra Consulting Engineers
		Review and develop a new Estate Management Strategy for Galway City.	GCC Housing SPC

Goal 5. Galway. A city that promotes the health and wellbeing of all its people.

Galway City is a member of the World Health Organisation (WHO) European Healthy Cities Network since 2006. The primary goal of the WHO Healthy Cities movement is to put health and wellbeing high on the social, economic and political agenda of all agencies. The Galway Healthy Cities supports the implementation of Healthy Ireland – the National Health and Wellbeing Framework (2013 – 2025) at a local level. The LECP supports this goal and recognises the strong economic argument for protecting and promoting the health and wellbeing of the population.

5. Promote the health and wellbeing of all people in Galway City.

	Objective	Action	Lead & Partners
5.1	Support the implementation of local health and wellbeing related programmes and plans, including those related to mental health, domestic violence and sexual violence.	Communicate and co-ordinate the development and implementation of health and well-being actions across all programmes and plans in Galway City, including those relating to: <ul style="list-style-type: none"> - Galway Healthy Cities - Age Friendly Galway - Suicide Prevention - WRDTF - Traveller Health Unit 	LCDC, HSE, WRDTF, GCCN, SAOLTA, GSP, GCC
		Develop a more unified approach in collecting and utilisation of data across agencies.	HSE, GCC, SAOLTA, GSP, GCCN
5.2	Promote the safety of all people in Galway City.	Support the objectives of the Joint Policing Committee's Strategic Plan 2015-2020.	JPC members
5.3	Support the development of local sport and physical activity programmes and plans.	Communicate and implement the actions of Galway Sports Partnership's Strategic Plan.	GSP, GCC, HSE, GRETB, GCCN

Monitoring and Implementation

Implementation, monitoring, evaluation and review of the LECP in relation to the objectives and actions for each high-level goal is critical. Measurement will be against a range of national, regional and local indicators and a monitoring framework is being developed.

The Galway City LECP is a living document. An action plan will be devised for each year of the LECP, commencing in 2016. These action plans will contain clear and measurable actions based on the goals and objectives in this document and will take into account the detailed submissions received through the public consultation process and up-to-date policy developments. The annual action plans will be approved by the LCDC and SPC and adopted by Galway City Council. Impact assessment will be carried out on all goals and objectives.

Responsibility for driving implementation, monitoring and reviewing the LECP rests with a number of structures including the LCDC, the Economic Development, Enterprise Support and Culture SPC and Galway City Council. The performance in implementing the plan will also be subject to the examination and report by the National Oversight Audit Committee. More information on the structure of the LCDC and the SPC is provided in Appendix I.

Monitoring and Implementation

- 1 Devise and adopt annual action plans.
- 2 Develop a mapping and monitoring tool, including an equality proofing process.
- 3 Examine and recommend governance structure required to oversee/implement the LECP.
- 4 Build upon the Galway City Council Collective Credibility Initiative.
- 5 Ensure that projects developed and funded through LCDC initiatives are in line with good corporate and audit practices.
- 6 Undertake a risk assessment on the LECP.

The actions identified in the LECP are challenging but they are realistic and have a genuine prospect of being achieved through the active leadership and participation and a constant focus on smart, sustainable and inclusive growth.



A nighttime photograph of a city street, likely in Dublin, featuring a prominent clock tower in the background and a red semi-transparent overlay on the left side. The street is filled with cars, and light trails from moving vehicles are visible. The text 'Appendix I' is overlaid in white.

Appendix I

Local Community Development Committee

Cllr. Donal Lyons, chairperson	Galway City Council
Peter Salmon, Chief Officer	Administrative Officer, Galway City Council
Cllr. Pádraig Conneely	Galway City Council
Eoin Brown	Department of Social Protection
David Leahy	Galway and Roscommon Education Training Board
Anne O'Neill	HSE West
Declan Brassil	Galway City Partnership
Tommy Flaherty	Community & Voluntary PPN
Irene Murphy	Community & Voluntary PPN
Prof. Terrence McDonough	Environment PPN
Margaret O Riada	Social Inclusion PPN
Marian Maloney Nolan	Social Inclusion PPN
Elaine Harvey	Trade Union Pillar
Frank Greene	Galway Chamber of Commerce
Breda Fox	Head of Local Enterprise Office
Eileen Ruane	A/Director of Services, Galway City Council

Local Community Development Committee (LCDC)

The Local Government Reform Act 2014 provides for the establishment of a Local Community Development Committee (LCDC) as a sub-committee of the city/county council in each local authority area.

In Galway City, the LCDC was established in 2014 and the committee is made up of representatives from the local government and local development sectors, public bodies and representatives of social, economic, environmental and community interests.

The purpose of the Galway City LCDC is to develop, co-ordinate and implement a coherent and integrated approach to local and community development.

The LCDC will prepare and oversee the 'community elements' of the 6 year Local Economic and Community Plan (LECP), including:

- Implementation of the community elements of the LECP
- Revision of the plan at least every three years
- Monitoring and evaluating of the plan as appropriate
- Input into the economic element of the plan

Economic Development, Enterprise Support and Culture SPC

Cllr. Pdraig Conneely, chairperson	Galway City Council
Cllr. Noel Larkin	Galway City Council
Cllr. Frank Fahy	Galway City Council
Cllr. Niall McNelis	Galway City Council
Cllr. Mairead Farrell	Galway City Council
Cllr. Donal Lyons	Galway City Council
Cllr. Cathal O Conchuir	Galway City Council
Cllr. Declan McDonnell	Galway City Council
Garry Lohan	PPN Representative
Caroline McNeill	PPN Representative
Mark Lohan	Trade Union Representative
James Seymour	Chamber Representative

Economic Development Strategic Policy Committee (SPC)

The Galway City Council Economic Development, Enterprise Support and Culture SPC was established in 2014 and met for the first time in February 2015. The committee is made up of representatives from the local government sectors as well as sectoral representatives.

The purpose of the Economic Development, Enterprise and Community SPC is to assist in the Council's decision making process and to advise on and formulate policy before being considered for adoption by the elected representatives of the full Council.

The Economic Development, Enterprise Support and Culture SPC will prepare and oversee the 'economic elements' of the 6 year Local Economic and Community Plan (LECP), including:

- Implementation of the economic elements of the LECP
- Revision of the plan at least every three years
- Monitoring and evaluating of the plan as appropriate
- Input into the community element of the plan

Advisory Steering Group

Prof. Terrence McDonough	LCDC
Margaret O Riada	LCDC
Cllr. Niall McNelis	Economic Development, Enterprise Support and Culture SPC
Cllr. Mairead Farrell	Economic Development, Enterprise Support and Culture SPC
Peter Salmon	Galway City Council
Liam Hanrahan	Galway City Council
Dr. Sharon Carroll	Galway City Council

Advisory Steering Group

The Advisory Steering Group ensures that preparation of the economic and community elements of the LECP are co-ordinated and duplication, both in terms of effort and engagement with stakeholders, is avoided. Two members of the Economic Development SPC and two members of the LCDC sit on Advisory Steering Group, as well as the chief officer of the LCDC and two members of the Galway City Council executive.

Appendix II



Galway City Council Strategies and Plans, prepared and in preparation.

Arts Action Plan for Galway City

Biodiversity Action Plan for Galway City 2014-2024

Climate Change Strategy for Galway City

Cultural Strategy Framework for Galway City & County 2016-2025

Enterprise Plan for Galway County and City 2015

Galway City Council Corporate Plan 2014-2019

Galway City Development Plan 2011-2017

Galway City Recreation and Amenity Needs Study 2008

Galway City Statement of Strategy – Economic Sustainability 2015-2021

Galway City Statement of Strategy – Tourism Sustainability 2015-2021

Galway City Traveller Accommodation Programme 2014-2018

Heritage Plan for Galway City

Integrated Transport Management Plan for Galway City

Local Economic and Community Plan for Galway City 2015-2021

A nighttime photograph of a large, illuminated tent structure, possibly a circus tent, with a red diagonal overlay on the left side. The tent is lit up with warm lights, and the sky is dark blue. The text "Appendix III" is overlaid in white. The foreground shows a metal railing and a body of water reflecting the lights.

Appendix III

20 Year Strategy for the Irish Language 2010-2030

Action Plan for Jobs 2015

Action Programme for Effective Local Government: Putting People First

Agri Food Strategy 2025

Better Outcomes, Brighter Futures – The National Policy Framework for Children and Young People 2014-2020

Connecting for Life: Ireland's National Strategy to Reduce Suicide 2015-2020

Construction 2020 – A Strategy for a Renewed Construction Sector

Costs of Doing Business in Ireland 2015

Delivering our Green Potential – Government Policy Statement on Growth and Employment in the Green Economy.

Developing the Arts: Arts Council Strategic Statement 2013

Driving Enterprise Delivering Jobs: Strategy to 2016

Europe 2020

European Communities (Environmental Assessment of Certain Plans and Programmes) Regulations 2004-2011

Evaluation of Enterprise Supports for Start-ups and Entrepreneurship

Further Education and Training Strategy 2014 -2019

Gateways and Hubs Development Index 2012

Green Paper on Energy Policy in Ireland

Harnessing our Ocean Wealth: An Integrated Marine Plan for Ireland 2012

Healthy Ireland – the National Health and Wellbeing Framework 2013 – 2025

Homeless Strategy National Implementation Plan 2009

Horizon 2020

Ireland's Competitiveness Challenge 2014

Ireland's Competitiveness Scorecard 2014

Local Government Reform Act 2014

Local Government Sectoral Strategy to Promote Employment and Support Local Enterprise – Supporting Economic Recovery and Jobs – Locally

Making it Happen – Growing Enterprise for Ireland

Medium Term Economic Strategy 2014-2020

National Action Plan Against Racism 2005-2008

National Action Plan for Social Inclusion 2007 – 2016

National Disability Strategy Implementation Plan 2013-2015

National Early Years Strategy

National Policy Statement on Enterprise in Ireland (2014)

National Reform Programme for Ireland

National Spatial Strategy

National Strategy for Traveller/Roma Integration

OECD Report on Local Development

Our Cities: Drivers of National Competitiveness

Our Communities: A Framework Policy for Local and Community Development in Ireland (DRAFT)

Our Sustainable Future: A Framework for Sustainable Development for Ireland (2012)

Pathways to Work 2015

Policy Statement on Foreign Direct Investment in Ireland

Regional Labour Markets Bulletin 2014

Regional Planning Guidelines for the West Region 2010-2022

Report of the High Level Group on Traveller Issues 2006

Review of Business Mentoring Services in Ireland

Social Housing Strategy 2020

Supporting Enterprise, Local Development and Economic Growth 2012

The Irish Human Rights and Equality Commission Act 2014

The National Disability Strategy 2013

The National Positive Ageing Strategy

The National Strategy on Children's and Young Peoples Participation in Decision Making
2015-2020

Towards 2016

West Homelessness Action Plan 2010
