



Comhairle Cathrach na Gaillimhe
Galway City Council

Everybody Matters

A Cultural Sustainability Strategy Framework For Galway 2016-2025

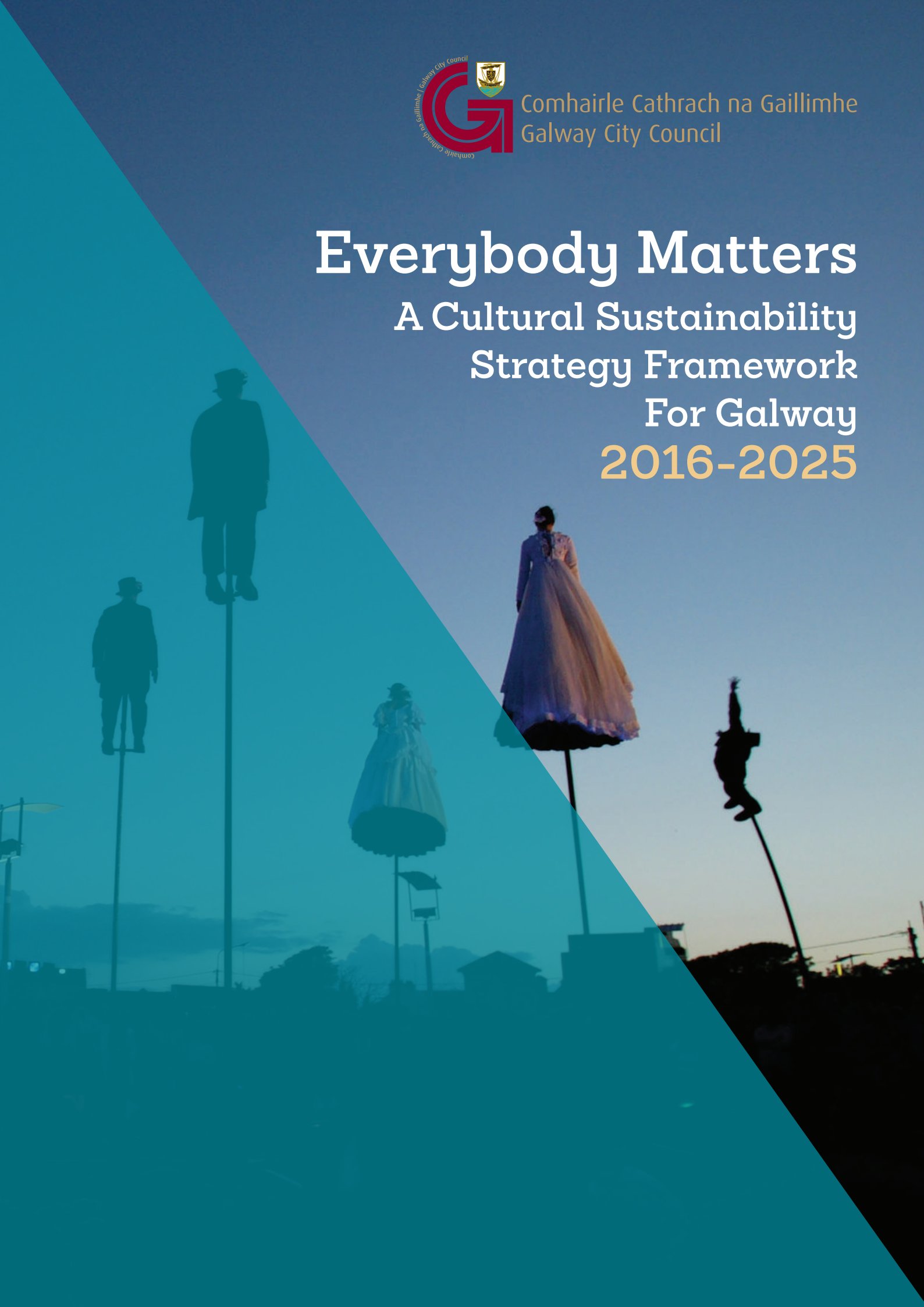




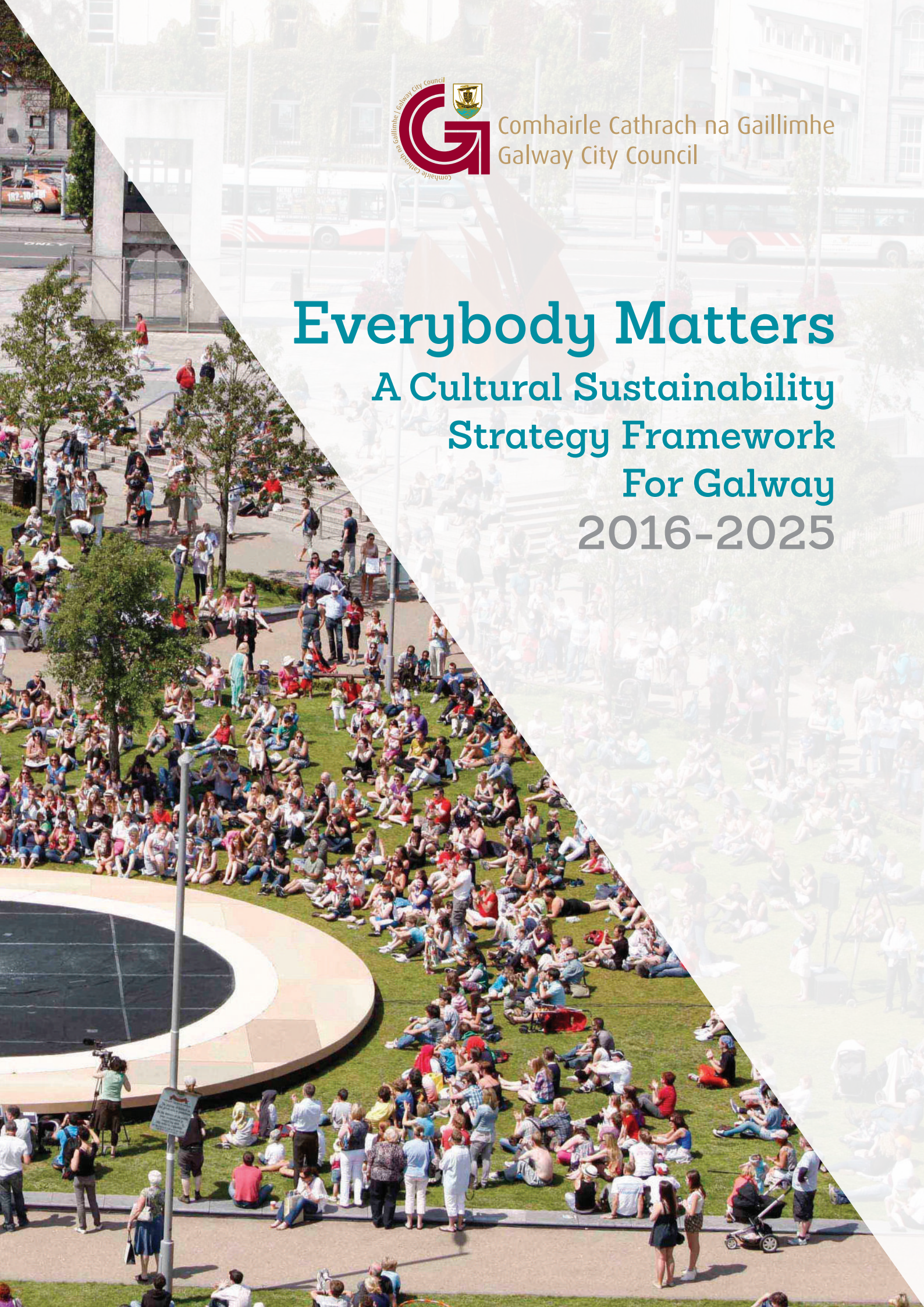
Photo: Joe O'Shaughnessy



Comhairle Cathrach na Gaillimhe
Galway City Council

Everybody Matters

A Cultural Sustainability Strategy Framework For Galway 2016-2025



Foreword

Galway is a vibrant, diverse city. It is a city of learning, a city of youth, a city of rich cultural heritage and of stunning natural environment. Galway is a creative city where everybody matters.

Galway City Council aims to position Galway as a world-class city of innovation and creativity. We want to create a city that people aspire to live in, to work in and to visit. We are actively working on a number of strategies that will guide our vision for Galway over the next few years. We recognise that there is an interdependency between Galway City and County and we are working closely with our colleagues in Galway County Council on these strategies to stimulate and enable the region in a sustainable way.

Galway is at the cultural heart of the region, of the West and of Ireland as a whole. We look to Europe and beyond for inspiration and to inspire. We see culture as pivotal to our future and to our development as a city and a region. Culture is also an intrinsic element of our economic, environmental and social sustainability and the development of all four elements in the city and in the region will inter-link and enhance our lives and the lives of children and young people who wish to live and work in this region throughout their lives.

It is an exciting time for Galway. The city's bid for European Capital of Culture 2020 builds on previous successes, such as the UNESCO City of Film designation, the Urbanism Great Town award, the Purple Flag award, the FDI Micro-City of the Year award, European Region of Gastronomy 2018 and now the European Green Leaf Award 2017 as Europe's most environmentally sustainable small city. There are major challenges and opportunities ahead for the city. These challenges will be addressed and the opportunities maximised through genuine public consultation and multi-agency collaborations.

We wish to thank everyone who has contributed to the development of "Everybody Matters" from the cultural, social, business, community and statutory sectors. We look forward to the roll-out over the coming years of the three phased Implementation Plans up to 2025.

Brendan McGrath

Chief Executive Galway City Council

July 2016

Table of Contents

Foreword	4
Part 1: The Role Of Culture in Galway	7
Part 2: Cultural Vision	13
Part 3: Informing the Actions	17
Part 4: Strategic Aims and Objectives	29
Part 5: Governance and Implementation	35
Appendix I Local Policy Framework	40
Appendix 2 First Phase Consultations	41
Appendix 3 Second Phase Consultations	43
Appendix 4 Select Bibliography	45





that my children have wandered in

the smell of wild garlic crushing under my feet

did in the past

and twisted

DOURS



Part 1

The Role of Culture in Galway

Introduction

This is the first Cultural Sustainability Strategy Framework devised for Galway. It has come about as a result of the long held recognition by Galway City Council and County Councils of:

- the pivotal role of culture in Galway's past, present and its future
- the connection between culture and local sustainable development
- the potential growth of the cultural and wider creative industry sectors¹

It is a ten-year plan and is evolving as Galway bids for European Capital of Culture 2020² (ECOC). Regardless of the ECOC outcome, the process involved in the bid presents us with an exceptional opportunity to reflect on the uniqueness of Galway culture – its richness, vitality and diversity – and its place and role in a shared European culture. The development of this strategy alongside the bid, presents us with an unprecedented opportunity to look at how we create a world-class showcase of cultural excellence and sustainability in Galway.

Strategic Context

While this is the first over-arching cultural plan for Galway City and County, a number of specific sectoral plans and strategies are already in place. These strategies and action plans address art forms, artists, arts organisations, architecture, archaeology, creative communities, cultural heritage, the built and natural environment, bio-diversity, sports, leisure activities, recreational spaces and services and the role of the city and county in the engagement of citizens, residents and visitors.

¹ Galway City and County: High Level Overviews and Sectoral Review Summaries, 2015, Whitaker Institute, NUI Galway.

² Each year since 1985 the European Union designates one or more cities as a European Capital of Culture. Chosen cities and their regions are expected to present an innovative year-long cultural programme that highlights the richness and diversity of cultures in Europe but also to create a lasting legacy for the designation.

This Cultural Sustainability Strategy Framework forms one part of a broad strategic approach that puts culture at the centre of local development. The strategy reflects the policies set out in the City and County Development Plans, Corporate Plans and Economic Sustainability Strategies, and contributes to Local Economic and Community Plans, the emerging Tourism Sustainability Strategy and Branding Policy.³

The vision outlined in Galway City and Galway County Councils' corporate plans positions Galway as an attractive, vibrant and proud city and county in which to live, to work and to visit. In order to achieve this vision, the two local authorities and their partners will focus on strategies and actions across three inter-related categories:

PEOPLE

workforce, quality of life and social issues

PLACE

physical environment (infrastructure, amenities, buildings and planning)

PROCESS

ease of doing businesses (processes, programmes and procedures)

This Cultural Sustainability Strategy Framework also takes cognisance of these categories in supporting the two local authorities to achieve their joint vision for the city and county.

Use of the term “sustainability strategy” instead of “development strategy” reflects the focus of sustainability on long-term conditions and outcomes.

The application of a comprehensive “sustainability lens” also 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.

³ See Appendix 1 for a full list of current City and County Council Plans and Strategies.



European Context

Galway is continuously developing its European profile. In 2015 it was awarded a UNESCO City of Film designation – one of five in the world – in recognition of the film heritage and the training, education and content delivery services provided by the sector in Galway. In 2016 Galway, West of Ireland was designated European Region of Gastronomy for 2018, the first such designation awarded in Ireland. The city is also part of the UNESCO Creative Cities Network. In June 2016 Galway won the EU Green Leaf Award for 2017 – another new designation for Ireland. Also this year, Galway was ranked as The Financial Times number one Micro European Cities of the Future 2016/17 for Economic Potential and its number one micro European Cities of the Future 2016/17 for Business Friendliness.

European policy development has been a key influence on this strategy, specifically *Culture 21 – Agenda 21 for Culture*, which has led out internationally on principles of sustainable cultural development at a local level.

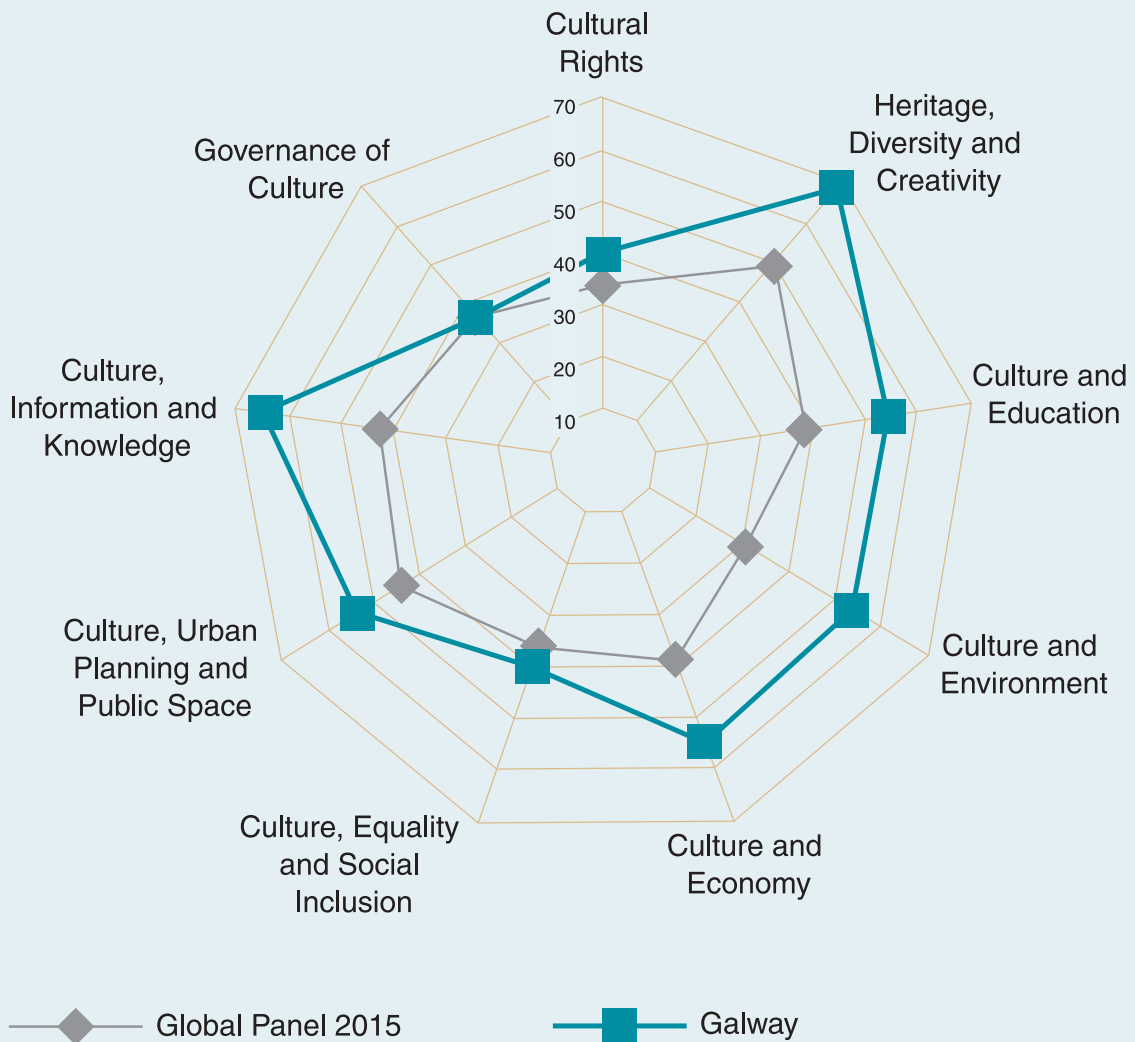
Galway became a member of the **Pilot Cities Europe 2015 – 2017 Programme** in 2015, participating in the *Culture in Sustainable Cities – Learning with Culture 21 Actions in Europe*⁴ initiative. This programme aims to address gaps in effective evaluation, instigate peer learning and disseminate existing intelligence. It provides opportunities for participation in a learning process based on the principles and actions included in Culture 21 Actions, and on the experience and expertise of Culture Action Europe.

In April 2016 a Stakeholder Workshop took place in Galway as part of the Pilot Cities Europe programme. This exercise, which also included a public event, took place over two days, informed the design of a work programme which in 2016 and 2017 will enable the city to address some of the weaknesses identified and build on its perceived strengths. As suggested by the Terms of Reference of the Pilot Cities Europe programme, the initial workshop involved a diverse group of over twenty-five participants, including representatives of different areas of local government, civil society activists and private organisations.

The actions agreed as a result of the Stakeholder Workshop will be reflected in the first implementation plan of this cultural strategy.

⁴ The “Culture 21 Actions” toolkit providing guidance for cities aiming to evaluate, design and implement cultural policies contributing to sustainable development was adopted at the first United Cities and Local Governments’ Culture Summit, held in Bilbao on 18-20 March 2015 under the title “Culture and Sustainable Cities”.

Culture 21: Actions – Galway and Global Panel 2015



Source: UCLG Committee on Culture, on the basis of results provided by participants in Galway stakeholder workshop and the average obtained from a global panel of 34 experts.







Part 2

Cultural Vision

Culture is at the heart of life in Galway; we want it to be pivotal to all aspects of our development as a city and county.

Mission: Our ambition is to design, drive and deliver a strategy that transforms Galway into a working model of cultural sustainability, community participation, best practice and world class cultural and creative experiences.

What is our definition of culture?

Culture can be difficult to define. In the government's recent publication Culture2025⁵ the definition included the arts, as defined in the Arts Act 2003; the creative industries; cultural heritage; new cultural diversity and languages which have become part of Irish life in recent years.

Culture, as defined in this strategy includes the following:

Landscape; the natural and built environment; material culture; cultural heritage; documentary and archival heritage; architecture; music; dance; design; cultural infrastructure; language; history; folklore; all artistic expression; sport; craft; food; traditions; traditional skills, memory; beliefs and values.

How will we realise our ambition?

Our model of cultural sustainability, community participation, best practice and world-class cultural and creative experiences will be underpinned through:

- highlighting our cultural assets, putting culture at the heart of Galway's development and use culture to examine new ways of creating a better future.
- embracing communities and diversity, finding room for all aspects of cultural identity and expression and new ways to collaborate and participate.
- facilitating local, national and international collaborations and hubs, providing support and new sources of inspiration for projects, partnerships and infrastructure.
- showcasing what Galway does best and delivering it to new audiences and participants.

What is the methodology of the Cultural Strategy?

The foundation of this strategy framework has been a comprehensive consultation process involving engagement with individuals, organisations, communities and sectors and careful research into best local, regional, national and international policies, strategies⁶ and practices. Its progress can be summarised as follows:

April – June 2015	Desk Research, Mapping and Information Gathering
May – September 2015	First phase Consultations ⁷
September 2015	First draft feedback and public event
October 2015	Participation in first Pilot Cities event Sweden
October – December 2015	Research on delivery mechanisms
January – April 2016	Second phase Consultations ⁸ – documenting actions
April 2016	Pilot Cities Stakeholder Workshop and Public Event
May – June 2016	Final draft feedback and publication of framework
June – October 2016	Draft First Phase Implementation Plan '16 – '19
November 2016	Publish Implementation Plan '16 – '19

The building blocks for the model are the seven strategic aims and associated objectives outlined in Part 3.

As discussed earlier, the detailed actions arising from the objectives have been identified during the consultation process and will form the basis of three, three-year implementation plans over the period 2016-2025.

In summary this strategy seeks to:

- Identify a sustainable path for cultural development in Galway
- Highlight the contribution of culture to the sustainable development of Galway
- Provide fully realized access for all to all cultural actions
- Provide access to resources that will help people pursue cultural interests and identity
- Foster employment opportunities for the cultural and creative sectors
- Support cultural and creative innovation in all its forms
- Protect and enhance Galway's distinctive cultural heritage and unique Irish language culture
- Recommend practical delivery mechanisms and the resources required to implement the strategy including infrastructural development

⁶ See Appendix 4 for select bibliography. ⁷ See Appendix 2 for Consultation detail. ⁸ See Appendix 3 for Consultation detail.





Part 3

Informing the Actions

The actions identified across the three, three-year implementation plans have been informed by a combination of Galway's strengths, challenges and opportunities set out below.

GALWAY | STRENGTHS

Location

Galway is perched on the edge of the Atlantic surrounded by beauty; the unique karst limestone landscape of the Burren to the south; the iconic Connemara landscape – coast, bogland and mountain – to the north; the celebrated Galway Bay, guarded by the prehistoric stone forts, holy wells and oratories of the Aran islands to the west and Inis Bofin further north. To the east lies arable land and a network of lakes and rivers, great houses, castles and large estates, thatched houses, vernacular buildings and a rich ecclesiastical heritage.

Life shaped by the Atlantic

Throughout its history, from the earliest tool makers of the Mesolithic period through its hey day as the west coast's most important medieval and post-medieval centre of trade and ambition, and on to its current status of cultural capital of the west coast – its fortunes have ebbed and flowed. For nearly ten millennia Galway was primarily accessed through the super highway that is the Atlantic – a route that could carry people, goods and vessels anywhere in the world – and through the Corrib and Shannon rivers, Lough Derg and the lakelands. The city and county developed a unique cultural pattern of life, a response to the confluence of place, natural beauty, language, necessity, invention and available resources. A rich oral and written tradition, an innate aesthetic that translated into a wide variety of archaeological monuments, vernacular buildings such as the thatched cottage, richly patterned and coloured textiles and costumes, traditional crafts and vernacular buildings were established. From this emerged a singular cultural identity that inspired thousands of artists, writers, poets, historians, folklorists, traditional musicians, singers, dancers, designers, cooks and chefs, street performers, creators of spectacles, makers, producers, innovators, directors, dreamers and ready and willing participants and audiences. From the mid-nineteenth century, when tourism and touring became a past-time of the wealthy and adventurous – a visit to the west of Ireland was a must-do inclusion in the itinerary. This is reflected in the valuable artworks, heritage sites and monuments, Irish language culture, iconic poetry and plays, songs and concertos, short stories, long novels, food production and vernacular buildings that we are known for throughout the world.

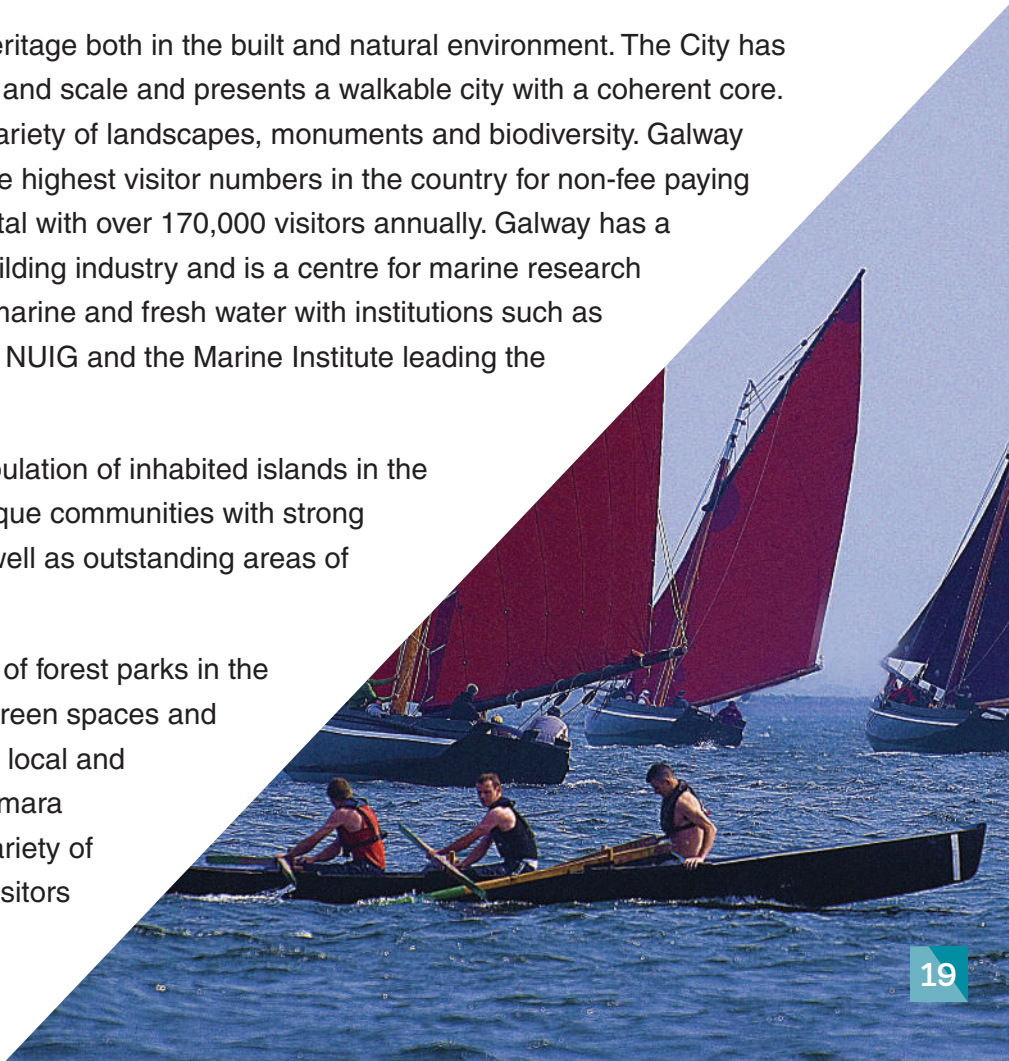
Cultural Profile

Over a period of a thousand years Galway continually adapted to its given circumstances – economically, socially and culturally. Most recently, an economic and cultural lull in the 1970s resulted in an unexpected creative explosion that has sustained, grown and developed into a series of internationally known arts and cultural organisations and festivals – such as **Galway International Arts Festival**, **Druid Theatre**, **Macnas**, the **Galway Film Fleadh** (the only film festival in Ireland that nominates to the Oscars Short Film category), **Cúirt International Festival of Literature**, **Baboró International Arts Festival for Children**, **Branar Children’s Theatre Company**, **Clifden Arts Week** and **Cruinniú na mBád** – all of which have helped to make Galway an internationally recognised cultural destination. The **Galway Races**, **Connacht Rugby** and the **Ballinasloe Horse Fair** are three more international cultural brands that have marked Galway out on the world map. The recent designation of **Galway City Of Film** by UNESCO and Galway’s membership of the **UNESCO Creative Cities Network** has added greatly also to the cultural cachet of the city. Galway has a very strong annual music programme with events from organisations such as **Music for Galway**, the **Early Music Festival**, **Cois Claddaigh**, the **Galway Baroque Singers** and the much loved **Contempo Quartet**. In addition Galway has over eighty-three festivals in its annual festival programme. These events include beach racing at Omev Island, the Lady Gregory Autumn Gathering, the Galway Food Festival; Oyster Festivals, Inis Bofin Arts Festival, Connemara Sea Week and Bog Week; Féile na gCloch on Inis Oírr, Loughrea and Athenry Medieval Festivals.

Galway is rich in cultural heritage both in the built and natural environment. The City has retained its medieval fabric and scale and presents a walkable city with a coherent core. The county offers a huge variety of landscapes, monuments and biodiversity. Galway City Museum has one of the highest visitor numbers in the country for non-fee paying attractions outside the capital with over 170,000 visitors annually. Galway has a thriving indigenous boat building industry and is a centre for marine research and development for both marine and fresh water with institutions such as the Martin Ryan Institute in NUIG and the Marine Institute leading the way in the field.

Galway has the largest population of inhabited islands in the country and these hold unique communities with strong traditions and heritage as well as outstanding areas of beauty.

Galway has a high number of forest parks in the city and county, providing green spaces and environmental education to local and visiting populations. Connemara National Park provides a variety of facilities for over 170,000 visitors annually.



In Galway city alone there are 40,000 pupils and students engaged in Education with 26,000 students enrolled in third level education. The population of 20-24 year olds is twice the national average.

The National University of Ireland Galway, Galway-Mayo Institute of Technology, Galway Technical Institute amongst others offer a wide range of undergraduate, post-graduate and short-term courses for those interested in pursuing a career in the creative sectors. NUIG has developed a three year Creative Momentum programme that aims to support the creative industry sector in Europe's northern edge.

A new Creative Enterprise course for aspiring creative entrepreneurs has been developed by Galway Mayo Institute of Technology, to provide them with the knowledge, skills and opportunity to develop and test their ideas for a new creative product or service⁹.

The unique role of the Gaeltacht

Galway is unique in Ireland in having a city that has Gaeltacht status for almost half its geographical area. The Galway Gaeltacht has a higher proportion of Irish speaking inhabitants (75.2%) than all other Gaeltacht areas in the country combined (69.5%). Over the past ten years there has been a growth in the amount of Irish speakers living and working in the city and county due mainly to the growth of the communications industry as led by TG4 (the national Irish language television station) Irish language cultural activities and gaelscoilenna (Irish language schools). The Irish language and linguistic heritage is an intrinsic part of the cultural experience and life of Galway. In March 2016 the elected members of Galway City Council launched Galway's ambition to be a bi-lingual city, outlining a vision to support the implementation of this initiative. In addition, Galway has also been designated a Gaeltacht Service Town under **Acht na Gaeltachta 2012** and a language plan will be prepared as part of this.

⁹The title of the course is Creative Enterprise and provides a range of new venture skills including project management, marketing and digital media skills required for a modern creative business. A major feature of the programme is development of a full business plan for a creative enterprise. The participants will also work collaboratively in the 'Creative Hub' based at the Centre for Creative Arts and Media (CCAM).

GALWAY | CHALLENGES AND OPPORTUNITIES

Known as a type of Shangri-la within the corporate sector that engages with Galway, it is a difficult place to leave. However, it must re-imagine itself if it is to continue to evolve, maintain and secure sustainability under the shadow of fundamental changes in the economic, social and environmental frameworks; it must respond to a rapidly changing world, a rapidly changing cultural framework driven by new technologies; a rapidly changing community which is strengthened by its youth population, but made more fragile as a result.

Cultural deficits

The implementation of a sustainable cultural strategy framework needs investment. One of the areas requiring significant monetary investment during the lifetime of this ten-year strategy is cultural infrastructure, both physical infrastructure and collaborative infrastructure – physical and virtual cultural hubs. In terms of buildings, a number of key cultural deficits are identified below. The proposed additions to the cultural stock of Galway are all needed and will certainly enhance the cultural offer of the city and county. However, before any of them proceeds they will require feasibility studies, cost-benefit analyses, planning permissions and extensive consultation - whether they are large-scale civic spaces, innovation hubs or small-scale community centres.

Cultural Networking

Consideration must also be given to the creation and management of realistic and effective support for shared practices, collaborations and networking opportunities within the arts, community arts, sport, amenity, heritage, built and natural environment and creative industry communities. In some instances this will include buildings – production space/workshops/gallery space/rehearsal space/shop front/meeting rooms/outdoor space/facilities – and in others, virtual space/digital platforms/on-line community space/improved websites/improved social media platforms/online markets. This entire infrastructure comes at a cost – and this must be clearly defined and detailed before commitments are given.






Emigration

The west of Ireland has been deeply marked by emigration from the eighteenth century to the present decade continually losing a high percentage of its young people to the growing Irish Diaspora and to careers and lives in other countries. Conversely, in the last two decades it has also been enriched by a wave of immigration into the area. This strategy takes full cognisance of this and proposes a series of objectives that has a role to play in the reversal of emigration and that has, at all times, the best interests of the entire population, but particularly, the young people, as a watermark.

Creative Economy

In the last thirty years, Galway has become home to the largest number of individuals employed in the creative sector within the Western Region of Ireland – employment is at a rate of one in every 33 jobs. Collectively the creative industry sector accounts for 31 per cent of total direct employment as well as 21 per cent of turnover. Galway has an audio-visual, television and film sector that is worth over €72 million to the local economy. There are over 600 people employed in the sector many of whom are based in the cluster of audio visual companies in Connemara. Employment in this sector is growing by 24.5% annually. The *Made in Galway* initiative was established to develop a brand to showcase locally produced Galway based goods and services. It represents the work of over 200 businesses and



provides a web-based directory and support structure for a wide range of craft and food producers in Galway city and county.

Future growth prospects for the western region's creative sector are potentially strong. If a high growth scenario was implemented including support for networking, formal networks for specific sub-sectors and the implementation of an export promotion strategy, by 2020 the sector could generate a forecasted €650m in direct sales and directly employ close to 30,000 people¹⁰.

Health and Wellbeing

The challenge for Galway is to ensure that more of the local population is offered opportunities to engage in health enhancing cultural activity. In order to do this the strategy will identify effective and innovative cultural services that support mental and physical health and wellbeing. The strategy will also provide support to cultural institutions and agencies to carry out programmes with communities with high levels of poverty and exclusion.

¹⁰Galway City and County: High Level Overviews and Sectoral Review Summaries, 2015, Whitaker Institute, NUI Galway.

Working with agencies such as the local and national HSE, the strategy will develop, on a pilot basis, one directed health and culture initiative. It will also develop, in partnership with the creative sector, capacity building programmes for social services and other health workers that improve health and well being among staff and service users.

The **Challenges** and **Opportunities** will inform actions in the following areas:

Cultural Players:

- Establish learning and knowledge transfer networks and community fora to explore ideas, collaborations and networks as well as learning and development.
- Create and manage realistic and effective support for shared practices, collaborations and networking opportunities within the arts, culture, heritage and creative industry communities
- Collaborate with the cultural sector to develop training/CPD/mentoring programmes and opportunities that will have capacity building for the future as a goal

Cultural Infrastructure:

- Increase physical arts, heritage and culture infrastructure, specifically providing:
 - A new Arthouse Cinema
 - New civic and community library space
 - Flexible cultural hub performance space – incl. gallery /performance/music/production/rehearsal
 - Children’s creativity hub
 - Creative community led spaces and area residency programmes Museum/Historic Hub expansion
 - Merchant’s Rd Lower Artists Studios & Residencies
 - Nuns Island Youth Arts Space & Hub
 - Acoustic Music & performance space
 - Leisureland Renovation and refurbishment
- Greater use of the Historic Assets Register (and the Re-use of Architectural Buildings) for the re-use of historic buildings in towns and villages for cultural purposes
- Under initiatives such as the ECOC led Small Towns/Big Ideas platform – look into the revitalisation of the community centre model with democratic curatorial/programming policies

- Develop innovative approaches and planning tools that deliver more creative uses of Public Realm spaces
- Develop and implement a properly managed Vacant Spaces Scheme (in conjunction with Historic Assets Register; Local Authority lists, NAMA etc)

Cultural Economy:

- An improved cohesive digital platform and online presence for Galway's cultural offer and services and improved online communities/communication for participants and users
- The need for increased international partnerships that will carry Galway abroad and increase learning, cultural and economic opportunities at home
- An understanding of the positive impact of increased legibility, visibility and coherent packaging (branding) of Galway's cultural assets on all approaches to and in the city and county and online¹¹
- Introduce cross-sectoral approaches to tourism for those involved in producing, marketing, packaging and creating a better visitor experience (e.g. looking at defined areas – villages, towns, quarters - in terms of the heritage, arts, architecture, recreational and hospitality offer)
- Realistic and effective support for creative industry start-ups and co-operatives (hubs) (see City and County Economic Strategies and LECs)
- Managing change in the urban and rural areas of the city and county so as to maintain the special character and culture

Community:

- The identification of effective and innovative cultural services that support greater population mental and physical health
- Better understanding of the needs of children, young people and youth culture and increasing supports and services to support them
- Provision, participation and engagement with the older people through working with organisations such as Galway City and County Age Friendly Alliance¹² to provide support for cultural initiatives

¹¹ With reference to the emerging Tourism and Branding Strategies

¹² Galway City and County Age Friendly Alliance, Strategy 2014 – 2019, <http://agefriendlyireland.ie/wp-content/uploads/2014/07/AF-Strategy-Report-Proof.pdf>

- 
- New opportunities for intergenerational engagement in cultural activities
 - Better understanding of intercultural issues
 - Increased participation levels in all aspects of the city and county's cultural life
 - Evaluation of current consultation practises by local authorities and future potential role of initiatives such as Speak Outs and Meet Ups developed as part of the ECOC bid process
 - Greater support for online communities across the full range of cultural expression and a tie-in with digital frameworks and branding platforms

Cultural Management:

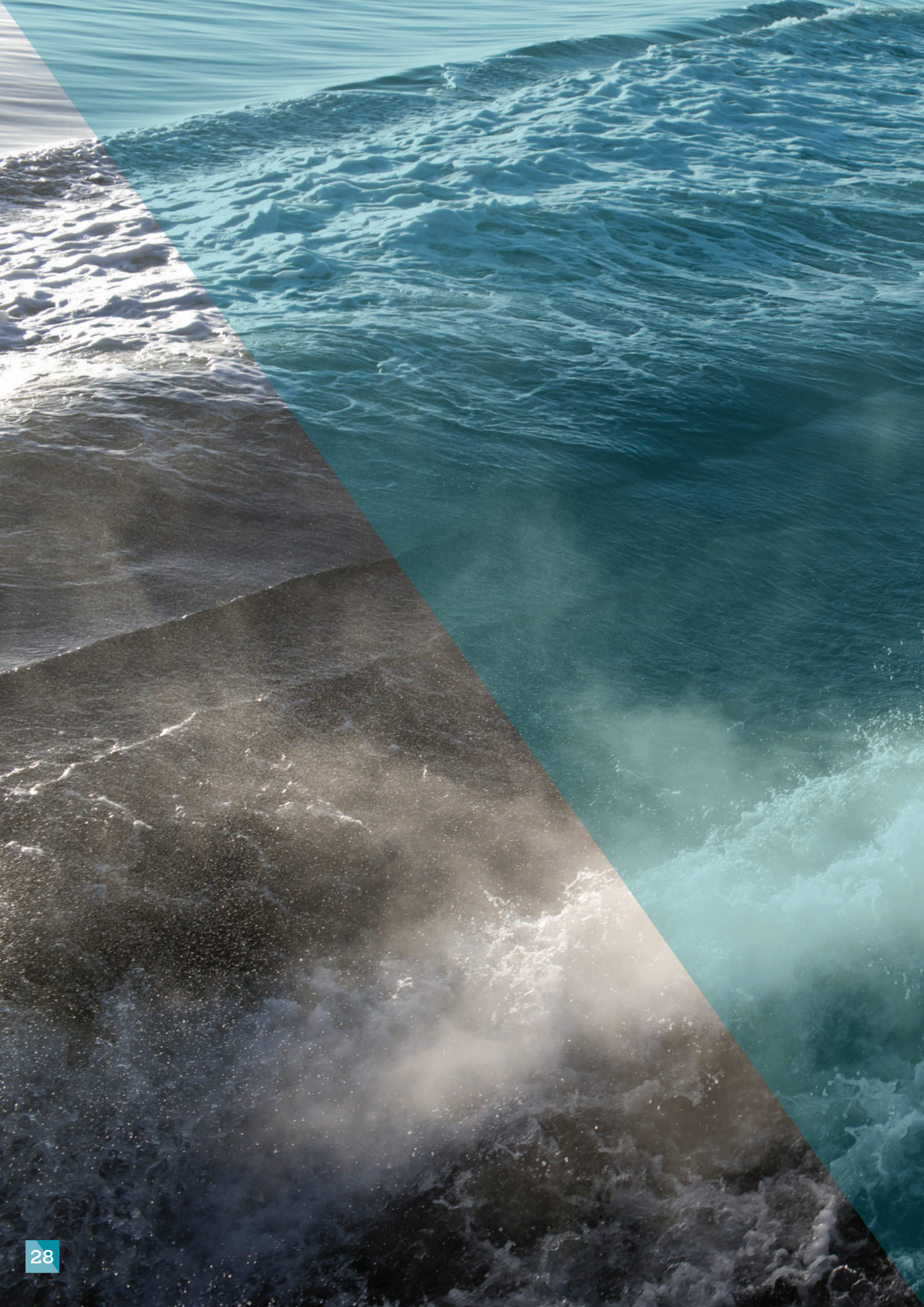
- The management of all aspects of culture including the commitment to the **Pilot Cities** programme of work
- Building on the **UNESCO City of Film** designation investigate realistic measures that will support employment and development of both the city and county's existing film/media/tv infrastructure such as the Regional Film Fund
- The provision of effective cultural platforms for discussions on issues such as funding, access, development, markets, collaboration, climate change effect issues amongst others

- Increased learning – cultural, social and economic – from increased European and international partnerships
- A clearer understanding of the importance of the Irish language as part of the identity of the city and county

Environment:

- Provide cultivated and maintained green spaces and green programmes (such as the ECOC proposed project of re-wilding the city) that support the need for greater connectivity and understanding between citizens and nature
- A recognition of the potential of the Blue Economy – the Marine Sector – to deliver sustainable employment in the cultural sector
- Greater safe use of the sea and the rivers and lakes for outdoor pursuits
- Increased legibility and visibility (signage and branding) promoting the culture of Galway both on approaches to, throughout the county, in the city and online
- Access as a core value for disabled to all sites of cultural interest
- The development of a Cultural Impact Assessment tool







Part 4

Strategic Aims and Objectives

There are seven strategic aims in this strategy framework and each of these has a number of objectives or goals. Following the consultation process with communities, individuals and sectoral groups, each of these objectives has one or more measurable action assigned to it. These actions set the agenda for each of the three three-year Implementation Plans that are contained within the ten-year time frame of the strategy.

STRATEGIC AIMS

1. Access and Cultural Rights

Galway City Council and Galway County Councils' strategies and plans should help people to exercise their rights to determine freely their identity; develop and exercise their creative abilities; recognise and accept foreign cultural expressions; and to take part in collective decision-making in all facets of community life. These local plans should recognise citizens as the main actors in local cultural life.

2. Cultural Heritage

Galway's natural, built and creative environments shape who we are and where we come from. Our landscapes, habitats, ecosystems, monuments, material culture, language, traditions, beliefs, folklore, music and dance combine to form our individual and collective identities. We will work in partnership with communities, organisations, agencies and individuals to safeguard these enriching and inspiring aspects of our shared histories and how they can contribute to the sustainable growth of cultural tourism.

3. Culture Education and Excellence

Learning is key to sustainable development. This strategy will look at blended learning models¹³ for Galway that support training at both the individual and community level; contribute to learning opportunities for all age groups and provide access to models of best practice and continuing professional development. It will support learning in a wider European /international context and strengthen and support partnerships to make this possible. It will also help to develop education and outreach programmes attached to cultural and creative hubs and networks.

¹³ Learning models that combine the best of online materials with international, national and local experts in hub/community/group workshops.

4. Culture Environment and Place

This strategy will address Galway's cultural infrastructural deficit. It will support public realm works that improve the look and feel of the city and county. It will seek to develop a sustainable model to reuse existing redundant infrastructure and buildings. The strategy, in recognition of the connection between culture and environmental sustainability, will research and develop Cultural Impact Assessment tools for all civic developments.

5. Culture and Economy

Ireland is evolving into a creative knowledge economy. Galway has met this challenge, in particular with regard to the strong growth in exports attributed to the medical devices sector and the ICT services in recent years. Building on its history of inward foreign investment, Galway has also developed a strong entrepreneurial culture and track record of innovation. This cultural strategy will support creative economy sector incubation, knowledge transfer, networking, design and production.

6. Culture Health and Wellbeing

A great number of studies¹⁴ have shown that access to and participation in arts and cultural activities is beneficial to health. The benefits to both the mind and the body come from the mental and physical exercise involved in activity such as sport, walking, reading, participating, attending, producing and making. This strategy will ensure that more of the local population – both visiting and resident – will be offered opportunities to engage in cultural activity in a meaningful and measurable way.

7. Culture Information and Knowledge

Increasing opportunities to access information and participate in knowledge generation is a cultural process that is core to the basic conditions of sustainable development. This strategy will identify improved ways to access and use ICT for cultural production, presentation and communication and with reference to copyright and open source and European and international co-operation and networking.

¹⁴ O'Neill Mark (2010) Cultural attendance and public mental health – from research to practice. *Journal of Public Mental Health* 9 (4) 22 - 29

Bygren LO, Johansson S-E, Konlaan BB, Grijbovski AM, Wilkinson AM & Sjöström M (2009a) Attending cultural events and cancer mortality: a Swedish cohort study. *Arts & Health* 1 (1) 64–73.

Hyypä MT, Mäki J, Impivaara O & Aromaa A (2006) Leisure participation predicts survival: a population-based study in Finland. *Health Promotion International* 21 (1) 5–12.

OBJECTIVES

Aim 1. Access and Cultural Rights

- A. Facilitate greater access to and engagement with culture through targeted participation and inclusion measures
- B. Improve engagement with the public through more open and effective consultation processes
- C. In collaboration with the relevant agencies, improve the provision of and access to more child/youth/older people oriented cultural spaces

Aim 2. Cultural Heritage

- A. Provide our visitors/tourists with better information about and greater access to our natural and built environments, our material culture and our cultural heritage
- B. Build on Galway's unique bi-lingual status to strengthen the use of the Irish language in Galway
- C. Develop projects and programmes of work with other cultural heritage sites in Europe that complement Galway's cultural heritage

Aim 3. Culture Education and Excellence

- A. Identify and support European mobility projects, international residencies, access to areas of artistic excellence and curatorial exchange programmes for artists and cultural workers
- B. Work with artists, cultural players and educational institutions to build participative informal learning platforms around new skills, entrepreneurship and creativity with hard-to-reach communities
- C. Create a local platform, using models of best practice and international standards of excellence that will bring together key players in the field of culture, education and life-long learning

Aim 4. Culture Environment and Place

- A. Develop a cultural infrastructure framework plan that addresses the need for new cultural venues and creative hubs that include the public realm

- B.** Increase shared services across heritage and arts provision – particularly in areas such as recording, conservation, storage and archiving – for collection based institutions such as the Museum and Library Services
- C.** Establish programmes that explicitly recognise the connections between culture and environmental sustainability

Aim 5. Culture and the Creative Economy

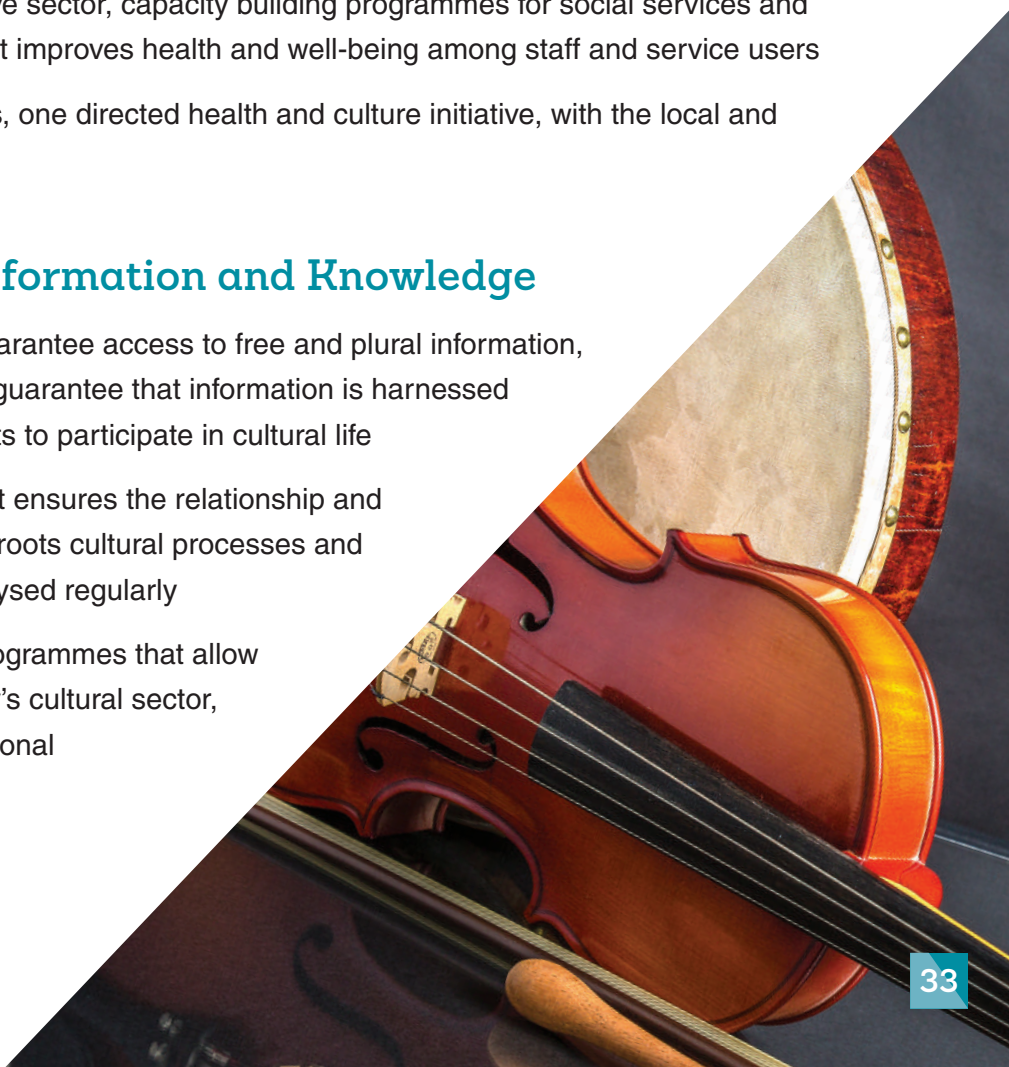
- A.** Develop creative/innovative spaces and hubs for individuals, companies and start-up businesses involved in the creative economy sector using a multi-disciplinary approach
- B.** Increase the practice of pairing artists/creatives with industry/multi-national campuses to promote the benefits of collaborative practice
- C.** Support the digital/online presence of cultural/heritage institutions and workers, craft workers, designers, artists and all those working in the creative industry sector

Aim 6. Culture, Health and Wellbeing

- A.** Provide support to cultural institutions and agencies to carry out programmes with communities with high levels of poverty and exclusion
- B.** Develop, with the creative sector, capacity building programmes for social services and other health workers that improves health and well-being among staff and service users
- C.** Develop, on a pilot basis, one directed health and culture initiative, with the local and national HSE

Aim 7. Culture Information and Knowledge

- A.** Develop policies that guarantee access to free and plural information, as well as measures to guarantee that information is harnessed to promote citizens' rights to participate in cultural life
- B.** Implement a system that ensures the relationship and outcome between grassroots cultural processes and social innovation is analysed regularly
- C.** Develop policies and programmes that allow people, active in Galway's cultural sector, to participate in international cooperation networks







Part 5

Governance and Implementation

How will we manage this strategy?

The management plan for this ten-year strategy will take the following work areas into account: consultation / management / funding / partnerships / education / collaborations / local, regional, national and international dimensions/ monitoring and evaluation. It will include key performance indicators for its successful and measurable delivery.

The roll-out of this strategy will include the development of a Charter of Cultural Rights and outline the role of a management agency, like a Cultural Council, for cultural development in Galway – dealing with all aspects of arts, culture, heritage, the Irish language and expressions of creativity.

How will we implement the strategy?

A series of three Implementation Plans will detail actions, owners, timelines, resources required and key performance indicators over the ten-year life of this Cultural Sustainability Framework Strategy. Each Implementation Plan will be reviewed at the end of its term and the outcomes will inform the subsequent Implementation Plan.

Implementation Plan I	2016 – 2018
Implementation Plan II	2019 – 2021
Implementation Plan III	2022 – 2025

The actions will be agreed through an ongoing consultation process with key stakeholders in the city and county.

How will we build capacity to deliver this strategy?

The Cultural Sustainability Framework Strategy addresses capacity building for the life of the strategy and beyond by prioritising the strategic aims and objectives and the implementation of associated actions to:

- Ensure Galway’s cultural infrastructure is fit for purpose as home to a world-class cultural capital, whilst ensuring that infrastructural developments are mindful of our cultural heritage at all times;
- Draw on best international practice to build on and consolidate competencies amongst key cultural players, educational institutions and those operating in the creative economy;
- Optimise the proven health benefits of arts and cultural activities.

How we will measure progress?

The evaluation framework for this cultural strategy is under development. It will reflect the City and County Councils' performance management process and take into account the key performance indicators that will be built into every action and each cycle of the implementation plans.

How will we resource this strategy?

A carefully constructed financial model will underpin the implementation of the strategy. Galway City and County Councils will identify the funding partners and delivery partners/mechanisms that will help us to deliver the strategy to include the following:

- Local Authority annual budgets and targeted grant schemes.
- Central government funding through:
 - Department of Arts, Heritage and the Gaeltacht (including Arts and Heritage Council funding)
 - Department of Environment
 - Galway City and County Council's own funds (capital)
 - EU Structural Funds/Creative Europe
 - Fáilte Ireland capital grants scheme
 - Department of Foreign Affairs and Trade
 - Galway's Corporate Sector
 - Local Business networks
 - EU Programme Funding
 - Other National, regional and local stakeholders and partners
 - Philanthropy
- National and local Grant schemes.
- Other national/international funding sources that may emerge over the life of the strategy.



Appendices

Appendix 1: Local Policy Framework

Appendix 2: First Phase Consultations

Appendix 3: Second Phase Consultations

Appendix 4: Select Bibliography

Appendix 1: Local Policy Framework



Figure 1. Policy framework used to prepare the Cultural Sustainability Strategy Framework for Galway 2016-2025

Appendix 2: First Phase Consultations

1. Galway 2020 Sub Group Meetings, May – July 2015

Name of Sub Groups	Number of Meetings
Artist Led Initiatives	4
Creative Spaces	5
Education	5
Environment	5
Film & Media	3
Food	1
Health & Wellbeing	5
Language	4
Theatre	1

2. Cultural Strategy Public Consultation, 29th September 2015

Attendees	Organisations
Jarlath Heneghan	Cinemobile
Steve Ó Cualáin	Údarás na Gaeltachta
Brendan McGrath	Galway City Council
Sinéad Ní Fhaoláin	National University of Ireland, Galway
Sybil Curley	Baboró
Karen Golden	Kenny's Bookshop
Sharon Murphy	Galway One World Centre
Ann Lyons	National University of Ireland, Galway
Teresa O Reilly	Galway County Council
Sinead McPhillips	Independent Arts, Marketing & Communications Professional
Fidelma Mullane	Heritage Council
Éimear Dolan	Galway County Council
Caroline Stanley	Ard Resource Centre and Friends of Merlin Woods
John Crumlísh	Galway International Arts Festival
Peadar Mac Fhlannchadha	Conradh na Gaeilge
Paddy Tobin	Centre for Creative Arts & Media, Galway Mayo Institute of Technology
Sheila Flanagan	Artfarm Collective
Aislín Ó hEocha	Baboró
John Langan	Galway Mayo Institute of Technology
Dave Donovan	Irish Traveller Movement
Tom Stewart	An Áit Éile
Ciaran Ryan	Ciaran Ryan Piano Services
Derrick Hambleton	An Taisce
Sean Stewart	Stewarts
Gerard Costello	Monivea Community Alert Council
Anna Lardi	Music for Galway
Lisa Brooks	Galway Transition
Declan Gibbons	Galway Film Centre

Attendees	Organisations
Hilary Morley	Independent Project Manager, Curator & Artist
Eibhlín Ní Mhongaile	Creative Europe Desk
Jackie Queally	Spirit of Burren Earthhouse
Cathy O Connor	Galway Film Fleadh
Joanna McGlynn	TULCA
Claire Power	Trading Faces Galway
Dominic Whelan	Junior Chamber International
Carmel Mary Deely	Youth Work Ireland
Eamon Brett	Musician
Fergal Mc Grath	Town Hall Theatre
Eleanor Hough	Galway City Community Network
Kieran Cunnane	Transition Galway
Margaret O Riada	Galway Traveller Movement
Kate Howard	TULCA/Adapt
Alwyn Revill	Expanded Draught
Micheal Sweeney	Galway Traveller Movement
Micheal Sweeney	Galway Traveller Movement
Jennifer Ahern	Baboró
Martina Finn	Collaborative Ways/Third Space/Transition Galway
Caomhan O Flatharta	Comhaltas
Bernadette Divilly	Independent Artist
Celine Curtin	Galway Mayo Institute of Technology
Elaine Cosgrove	An Ait Eile
Gerald Cipriani	National University of Ireland, Galway
Mike Walsh	Claddagh Arts Centre
Lisa Hallinan	Galway Dance Project
Jim Aherne	Alá Theatre
Riona Ní Fhrighil	National University of Ireland, Galway
Joan Higgins	Galway 2020 Bid Team
Tracey Geraghty	Galway 2020 Bid Team
Niall O' Hara	Galway 2020 Bid Team
Yvonne Curran	Galway 2020 Bid Team
Marilyn Gaughan	Galway 2020 Bid Team
Riona Durkin	Galway 2020 Bid Team
Gwen O' Sullivan	Galway 2020 Bid Team
Peter Rabbitt	Galway County Council

3. One to one consultation with practitioners, community activists and individuals

95 one on one consultations in total.

Appendix 3: Second Phase Consultations

1. Community/Sectoral Actions Workshops

Yvonne King
Kate Howard
Katriona Gillespie
Marianne Ní Chinneide
Meave Mulrennan
Johanna McGlynn
John Crumlish
James Harrold
Paul Nash
Dominic Whelan
Judith Bernhardt
Orla O'Donoghue
Marina L. Levitina
Lenka Masterova
Deirdre Bonham
Marie Mannion
Mairin Clancy
Mairin Doddy
Eugene Jordan
Brid Healy
Dela O'Callior
Michael Quinn
Caroline McNeil
Brendan McGrath
Jennifer Ahern
Hilary Morley
Lali Morris
Aislinn O'hEocha
Annette Maye
Meave Mulrennan
Roisin Dolan
Tara Gannon
Joanna McGlynn
Marianne Ni Chinnéide
Dave Donovan
John Crumlish

Caitriona Gillespie
Aneesah Hijazeen
Kate Howard
Christy O'Carroll
Bianca Pereira
Lizzie Lynott
Maureen Lydon
Valerie Kavanagh
Nollaig McGuinness
Anne O'Hara Quinn
Nico Venneman
Siobhan Pfulmann
Nicola Tierney
James Coyne
Hilary Morley
Elaine Naughton
Cllr. Donal Lyons
Colma Nic Aodha Bhui
Rob D'Eath
Ann Marie Cusack
Mairead Ni Chonaola
Carmel Ni Fhlatharta
Denis O'Brien
Margaret Coyle
Anne Carey
Caroline Stanley
Imam Ibrahim Noonan
Rosie Webb
David Lynch
Eamonn Bills
Norma Noubé
Mary Coen
Paul Frecklington
Paul Gallagher
Elske Bhreathnach
Trevor Ó Clochartaigh

2. Pilot Cities Workshop

Workshop 1 – Economy/ Urban Plan. Public Space/Info & Knowledge

Attendees	Organisation
Jessica Murphy	Proprietor of Kai Restaurant
Maurice O’Gorman	Chamber of Commerce /Portershed
Hannah O’Tuairisg	Údarás
Sharon Carroll	Galway City Council – Administrative Officer Culture and Community
John Crumlish	Festivals & Economy – CEO Galway International Arts Festival
Marion McEnroy	Ed/Media – Lecturer, Centre for Creative Arts and Media/Galway Mayo Institute of Technology
Caroline Phelan/Helen Coleman	Galway City Council – Planning
Hilary Morley	Creative Industries Curator
Fergal McGrath	Town Hall Theatre

Workshop 2 – Heritage Diversity & Creativity/Environment/Education

Attendees	Organisation
Marianne Kennedy	Lecturer – Theatre & Drama, National University of Ireland, Galway
Caroline Stanley	Ard Family Resource Centre & Friends of Merlin Foods
Eithne Ní Dhonncha	Galway Vocational Education Committee
James Harrold	Galway City Arts Officer
Craig Flaherty	Druid Theatre
Vicky Daree	Doughiska Community
Maeve Mulrennan	Galway Arts Centre
Eugene Jordan	Galway Civic Trust
Cllr. Padraig Conneely	Galway City Council Councillor

Workshop 3 – Cultural Rights/Equity & Social Inclusion/Govern. of Culture

Attendees	Organisation
Nollaig McGuinness	Galway 2020
Ann Irwin	Community Network
Tom Stewart	An Áit Eile
Roisin Dolan	Foroige
Frank Osuki	Africa Day
Christy O’Carroll	Active Retirement
Aislinn Ó hEocha	Baboro

Over 80 people attended a Pilot Cities Public Event.

Appendix 4: Select Bibliography

A City of Equals – Inter Cultural Strategy <http://gcp.ie/wp-content/uploads/2013/01/Towards-A-City-Of-Equals-summary.pdf>, 2005-2008.

Agenda 21 for Culture <http://www.agenda21culture.net> 2015-2016.

Arts in Education Charter. Department of Arts, Heritage and the Gaeltacht and Department of Education and Skills, <https://www.education.ie/en/Publications/Policy-Reports/Arts-In-Education-Charter.pdf> , 2012.

Biodiversity Action Plan for Galway City <http://galwaybiodiversity.com/galway-city-biodiversity-action-plan>, 2014 – 2024.

Birmingham Cultural Partnership, Big City Culture, Birmingham <http://birminghamculture.org/birmingham-cultural-partnership/our-strategy>, 2010-15.

Bologna Regulation for the Care and Regeneration of Urban Commons <http://wiki.p2pfoundation.net>, 2013/2014.

Brighton and Hove City Council Cultural Strategy: http://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/downloads/Draft_Cultural_Strategy.pdf, 2012.

Children and Young People’s Plan 2015 – 2018.

Climate Change Adaptability Strategy for Galway City.

Cultural and Creative Spillovers in Europe: Report on a preliminary evidence review. Tom Fleming Creative Consultancy, London, 2015.

Cultural attendance and public mental health – from research to practice Mark O’ Neill in Journal of Public Mental Health Vol 9 Issue 4 2010.

Cultural Connections - Strategic Plan for Cultural Services Division, 2009-2014. Donegal County Council. 2009.

Cultural Heritage Policy in the European Union. European Parliamentary Research Blog <http://epthinktank.eu/2014/12/16/cultural-heritage-policy-in-the-european-union/>.

Culture 2025 – Discussion Document. Department of Arts, Heritage and the Gaeltacht, Dublin 2015.

Culture for Cities and Regions http://www.cultureforcitiesandregions.eu/culture/project/activities/cultural_and_creative_industries.

Draft Galway County Development Plan 2015 – 2021.

Enterprise Plan for Galway County and City 2015.

European Capitals of Culture 2020-2033. Guide for cities preparing to bid, European Commission https://ec.europa.eu/programmes/creative-europe/sites/creative-europe/files/library/capitals-culture-candidates-guide_en.pdf 2014.

G.M.I.T. Strategic Plan Revision 2013 – 2016.

Galway City Age Friendly Strategy 2014 – 2018.

Galway City and County Childcare Committee Plan.

Galway City Arts Plan 2016 – 2018.

Galway City Council Corporate Plan 2014 – 2019.

Galway City Council Draft Development Plan 2017 – 2023.

Galway City Council Statement of Strategy: Economic Sustainability 2015 – 2021.

Galway City Development Plan 2011 – 2017.

Galway City Early Years Plan 2016 – 2020.

Galway City Local Economic and Community Plan 2015 – 2021.

Galway City Recreation and Amenity Study 2008.

Galway City SICAP Action Plan.

Galway City Statement of Strategy .

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.

Galway County Council Economic Baseline Summary Overview, The Whittaker Institute National University of Ireland, Galway, 2015.

Galway Healthy Cities Action Plan 2015 – 2018

Galway Sports Partnership Plan

GCCN Statement of Wellbeing

Glasgow’s Cultural Strategy, The Place, The People, The Potential - <http://www.glasgowlife.org.uk/policy-research/cultural-strategy/Documents/GlasgowsCulturalStrategyMaindoc.pdf>, 2006.

Heritage Plan for Galway City

Impact 08: Creating an Impact – Liverpool’s experience as European Capital of Culture - https://www.liverpool.ac.uk/media/livacuk/impacts08/pdf/pdf/Creating_an_Impact_-_web.pdf

Joint Policing Committee Strategic Plan 2015 – 2020

Local Homeless Action Plan for Galway City 2015 – 2017

Making Great Art Work. Arts Council Strategy (2016-2025) Arts Council of Ireland. Dublin, 2015.

National Spatial Strategy for Ireland (2002-2020) People, Places and Potential. Stationary Office, Dublin, 2002.

Regional Policy of the European Commission

http://ec.europa.eu/regional_policy/en/policy/themes/culture/

Resolution of the Council of 16 November 2007 on a European Agenda for Culture (2007/C 287/01), European Union, 2007.

Selection of the European Capital of Culture in 2020 in Ireland -

https://ec.europa.eu/programmes/creative-europe/sites/creative-europe/files/files/ecoc-2020-ireland-preselection_en.pdf

Strategy for Culture & Arts 2016-2026. Department of Culture and Arts Northern Ireland, November 2015.

Making Great Art Work. Leading the Development of the Arts in Ireland. Arts Council Strategy The Arts Council / An Comhairle Ealaion 2016–2025. 2016.

Vision 2020 – N.U.I.G. Strategic Plan 2015 – 2020. 2015.

Researched,
Facilitated and Authored
by Eithne Verling,
Galway City Council

Co-ordinated, Facilitated and
Edited by Gary Mc Mahon,
Galway City Council

Administrative Support and
Consultation Planning, Joan Higgins
and Yvonne Curran

Administrative Support, Marian Kilgarrif
and Orla Foley



Comhairle Cathrach na Gaillimhe
Galway City Council



GAILLIMH
Cathair Phíolótach • cultúr 21
AN EORAIP



GALWAY
Pilot City 2015-2017 • culture 21
EUROPE



Gaillimh
2020
Galway

Further information:

Community and Culture Department, Galway City Council,
City Hall, College Road, Galway.

Tel: (091) 536400

Email: c&c@galwaycity.ie

www.galwaycity.ie