

The Smart Community Management Manual

Chapter 46 - 3.11g) Tourism / Hospitality



Email info@etownz.com for queries or visit us at www.etownz.ie

Introduction

eTownz has partnered with a number of highly respected research organisations in Ireland and the EU on research projects in the community development and health spaces over the past eight years. The Smart & Engaged Community Management framework was formed based on this research and the guidance of Dr. Maura Farrell of NUIG and Dr. Maura Adshead of UL.

The framework is designed so that it can be applied to any community and under any thematic area of community development. This manual is created using the dynamic "eTownz Knowledge Hub" database which is continually updated with new project ideas and other useful information. If you would like to contribute new ideas please contact us on info@etownz.com. This manual can be used as a standalone document or used along with eTownz Community Management Portal.

Who is involved and what is the structure?



Coordination Team

The Coordination Team facilitates coordination and knowledge sharing between different Town Teams. Highly committed Stakeholders experienced in community development are strongly encouraged to join the Coordination Team. Town Teams should retain independence and responsibility for their own areas.



Town Teams

Town Teams are inclusive smart local teams focused on specific aspects of local development. Town Teams link like minded people together to develop and implement solutions to community problems.



Stakeholders

A stakeholder can be a business, club, public service provider or interested local people. A stakeholder may represent one or more of these interests. All the stakeholders are invited to join a community council.

Core Town Teams x4

Members are invited to form Town Teams related to each of the four main community development Pillars. These are:



Every participating community should aim to have, at minimum 3 to 6 people on each of the four, top-level Town teams.

Town Teams

Specialist Town Teams are invited to form teams related to specific areas under the four main Pillars. Members of the council are invited to join the Town teams that are relevant to them.

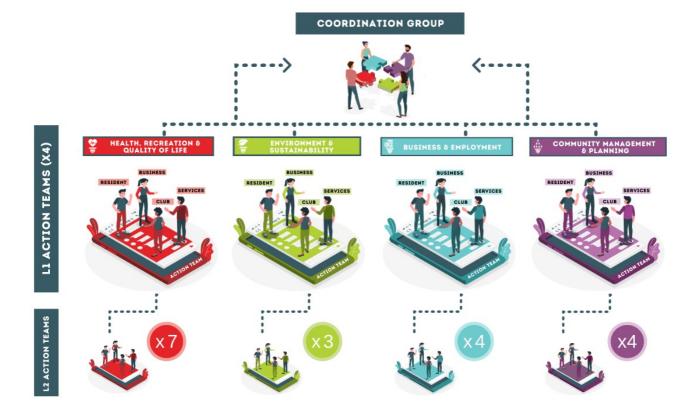
Members of the action team follow the structured format of the smart community framework. They decide their work schedule as a team, creating and implementing local action plans together.

How to use this manual to build a local action team?

The Coordination Team will introduce like-minded stakeholders who wish to form Town teams. The action team then follows a 5-step format illustrated below to compile a "Smart Community Action Plan" for their team. The then follows a 5-step format illustrated below to compile a "Smart Community Action Plan" for their team. The plans can be updated internally throughout the year.

Town teams are invited to submit their plan for the coming 12 months annually. This will be integrated into the overall community plan for the year, compiled before the community AGM.

The AGM helps align the various Town teams and encourage cross-community collaboration on implementation of the plan for the year.



Step 1: Stakeholder Review

The table below can be used by your team to help identify the stakeholders related to this theme. The stakeholders should be invited to provide their ideas, opinions and to join the local action team to help collaborate on initiatives.



	Title	Туре	#	Comment
+	Airline Company (S717)	Business		
	Amusement Park (S658)	Business		
	Aquarium (S659)	Business		
	Art Gallery (S660)	Business		

	Astrology, Spiritual & Genealogy Club (S661)	Business
69	Bed & Breakfast (S669)	Business
\$	Bike Rental Shop (S763)	Business
	Campgrounds & Caravan Parks (S670)	Business
	Cinema (<u>\$663)</u>	Business
	Circus (S664)	Business
3	Comedy Clubs (S665)	Business
	Event Management Companies (S795)	Business
<u> </u>	Hostel (S118)	Business
	Hotels (S671)	Business
廊	Mobile Homes (S672)	Business
%	Music Venues (S535)	Business
	Theme Park (S234)	Business
	Tour Guide (S237)	Business
	Videographer (S794)	Business
	Accredited Museums (S667)	Public Service
	Career Guidance Officer (S37)	Public Service
<u>*</u>	Local Enterprise Office (S148)	Public Service
	Camera Club (S31)	Club / Group
	Tourism Group (S239)	Club / Group

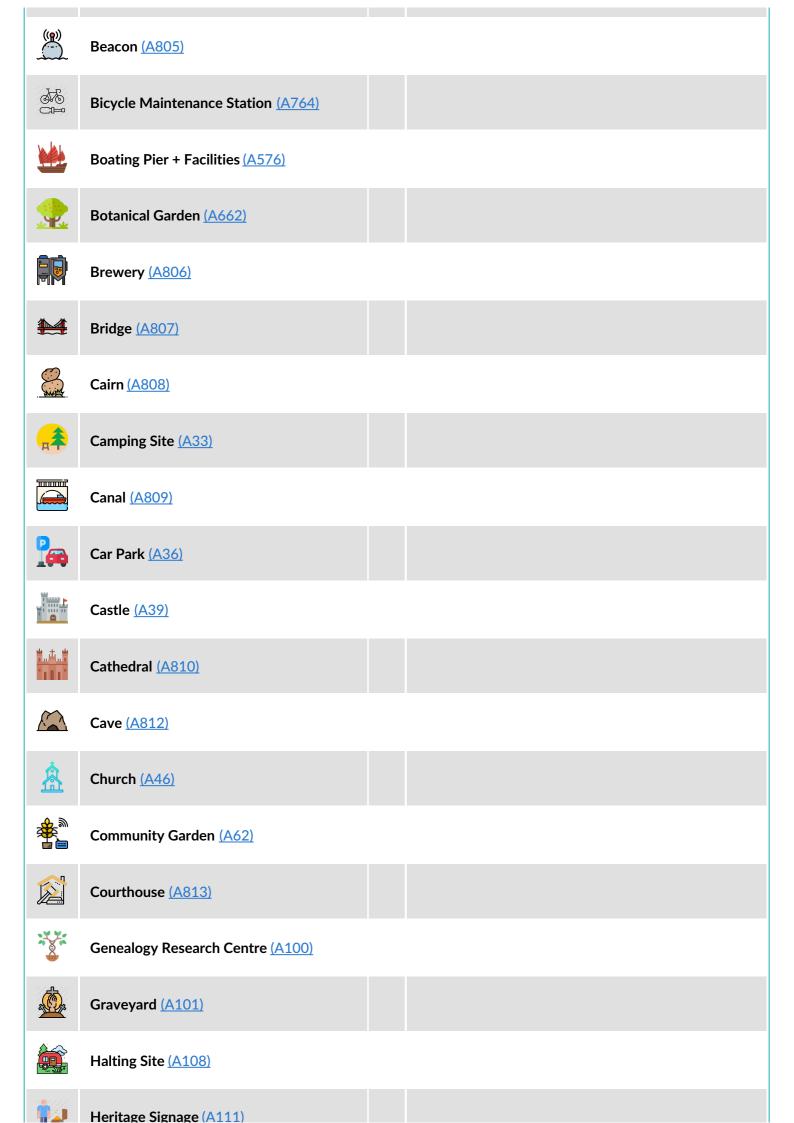
	Migrant (S846)	Individual
ħ	Visitors International (S842)	Individual
VISITORS	Visitors National (S841)	Individual
V <u>=</u>	Visitors Regional (S840)	Individual

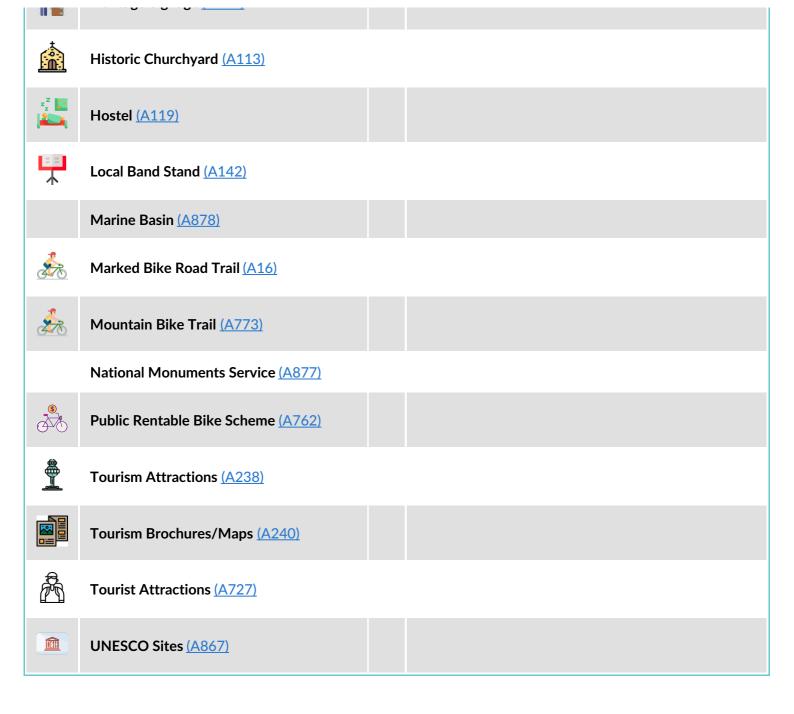
Step 2: Asset Review

Use the table below to help build the record list of assets in your area. Use the eTownz portal or a spreadsheet to register your local assets, discuss conditions and how the assets can be better utilised in the community.



	Title	#	Comments
	Almshouse (A797)		
***	Aquaculture Sites (A848)		
	Archaeological Built Heritage (A875)		
	Architectural Heritage Site (A8)		
	Armorial plaque (A801)		
	ATM (A12)		
	Barracks (A804)		
*	Beach (A575)		





Step 3: Goals & Metrics Review

Understanding the goal for each action team and attributing relevant metrics is a key part of the Smart Community Management Framework. Below we provide suggested goals and metrics. Please use these as a support to define goals and metrics that work for your community. In the plan, the action team should define how often the goals are to be reviewed and how often the metrics collected.

- a Agree suitable goals & metricsb Coordinate data collection
- Compare & analyse performance to help plan



- a Helps focus local action teams
- b Leverage data for better decision making
- Compare project outputs to planned goals

Explore potential for various niche tourism types (M2)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	
Establish what business types exist and which are absent (M128)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	
Develop an understanding of the viability of tourism in the area (M129)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	
Number of tourism groups in the area (M130)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	
Explore potential for various niche tourism types (M131)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	
Number of tourism businesses in operation (M132)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	
Footfall of the local tourist office or focal point (M133)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	
Number closed in recent years (M134)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	
Number of sites of interest (M135)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	
Number of heritage sites in the area (M136)	Desk research and department of culture and heritage site: http://www.ahg.gov.ie/	
Number of businesses/sites with social media presence (M137)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	

Title	Summary		Comment
	Initiate & develop a local team who		

can coordinate activities related to this theme. Support the team in gaining a greater understanding of local challenges, opportunities and help them formulate a detailed and achievable micro plan for the future. The town team can be small or large and determine its own level of activity. The team may take on its own projects or simply meet occasionally to help coordinate activity among related groups. The team can be comprised of local residents, businesses, club or public service representatives. The team structure can be simple to start with and can decide how often they should meet (e.g. weekly/monthly/quarterly) as they see fit. The team should focus initially on improving the overall understanding of where the challenges and opportunities lie and then help coordinate activities and related projects. There is also a wide variety of supports available and the team can help ensure the community can take advantage of these supports when they become available. Marketing plays an important role in developing the tourism sector in any locality. The action group should seek the help of people in the community who may have expertise in this area. Clear distinction should be made between sales, marketing and PR and ensure the community is doing its best in each aspect More than 64% (3 out of 5) of overseas visitors to Ireland state that Irelan'ds history and culture is a central factor in their holiday choice. With 75% stating that they are highly satisfied with the tourism product when they get here (Failteireland.ie). Those who visit for culture and heritage reasons tend to stay longer, spend more, be affluent, well-travelled, highly educated and socially concerned. They are often middle-aged couples, either with older or no children, are interested in learning while on holiday and seek them and authentic experiences (Failte Ireland). ****** **Develop Tourism Heritage Offering** Develop Cultural / Heritage tourism



Team Building, Management & Metrics - (G137)



Awareness, Understanding & Skills - (G138)



Preserve, Support & Develop - (G139)

> offering Cultural tourism is both a global and regional growth area, with 3.5 million overseas cultural

visitors spending nearly €2.8 billion in Ireland in 2011? This goals supports the development of local heritage products in order to encourage greater tourism in the area which will be a local economic driver.

Step 4: Project Register & Planning

The action team should begin this section by taking consideration of the projects undertaken in the past 2 years, the currently active projects as well as project ideas for the future. Use the eTownz portal to conduct an online discussion on this topic. We also provide a suggested format for huddles related to this.

- a Add new & update existing projects in project register
- b Review completed projects, document learnings & celebrate successes
- C Discuss, agree, prioritise and schedule projects for the coming year



- a Continual cycle of new idea generation & team building
- b Teams learn from experience & pass on best practise to others
- Agree, realistic actions plans to better coordinate

Goal: Team Building, Management & Metrics - (G137)



Initiate & develop a local team who can coordinate activities related to this theme. Support the team in gaining a greater understanding of local challenges, opportunities and help them formulate a detailed and achievable micro plan for the future. The town team can be small or large and determine its own level of activity. The team may take on its own projects or simply meet occasionally to help coordinate activity among related groups. The team can be comprised of local residents, businesses, club or public service representatives. The team structure can be simple to start with and can decide how often they should meet (e.g. weekly/monthly/quarterly) as they see fit. The team should focus initially on improving the overall understanding of where the challenges and opportunities lie and then help coordinate activities and related projects. There is also a wide variety of supports available and the team can help ensure the community can take advantage of these supports when they become available.

Related Project Ideas

Rate

Comments

Create Inventory of Local Tourism Rusinesses (P95)

Create inventory of Local Tourism Businesses (175). Create a detailed list of all relevant areas accessible to your community that can support businesses. All inventoried tourism businesses should align with the attractions you offer in your area	
(Case Study: 61) Sustainable tourism Newziland (Case Study: 71) Tourist and Retail Development/Attracting Tourist to Local Development	
Street Walk Tours (P344): A project which provides street walk tours to visitors. This could attract more tourists to the community	
(Case Study: 452) Secret Street Tours	
Transform Remote Former School (P512): Transform a remote former school in your town and turn into a residence for international artists	
(Case Study: 354) Arteles Creative Center - Transforming a former school into an artists' residence	
Promote Cultural & Architectural Heritage (P563): Protecting cultural and architecture heritage while creating a new tourism attraction.	
(Case Study: 239) Boyne Valley Tourism Destinations (Case Study: 276) Brown Coal Mining Thematic Village (Case Study: 285) Historical and Folklore Museum of Nikiti	
Promote Traditional Architecture (P568): The project promoted the traditional architecture of Tsakonia region. In this way it increased the appreciation for its value and helped attract greater numbers of tourists.	
(Case Study: 293) Promoting the Tsakonian Architecture	
Converting Abandoned Parish Houses (P575): A transnational cooperation project on converting abandoned parish houses to accommodate tourists.	
(Case Study: 419) Converting abandoned parish houses into tourist accommodation	
Provide Cyclist-friendly Accommodation (P716): Cyclist-friendly accommodation provides high-level services (food, bicycle and equipment storage, information). This will encourage touring cyclists a return visit.	
(Case Study: 480) Pine Ridge Bed and Breakfast	
Driving Routes (P1014): Prepare a simple list of looped driving routes from the town. Try create * 1 x 1hr looped route * 1 x 2hr looped route * 1 x 3hr looped route	
Walking Routes (P1015): "Prepare a simple list of looped walking routes from	

or close to the town. Try create * 1 x 1hr looped route * 1 x 2hr looped route * 1 x 3hr looped route"	
Cycling Routes (P1016): "Prepare a simple list of looped cycling routes from the town. To start with create * 1 x 1hr looped route * 1 x 2hr looped route * 1 x 3hr looped route"	
Key Points of interest (P1017): Create a register of the key local attractions with accompanying photos and summaries which can be used in promotional material	
Tourism Photo Library (P1018): A tourism photo library just as the name suggests is meant for visitors to the community. It is a way of promoting the community out there to people who may be interested in paying a visit or who have an interest in cultural events and practices of the community.	



Goal: Awareness, Understanding & Skills - (G138)

Marketing plays an important role in developing the tourism sector in any locality. The action group should seek the help of people in the community who may have expertise in this area. Clear distinction should be made between sales, marketing and PR and ensure the community is doing its best in each aspect

Related Project Ideas	Rate	Comments
Tourist Information on heritage and culture (P197): Providing information for tourist on heritage and culture in the local area		
Develop Public Relation Opportunitles (P232): Getting good news stories into the local, regional and national press is important in raising the profile of the town. Competitions like Tidy Towns can be a huge boost to a town and create great PR opportunities		
Community Marketing Officer (P234): The marketing group should designate someone who can help manage the marketing and advertising effort with the local radio, newspaper and other offline marketing methods.		
Change Public Perception about Rural Life (P519): Kickstart a project that can help change the public perception about rural life.		

(Case Study: 266) Promoting Rural Development on the TV	
Enhance Tourist Attractions (P554): Use popular fairytales to enhance tourist attractions for children and increase overall visitor numbers and marketing opportunities.	
(Case Study: 331) Using fairytales to enhance tourist attractions for children	
Courses to Revive Local tradition (P555): Organise courses in ceramic production and wool processing, reviving a local tradition.	
(Case Study: 332) Reviving traditional crafts in Slovakia	
Visitor Centre on Farm (P557): Using EAFRD support to develop a visitor centre, helping boost direct sales and educate citizens on farm production and processing.	
(Case Study: 341) Expanding the visitor centre on a hazelnut farm	
Promote Cultural & Architectural Heritage (P563): Protecting cultural and architecture heritage while creating a new tourism attraction.	
(Case Study: 239) Boyne Valley Tourism Destinations (Case Study: 276) Brown Coal Mining Thematic Village (Case Study: 285) Historical and Folklore Museum of Nikiti	
Promote Traditional Architecture (P568): The project promoted the traditional architecture of Tsakonia region. In this way it increased the appreciation for its value and helped attract greater numbers of tourists.	
(Case Study: 293) Promoting the Tsakonian Architecture	
A Study Tour (P604): A study tour in Italy and Austria enabled representatives of sanitary and epidemiological stations to gain new knowledge and exchange experiences on how to best supervise small-scale local food production.	
(Case Study: 394) Exchanging experiences on food hygiene and safety for small scale food processing	
Online Geoportal (P619): Developing an online Geoportal with ready-to-print maps, in order to promote hiking in an area of significant and unexploited touristic potential.	
(Case Study: 404) WestTrail - Creating a digital inventory of walking trails	
Provide Cyclist-friendly Accommodation (P716): Cyclist-friendly accommodation provides high-level services (food, bicycle and equipment storage,	

information). This will encourage touring cyclists a return visit. (Case Study: 480) Pine Ridge Bed and Breakfast	
Create Walk Tours (P834): Create educational walk tours to learn more about the local culture. This will encourage tourists to visit	
(Case Study: 532) Wexford Walk Tour	

Goal: Preserve, Support & Develop - (G139)



More than 64% (3 out of 5) of overseas visitors to Ireland state that Irelan'ds history and culture is a central factor in their holiday choice. With 75% stating that they are highly satisfied with the tourism product when they get here (Failteireland.ie). Those who visit for culture and heritage reasons tend to stay longer, spend more, be affluent, well-travelled, highly educated and socially concerned. They are often middle-aged couples, either with older or no children, are interested in learning while on holiday and seek them and authentic experiences (Failte Ireland). ********* Develop Tourism Heritage Offering Develop Cultural / Heritage tourism offering Cultural tourism is both a global and regional growth area, with 3.5 million overseas cultural visitors spending nearly €2.8 billion in Ireland in 2011? This goals supports the development of local heritage products in order to encourage greater tourism in the area which will be a local economic driver.

Related Project Ideas	Rate	Comments
Tourism Audit (P155): Identify what tourist offerings are available in the local community and their current status. (Case Study: 90) Best practise case studies in tourism (Case Study: 93) An Investigation of Business Tourism Development: a Case Study of Wexford Town, Ireland (Case Study: 232) Community-driven tourism in Dún Lúiche, Co. Donegal (Case Study: 249) South Tipperary Tourism Review and Development Strategy		
Create Local Cycle/Walk Tours (P174): Define tours for both locals and visitors to the area which help highlight local history and heritage. The course can be prepared under different themes. (Case Study: 91) Recreational Trails in Ireland (Case Study: 92) A POLICY TO MAXIMISE THE ECONOMIC BENEFIT TO THE COUNTY		
Develop Sustainable Tourism Opportunities (P224):		

as a tourist and trying to make only a positive impact on the environment, society and economy. Tourism can involve primary transportation to the general location, local transportation, accommodations, entertainment, recreation, nourishment and shopping.	
(Case Study: 359) Suderbyn - Community-led development of an ecovillage in Sweden	
Develop A Heritage Site into Tourist Attraction (P258): Research and explore opportunities where local heritage sites can be developed into tourism heritage products.	
(Case Study: 42) Tourism initiative for Moygara Castle (Case Study: 362) Creating the Vistula valley cultural and culinary brand	
Dark Skies Project (P348): To protect our night sky and nocturnal heritage for the value of future generations. With an annual programme of outreach and educational events designed to highlight the value of our night sky heritage as well as inviting all members of the community to actively engage with astronomy, art, culture or story of the night sky.	
(Case Study: 454) Mayo Dark Skies	
Promote Local Development in your community (P494): The project supported the area to promote 'green tourism' and boost local development by fostering cooperation among local stakeholders.	
(Case Study: 290) The forest of the Land of Chimay	
Soap Production and Training (P506): Renovate the community centre to support soap production and training courses. This could potentially turn the community into a tourist attraction.	
(Case Study: 279) The Soap House	
Onion Route (P508): The Onion Route is a network of tourism service providers and a unique cultural space that could bring in more tourists into the area	
(Case Study: 267) The Onion Route in Eastern Estonia	
New Tourist Attractions (P522): EAFRD funding helped develop new tourism attractions and tools to facilitate access to natural and historical landmarks in the region.	
(Case Study: 271) Diversification of rural activities in Borino, Bulgaria	
Water Themed Park (P524): Natural potential of rural areas often remains	

unexploited. The construction of a water themed park generated interest in the countryside and attracted visitors through promoting eco-tourism and environmental education.	
(Case Study: 291) Pure water Theme Park in Estonia	
Restore Local Botanical Garden (P538): Use EAFRD support to restore and promote local landmark: a botanical garden, and design a training programme on environmental aspects for young farmers.	
(Case Study: 330) Setting up a botanical garden and providing training to young farmers	
Territorial Cooperation (P542): An inter-territorial cooperation project aimed at countering the declining trend in the number of overnight tourists in the South Funen Archipelago harbors.	
(Case Study: 424) The Harbor Cooperation	
Promote Cultural & Architectural Heritage (P563): Protecting cultural and architecture heritage while creating a new tourism attraction.	
(Case Study: 239) Boyne Valley Tourism Destinations (Case Study: 276) Brown Coal Mining Thematic Village (Case Study: 285) Historical and Folklore Museum of Nikiti	
Promote Hiking (P565): An innovative LEADER project promoted hiking by means of an online hiking planner tool, GPS navigation and a smartphone app.	
(Case Study: 281) Rural hiking trails in Belgium	
Promote Hiking (P567): An innovative LEADER project promotes hiking ans of an online hiking planner tool, GPS navigation and a smartphone app.	
(Case Study: 289) GO Eastbelgium	
Promote Traditional Architecture (P568): The project promoted the traditional architecture of Tsakonia region. In this way it increased the appreciation for its value and helped attract greater numbers of tourists.	
(Case Study: 293) Promoting the Tsakonian Architecture	
Converting Abandoned Parish Houses (P575): A transnational cooperation project on converting abandoned parish houses to accommodate tourists.	
(Case Study: 419) Converting abandoned parish houses into tourist accommodation	
Museum Exhibition (P641): Foster co-creation in the local community, resulting	

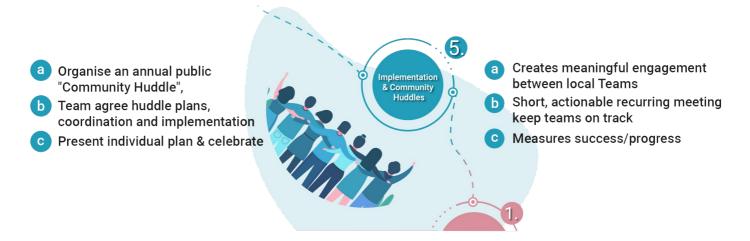
in a museum exhibition that is unique in the area	
(Case Study: 392) "Midnight in the Meadow" – setting up a unique museum installation in remote rural Latvia	
Local SM Profile (Visitors) (P680): Having a social media profile dedicated to the promotion of the local town in which the community lives serves to provide information to visitors who choose to visit or learn more about the town. information such as places of interest, historical sites, recreational sites and general directions are included on the social media profile.	
Infrastructure As The Basis to Attract Tourism (P715): Well-planned, upkept and maintained infrastructure is a prerequisite to attract tourist cyclists.	
(Case Study: 481) How To Develop Cycle Tourism?	
Develop An Online Presence (P894): Developing the communities online presence and actively marketing the community online is becoming ever more important. There are many ways to communicate your work: • Newsletters • Text Alerts • Newspaper • Community Notice board Website Social media pages ie Facebook, Twitter, Instagram etc Keep all lines of communication up to date. Keep Social Media Sites up to date sharing details of key aspects of your work or that of other community groups. Aim for an update every month. Where possible ask other local groups to advertise key events such as the Spring Clean.	
Historical Videos / Podcasts (P1019): Organizing and recording interviews with elderly locals within the community is a straightforward way to create historical videos or podcasts. These historical videos can be stored on an online library for preservation and posterity.	
Local History Writers (P1020): The community should identify and work with local history writers whose mandated work should be to organize interviews with elderly locals and other persons of interest. The writers will then work to create written history of the community through essays, books and other published material.	

Step 5: Community Huddles & Implementation

Community Huddles cover a variety of different meetings types that take place throughout the year.

This includes remote meetings, project planning or project implementation meetings. We provide a

suggested one hour format for the main meeting types to help make best use of people's time.



Appendices: Additional Info

Quick Win Projects

Summary	
Audit all the upcoming local cultural events: Audit all the upcoming local cultural events	
Create a Unique Slogan: Create a unique slogan. For example, Las Vegas' "What happens here, stays here", New York's "The City That Never Sleeps"	
Create Local Tourism Packages: Create Local Tourism Packages among complimentary business (Local BnB, Restaurant and golf course could create the package).	
Cycling Routes - Long: Define short cycling routes that people from the community or visitors can take up. The routes should take upto 2-4 hours, define the local sights they might come across along the way and highlight the sections of road which are particular dangerous. Once prepared, the routes can be promoted on and offline	
Cycling Routes - Medium: Define short cycling routes that people from the community or visitors can take up. The routes should take upto 1-2 hour, define the local sights they might come across along the way and highlight the sections of road which are particular dangerous. Once prepared, the routes can be promoted on and offline	
Cooking Douber Charle	

Define short cycling routes that people from the community or visitors can take up. The routes should take upto 1 hour, define the local sights they might come across along the way and highlight the sections of road which are particular dangerous. Once prepared, the routes can be promoted on and offline	
Define Tourism Assets in The Area: Define tourism assets in area for example attractions, beds, restaurants, historical sites	
Explore Opportunities for Group Niche Training: Explore opportunities for group niche training (Online or offline training as per needs of the group)	
List All Town Activities: Make a list of all the activities and attractions currently available in the town	
Nightlife Offerings: Offer nightlife events as this will provide tourists insight into the local culture and will creates curiosity to explore how the locals live	
Optimize Your Listings: Make sure your business has a Google Business listing that has correct and fully informed business information	
Update The Town Website: Be sure to regularly update the town's website. If your town doesn't already have a website, create one an attractive website with beautiful pictures. The pictures should speak to many things like history, heritage, culture, community and tourism	