The Smart Community Management Manual

Chapter 52 - 3.12f) Inward Investment

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

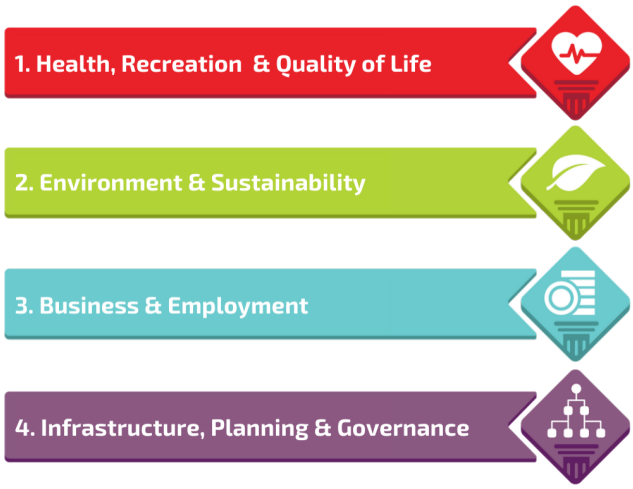
Town Teams are inclusive smart local teams focused on specific aspects of local development. Town Teams link like minded people together to develop and implement solutions to community problems.

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.

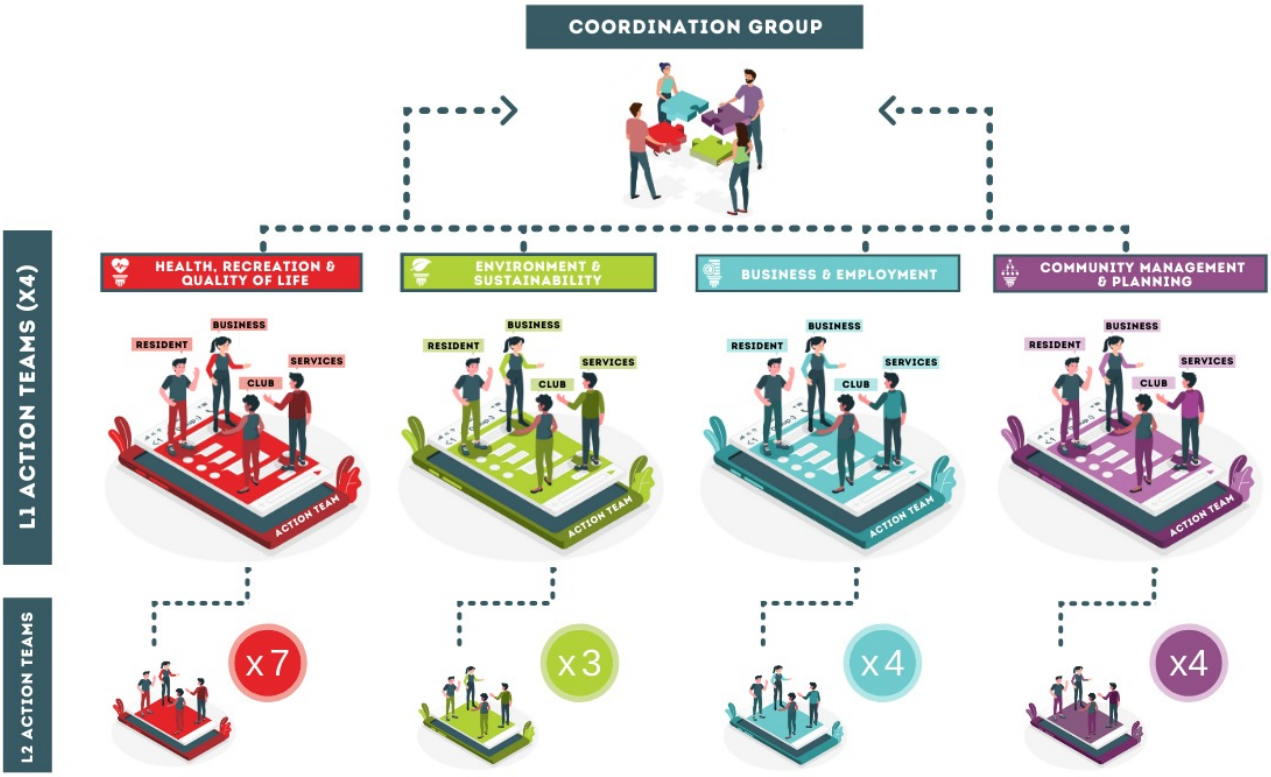
Members of the action team follow the structured format of the smart community framework. They decide their work schedule as a team, creating and implementing local action plans together.

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.

Actions

- a Manage a register of local assets
- b Survey local opinions/ideas
- c Recruit & engage local action team

Outcomes

- a Top down understanding of local stakeholders
- b Bottom up understanding stakeholder perspectives
- c Expand team, increase ambitions, plan succession

	Title	Type	#	Comment
	Career Guidance Officer (S37)	Public Service		
	Local Enterprise Office (S148)	Public Service		
	Business Development Group (S30)	Club / Group		
	Business Owner (S834)	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.

- a Update register of local assets
- b Undertake assessment of local assets
- c Profile & discuss local assets

- a Thematic database of all local assets
- b Better understand, develop & maintain local assets
- c Forum for cross community collaboration

	Title	#	Comments
	Business Incubation Hub (A819)		

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 & metrics
- b Coordinate data collection
- c Compare & analyse performance to help plan

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

Title	How is this data collected	Comment	☑
The level of FDI currently in place in the community (M78)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).		☐

	Title	Summary	☑	Comm

	Team Building, Management & Metrics - (G155)	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.	☐
	Awareness, Understanding & Skills - (G156)	Ireland has always been successful in attracting Foreign Direct Investment into bigger urban regions, but also into small rural towns and villages. IDA Ireland's strategy, Winning: Foreign Direct Investment 2015-2019 was developed in the context of the Department of Jobs Enterprise and Innovation's (DJEI) policy statement on FDI and with extensive input from clients, stakeholders, the IDA Board, management and team members. IDA Ireland's new strategy was launched as the world economy is still recovering from the impact of the Global Financial Crisis. Although many countries are still experiencing challenges in the short term, growth is expected to return to a stable path by 2016 (http://www.idaireland.com/en/docs/publications/IDA_STRATEGY_FINAL.pdf).	☐
	Preserve, Support & Develop - (G157)	There may be opportunities for new types of retail store, which would compliment the other business in the area. If so, create a relevant business case and invite retail chains or multi-store business in this sector to locate in the area.	☐

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
- c Agree, realistic actions plans to better coordinate

Goal: Team Building, Management & Metrics - (G155)

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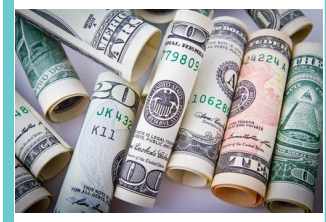
Related Project Ideas	Rate	Comments
Determine How Other Communities Attract FDI (P87): Determine how other communities attracted FDI and apply their good practice model.		
Collaborate With FDI Agencies (P88): Consider creating a strong international profile by liaising with appropriate national and international organisations to attract FDI such as the IDA.		
Promote Economic & Cultural Growth (P633): Create an innovative development model to promote economic and cultural growth in rural areas. How can your community help less privileged communities. (Case Study: 305) Fair trade economic district in Lombardy		



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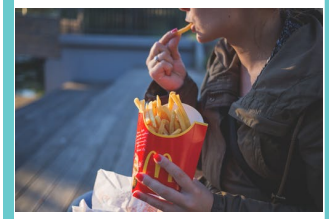
Investment From Emigrants Strategy (P298): Encourage local people to invite friends/family living abroad to locate businesses in the community. This program can be run in conjunction with Connect Ireland which financially rewards individuals who help encourage business to locate in Ireland. (Case Study: 21) Range of case studies		
Innovation Hub For Businesses (P304): Set up an innovation hub in the area to act as a way to encourage businesses to locate in the area helping it to better leverage local talent as well as regional / national innovation and business development bodies. (Case Study: 20) Kilorglin Chamber Alliance		
Develop FDI Asset Audit (P307): There are a variety of factors which persuade new companies to locate in the area, undertake an audit of local resource which can help to attract investment to the area e.g. raw materials, access to rail / shipping, labour etc		
Develop Sector Specific Business Clusters (P308): There are a number of advantages when business with a certain sector or cluster or when complimentary business with in a sector locate within a region. Developing themed business cluster create impetus for new companies to locate in the area.		
Promotional Strategy For FDI (P310): After the community have identified the local asset and possible opportunities for clustering the group should look to prepare promotional material such as presentation, fact sheets, videos and other material which can be used as tools when attracting investment in the area.		
Local Investment Strategy (P312): In order to encourage new large business to locate in the area, the group should identify potential investors and invite them to the area.		
Leverage Town Twinning For FDI (P313): Town twinning can help build relationships with other communities from across the world. Use these relationships to help encourage business from the twinned town to local in the community		

Events management training (P418): Some training provided to those who could arrange and organise events in the local area. This could be provided in workshops or via online platforms (Case Study: 149) Inspiring By Degrees		
Knowledge-Transfer Activities (P500): A series of knowledge-transfer activities to increase knowledge and skills on organic plant and animal production, processing and marketing. (Case Study: 436) Knowledge transfer programme on organic farming		



Goal: Preserve, Support & Develop - (G157)

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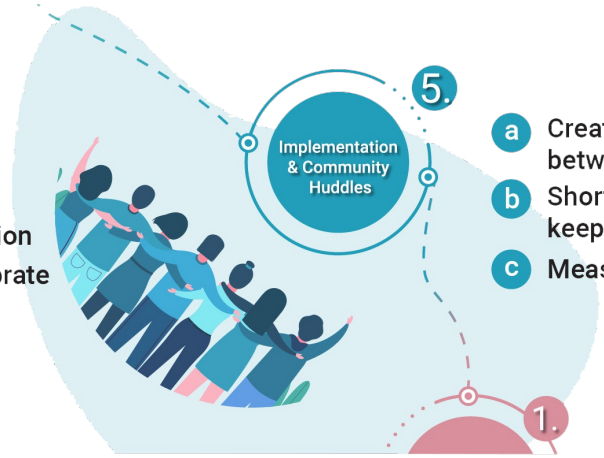
Promote Locally Produced Food (P491): An organisation to promote locally produced high quality fresh food for public schools. (Case Study: 300) Sustainable local food 2013		
Restore Old Country Inn (P514): A project to restore an old country inn to provide professional working spaces at the heart of a rural village. (Case Study: 373) Gasthof Bräu – seminar and co-working space		
Promote Local Food (P547): Food producers and providers used funds to promote local food through short supply chains via a coordinated system of local and online outlets across an area larger than the Netherlands. (Case Study: 317) Put Aragon on Your Table		
Create Bike Share / Rental Programs (P712):		

Creating bike share or rental programs within your community is another way to enhance the ability for community members to access bicycles. (Case Study: 470) Bike Share (Case Study: 471) Bike Rental Program		

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.

a Organise an annual public "Community Huddle",
b Team agree huddle plans, coordination and implementation
c Present individual plan & celebrate



a Creates meaningful engagement between local Teams
b Short, actionable recurring meeting keep teams on track
c Measures success/progress

Relevant/Supporting Organisations

Title	Comment
Athy operation transformation Operation Transformation Athy , hoping to get as many of the locals up and involved in their own transformation.	