

DUBLIN HOSPITALITY ZONE ASSESSMENT



*After Dark
Solutions*

**SOCIABLE
CITY PLAN**

BUILDING BLOCKS FOR YOUR NIGHTTIME ECONOMY

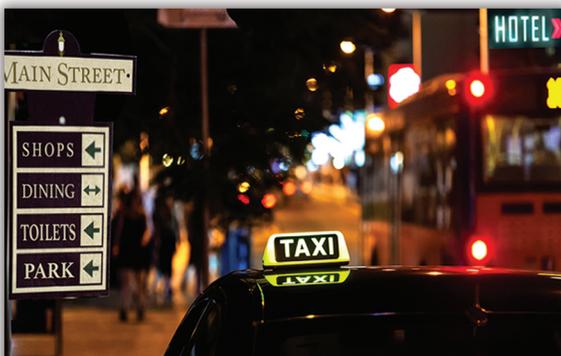


FORM AN ALLIANCE

RESOURCES | ACTION TEAMS

FORM AN ALLIANCE

SOCIABLE CITIES REQUIRE AN ALLIANCE of diverse stakeholders to facilitate vibrancy and safety. Alliances play a critical role in guiding the evolution of a city's burgeoning nightlife by trendspotting, allocating resources and overseeing implementation of strategies developed by action teams.

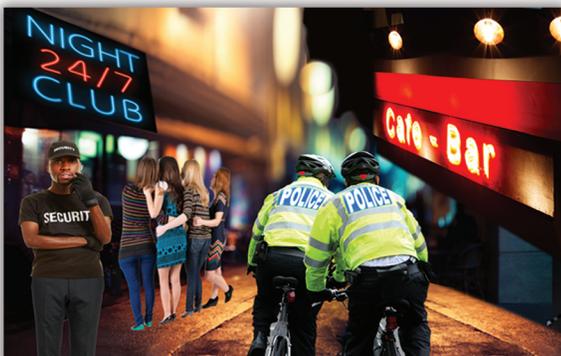


PLAN FOR PEOPLE

QUALITY OF LIFE | MOBILITY

PLAN FOR PEOPLE

SMART GROWTH PLANNING for nightlife seamlessly facilitates use of hospitality zones at different times of day and for different purposes. High standards for quality of life and safe mobility options to/from and within the district requires foresight to plan and infrastructure to make it a reality.



ASSURE SAFETY

PUBLIC SAFETY | VENUE SAFETY

ASSURE SAFETY

NIGHTLIFE SETTINGS ARE TYPICALLY HIGH-INTENSITY environments with complex dynamics and risk factors. A continuum of stakeholders, principal of which are police and venue security, are invested in protecting patrons from violence, sexual assault, theft, underage drinking and impaired driving.



ENHANCE VIBRANCY

ENTERTAINMENT | PUBLIC SPACE

ENHANCE VIBRANCY

VIBRANCY IS CREATED BY A VARIETY OF SOCIAL experiences in bars, restaurants, cafes and live music venues. Spontaneous encounters in public space, such as in outdoor cafes, plazas, etc., also signal the vitality of a district.



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Dublin Town is Dublin city centre's business improvement district, the home of 2,500 businesses. It is Europe's largest BID. Dublin Town is acutely aware of the changes being wrought by the technological revolution and how this is impacting on how people engage with town centres worldwide. It is for this reason that Dublin Town is leading the charge to future proof Dublin city, seeking to understand trends in both retail and hospitality and projecting forward to ensure that the city remains relevant for its residents and visitors. Dublin Town is spearheading the Dublin One project which is transforming Dublin's northern retail core and we are delighted to be part of the RHI's global city's project with Diageo. The Evening & Night Time Economy is gaining in significance worldwide. In Dublin as elsewhere, footfall is increasing post 5pm while footfall prior to that is decreasing. It is essential that we understand these trends and make provision for the economic and societal changes that we are experiencing. We can all learn from each other and by improving data available to us and sharing that data with our peers we will all be better able to establish the structures and systems required to meet the demands of the 21st century and beyond. This project is not merely timely and engaging; it is essential.

Richard Guiney

CEO, DublinTown

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Dublin Sociable City Plan
Prepared by Responsible Hospitality Institute
March 1, 2019
www.RHIweb.org

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TRANSITIONING FROM NO LONGER TO NOT YET

Dublin's active involvement in Purple Flag and the mix of activity in the Creative Quarter throughout the day, evening and nighttime is an indicator of the city's safe and convivial atmosphere. As the city expands its role as an international technology center, tourism destination and regional influence on nighttime management, the on-going coordination and management of social centers provides opportunity for innovation and leadership.



Dublin is in the midst of a renaissance. Although the time is ripe for transformation, the city has a rich cultural legacy that

deserves to be celebrated and preserved. Dublin's authentic, world-class restaurant and entertainment sectors are a significant draw for visitors.

Hospitality has been used as a way to "fill the gap" caused by the decline in traditional retail. However, there isn't a coordinated plan to grow and curate a rich and sustainable mix of social activities that seamlessly blends new and iconic social spaces.

Despite the recent economic boom, the increase in tourism is also the source of potential risk. As Dublin becomes more of a social destination, there may come a time when demand for hospitality businesses

exceeds the current supply. There may also be a tipping point when nightlife-related harm and public safety challenges exceeds current resources to manage nightlife activity.

The overall lack of strategic policy for the nightlife and leisure economy in the city, including locations for new hospitality areas, is an indicator of the need for citywide oversight. Careful monitoring and analysis of data sets can help indicate when a tipping point is about to be reached, but this will need to be more robust than just crime indices.

There are two areas that are fundamental to the city's success that will need to be addressed on a cross-disciplinary basis: the modernization of the licencing laws and the formal inclusion of the needs of the evening and night-time economy in the planning process.

A synopsis of driving trends, strengths and challenges is provided for each of the three following sections: Enhancing Vibrancy; Planning for People; and Assuring Safety.

This report was prepared by the Responsible Hospitality Institute RHI under a grant from Diageo. RHI is a non-governmental organization based in California, and a leading source for events, resources and consultation services on nighttime economy management.

Dublin is one of three demonstration cities to develop a formal evaluation of strategies to enhance safety, promote a mix of social options, and manage quality of life impacts in the nighttime economy. RHI worked closely with Richard Guiney and Gerard Farrell from DublinTown. Paul Davies, co-creator, Purple Flag, assisted in facilitation and report development. Toronto, Canada and Cancun, Mexico are the two other cities participating in the project.

ENHANCING VIBRANCY IN DUBLIN

Dublin has a powerful and distinctive appeal. This is evidenced in the growing excellence of its cuisine, world-famous brewing, characterful pubs, a rich tradition of literature, film and drama and a strong culture of Irish popular music—just some of the reasons why Dublin is a top 10 visitor destination.

In recent years, the number and variety of restaurants have grown considerably and licensed premises have also increased. In Temple Bar, the arts sector has become one of the driving forces for the revitalisation of a whole district—a role model for regeneration around the world. In the Creative Quarter, a successful link has been made between indigenous businesses, creative talent and entertainment, which has led to major economic uplift and rising footfall.

ROLE OF PUBLIC SPACE IN SOCIABILITY

In social districts, sociability is rarely contained solely within the four walls of a building. Public spaces are part of the appeal and often take their life and character from the buildings around them. In Temple Bar, small spaces and squares have been thoughtfully designed, helping to make this a popular destination. In the DublinTown BID area, there is an active programme of markets, events and festivals that enliven the narrow historic streets and make the best use of every available space.

There are challenges for live music and the performing arts, ones shared with many other capital cities. Late-night venue operators, as well as event organizers, report live music, street performance and markets are being squeezed out by new development, whilst current regulations hamper creative endeavors. Additional challenges include the cost and difficulty of obtaining permits and licenses needed to close a street (e.g. for a street market) or to perform as a busker in a public place.

INVIGORATE UNDER-UTILISED SPACES

There was a clear view that, whilst space in the crowded streets is scarce, there are wide streets and pavement areas, rear access streets and alleyways that are under-utilised. These might provide a valuable outlet for local artisanal products, especially on weekends when the commercial pressures are less in some cases. Some spoke also of squares and green spaces that might host festivals and other events that could include expanded locations for farmers markets, street performers to bridge underutilized areas,

student performer showcase areas sponsored by local retailers.

INVENTORY CREATIVITY ASSETS

There is a rich grassroots arts and creative culture, and therefore an opportunity to tap into creative artists in Ireland. It was suggested that Dublin should take a leaf out of San Francisco’s book and do an economic impact study of events in public spaces.

A “space-mapping” study could be made of public spaces and squares to understand the potential and as a basis for overcoming barriers and making things happen. It was suggested a cooperative insurance scheme might be devised for street performers, similar to the one in operation for markets. Funding can be sought from public sector grants or through commercial sponsorship.

FUTURE OF VIBRANCY IN DUBLIN

There is potential now to start to look more strategically at Dublin’s entertainment sector, given its importance to the economy, and to look at ways of supporting talent, removing barriers, increasing excellence, and creating and curating a rich mix of attractions, where no one is excluded and there is something for everyone.

Whilst the City Centre is “the jewel in the crown,” consideration should also be given to the rest of the city, where opportunities may exist for locally-distinct clusters of leisure, entertainment and cultural development, potentially in association with other activities.

PLANNING FOR PEOPLE IN AN URBAN LANDSCAPE

Dublin's heritage and townscape are internationally appreciated, but many buildings in the city centre are under-used and the recession has left problems in its wake. Tourism and hospitality are experiencing significant growth, but retail is set to decline (as in other countries).



The policy context for the city centre includes regeneration, intensification and mixed use, including living in the centre once again (Living Cities Programme). This will have an impact on the physical form. One result could be clusters of retail and leisure activity in a mixed-use setting, rather than the more traditional unbroken lines of retail frontage.

ADAPTING TO A NEW CARRYING CAPACITY

Buildings and spaces need to be adapted creatively for this new future, one in which activity patterns and density of use will vary considerably from the past. This poses a challenge to the “carrying capacity” of districts and neighbourhoods, as well as the well-being of all. A city centre planned for 9 to

5 will need to be clean and safe 24/7 (e.g. dark rear service roads can become hazards at night).

Sound management conflicts in other cities with dense mixed-use development will become a similar challenge in Dublin. As more of the older buildings in the city centre are upgraded with residential, and street-level storefronts add more social venues, the potential for conflict over sound, not only from patrons, but trash removal, street cleaning, odors from cooking, and traffic require thoughtful consideration and planning.

Improved late-night transit provision may significantly boost the economy of the city centre (e.g. London Night Tube). Conversely, a lack of provision may hamper business performance and harm the national and international image. While improvements continue to be made, more attention is required for late-night transport options.

FUTURE OF PLANNING

The management of people, buildings, the public realm (including public facilities such as toilets) will need to be updated to keep pace with change and a more-intensive use in the evening and at night. Everyone needs to become a good neighbour if they are to adapt to a more intense urban lifestyle.

ASSURING SAFETY IN DUBLIN

There has been impressive progress in tackling crime and drug-related gang activity in residential areas of the Dublin One district. However, there is not yet a consistent and cohesive approach to nightlife public safety pertaining to social districts in Dublin.

Within the Purple Flag area, footfall increased considerably and there are indications that some crime indicators may be beginning to rise. More people can bring more vibrancy, as well as increase potential risk for crime.

Alcohol Health and Licensing System: Significant progress has been made to reduce alcohol-related harm on a national level through reduction of off-licence opening hours and pub serving hours, as well as a reduction in drink-drive related fatalities through a public awareness campaign.

Licensing is distinctive in Ireland, being court-based (and so a legal, courts-based system), not clear or consistent and rather complex. Some participants in the process thought that it should be streamlined and made more affordable. Some thought there could be merit in separating out entertainment or social venue permits from licensing (as in San Francisco) so that these could be given a more positive, proactive slant (i.e. supporting new business formation and growth).

License Limits May Limit Creativity and Innovation: There are 14,000 licenses to serve alcoholic beverages in Ireland with 2,000 in Dublin within the North Circular and Grove Road. Due to the finite number of licenses in Ireland, business operators must buy a license from someone who already has one to get a business started. This approach may limit the potential of an expanded number of contemporary dining and entertainment venues to match the planned growth of hotels and residential development.

Proposals for liberalization, including 24-hour licensing, failed in 2004. While the 2008 Intoxicating Liquor Act set closing time at 12:30 a.m., extensions are available until 2:30 a.m. for an additional fee.

Closing Time Challenges: During interviews and group discussion, specific concerns associated with terminal-hour (closing) congestion on the streets were expressed. As retail storefronts are converted to evening and late-night social venues, there are growing

impacts with the narrow streets and pedestrian pinch-points in hospitality zones—all particular issues at times of peak congestion.

There appear to be no policies specifically to address areas of stress or saturation, such as the UK's Cumulative Impact Policy, for example. This could be worth investigating, particularly when saturation levels and carrying capacity "tipping points" are approached.

Dublin may explore the approach by countries where variable hours apply. Measures could involve businesses and operators, as well as agencies.

FUTURE SAFETY PARTNERSHIPS

Whilst Purple Flag appears to have been successful, it seems Dublin could deploy a wider range of techniques, partnerships and business-led models found elsewhere that address whole areas rather than just individual venues.

While there is a programme of responsible server training delivered by Drinkaware, it may be worth exploring whether this can be extended as a requirement or alternative to sanctions for venue violations.

A collaborative network among Dublin regulatory and enforcement agencies, as well as a more coordinated alliance of nightlife venue operators, could result in better self-compliance schemes, such as the UK's Best-Bar-None, New York City's Best Practices Guides, or government-hosted websites with specific information to guide businesses through the process like in San Francisco.

Such outcomes could support a "responsible business practices defence" in litigation as well as reduce the expense of insurance coverage.

ACTION PLAN RECOMMENDATIONS

SOCIABLE CITIES require an alliance of diverse stakeholders to facilitate vibrancy and safety. Alliances play a critical role in guiding the evolution of a city’s burgeoning nightlife by trendspotting, allocating resources and overseeing implementation of strategies developed by action teams. Recommendations in the following sections provide suggestions pertaining to RHI’s Building Blocks and Six Core Measures of a Sociable City Plan.

More detailed information about each action item is provided in the body of the report.



FORM AN ALLIANCE

RESOURCES | ACTION TEAMS

FORM AN ALLIANCE recommendations comprise suggestions for holistic, systemic changes in the nighttime economy; they would have wide-reaching outcomes to benefit all of RHI’s six core measures of the nighttime economy.

- A1: CREATE A CITYWIDE SOCIABLE CITY ALLIANCE WITH DEDICATED STAFF
- A2: ESTABLISH A BASELINE OF SOCIABILITY ASSETS AND RISK
- A3: REVIEW AND UPDATE CURRENT LICENSING PROCESS



PLAN FOR PEOPLE

QUALITY OF LIFE | MOBILITY

PLAN FOR PEOPLE recommendations focus on facilitating high standards for quality of life by addressing issues such as sound management, as well as coordination of safe mobility options to/from and within the district.

- P1: PREPARING FOR THE DUBLIN OF TOMORROW
- P2: ESTABLISH A MULTI-FACETED APPROACH TO SOUND
- P3: MOVE WITH THE TIMES FOR LIFE AT NIGHT



ASSURE SAFETY

PUBLIC SAFETY | VENUE SAFETY

ASSURE SAFETY recommendations engage a continuum of public, private and government stakeholders vested in public safety to systematize an approach to nightlife safety, organize nightlife businesses and reduce alcohol-related harm and disorder.

- S1: ADDRESS CONCERNS BEFORE THEY ESCALATE INTO CRISIS
- S2: REFINE AND INSTITUTIONALIZE SAFETY APPROACH
- S3: MOTIVATING SELF-COMPLIANCE IN NIGHTLIFE



ENHANCE VIBRANCY

ENTERTAINMENT | PUBLIC SPACE

ENHANCE VIBRANCY recommendations offer ways to support the creative entrepreneurs, performers and social spaces that comprise the nighttime vibrancy of a city through partnerships and awareness-raising among elected officials.

- V1: ADD VALUE TO DUBLIN’S CULTURAL RENAISSANCE
- V2: EMBRACE “LIFE AT NIGHT” AS PROMOTIONAL CAMPAIGN
- V3: ENERGIZE THE PUBLIC REALM FOR DIY EDUCATION AND PERFORMANCE

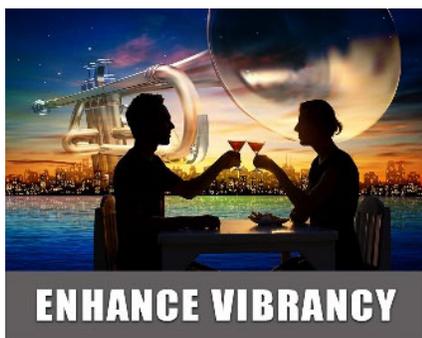
REPORT CONTENT AND ORGANIZATION

This report provides a snapshot of recommendations, as well as in-depth analysis generated from a variety of sources, including:

- ▣ RHI staff and consultants' observations
- ▣ Background research
- ▣ Roundtable focus groups held in September 2018
- ▣ Remote and on-site interviews and meetings with stakeholders between May and September, 2018

Recommendations include a combination of ideas suggested by project participants and suggestions by RHI staff and consultants.

Strengths, challenges and priority actions were identified in each of the following areas, following the structure of RHI's Building Blocks and Core Measures of a Sociable City Plan:



ENTERTAINMENT

- Performance Venue
- Dining Venue
- Social Venue
- Marketing
- Craft Culture
- Demographics
- Talent Retention
- Economic Impact



QUALITY OF LIFE

- Noise Control
- Trash Pick-up
- Cigarette Litter
- Public Restrooms
- Public Standards
- Resident Forum
- Vandalism
- Zoning



VENUE SAFETY

- Safety Plan
- Server Training
- Security Training
- Nightlife Network
- Customer Service
- Age Identification
- Patron Behavior
- Extended Hours



PUBLIC SPACE

- Outdoor Dining
- Public Markets
- Vendors/Kiosks
- Pedestrian Safety
- Street Performers
- Accessibility
- Festivals
- Lighting



MOBILITY

- E-Hail
- Safe Rides
- Taxi Stands
- Valet Parking
- Transport Hubs
- Parking Safety
- Traffic Safety
- DUI Prevention



PUBLIC SAFETY

- Closing Time
- Crowds
- Permits
- Police Unit
- Ambassador
- Safety Alliance
- Business Mentor
- Crime Prevention

METHODOLOGY

PROJECT SCOPE

Dublin is one of three cities (with Toronto, Canada and Cancun, Mexico) participating in a Global City Project conducted by the Responsible Hospitality Institute (RHI) to reduce alcohol-related harm and enhance vibrancy in the nighttime economy.

RHI's Hospitality Zone Assessment (HZA) is a strategic process for cities to evaluate and improve nightlife planning and management systems. This project is a collaborative partnership between RHI, DublinTown and the City of Dublin.

RHI's assessment focuses on late-night (after 10:00 p.m.) social activity primarily occurring in restaurants, bars, pubs, nightclubs and entertainment establishments. Two social districts in Dublin were selected for data analysis to study changes in risk and harm that could be attributed to RHI's project: Temple Bar and the DublinTown area.

Some information generated may be applicable to the city's nighttime economy outside of the two study areas, as well as outside of the city centre.

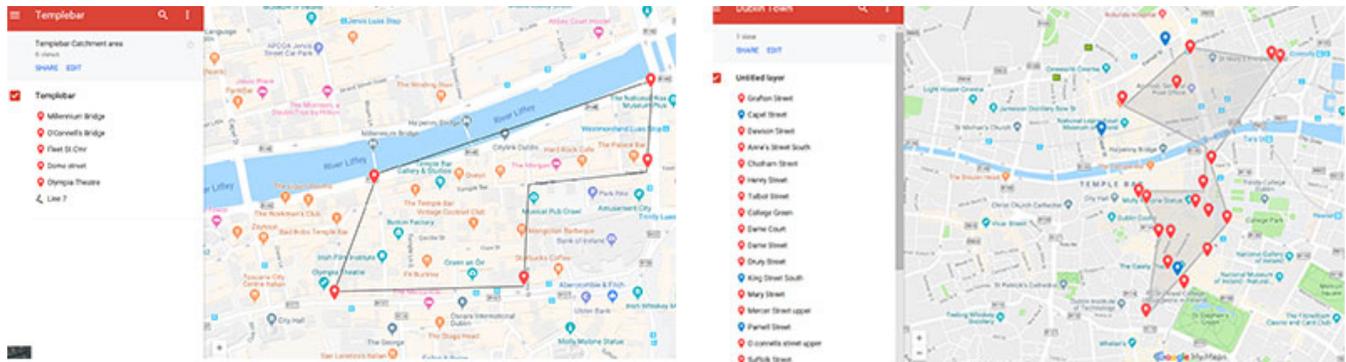
THE PROCESS

Phases of the Global City Project included the following:

1. **Implement RHI's Hospitality Zone Assessment.** The Assessment is a systematic team building process to organize an action plan to enhance vibrancy, assure safety and plan for people in nightlife districts. The process proceeded as follows:
 - a. **Engagement Meeting** in May 2018
 - b. **Orientation** in July 2018
 - c. **Roundtables** in September 2018
 - d. **Leadership Summit** to be held January 29, 2019
2. **Collect and organize data** to measure changes in crime, harm, disorder and venue compliance as recommendations are implemented. A priority will be to demonstrate a reduction in alcohol-related harm in key measures by ten percent over an 18-month period.
3. **Conduct a street level audit** to measure social occupancy, including diversity of storefront uses during the day, evening and late-night, mix of social venues (restaurants, cafes, bars, nightclubs, music clubs) and combined seating capacity in the district.
4. **Analyze correlation of social occupancy**, gaps in nighttime planning and management and indicators of crime, harm, disorder and compliance.

DUBLIN STUDY DISTRICTS

The two areas of study in Dublin are identified as Temple Bar and DublinTown.



The study will document data and trend analysis in the following areas and will be presented as a separate report with findings from an evaluation of baseline data and a one-year comparison.

BENCHMARKS: PROJECT AIMS AND OUTCOMES

The following aims and outcomes of the process are to be considered the benchmarks of success.

AIMS

- ❑ To preserve and advocate for the social, cultural and economic value of dining and entertainment
- ❑ To provide suggestions for improving the allocation of resources and updates to legislation
- ❑ To ensure public safety to reduce crime, harm and disorder while minimizing quality of life impacts
- ❑ To maintain communication between government and businesses regarding policy and procedures

OUTCOMES

- ❑ Selection and training of dedicated staff to be leading advocates for a safe and vibrant nightlife
- ❑ Development of a citywide alliance to implement a consensus-driven action plan
- ❑ Data collection to evaluate and monitor progress over time, particularly in regard to alcohol-related harm reduction

DEMONSTRATION OF EVALUATION PROCESS

The **Global City Project** is an initiative funded by Diageo to establish a methodology for evaluating five variables that merge into a nightlife or social district. These variables will identify measures to document progress from systems changes in nighttime economy management.

This demonstration project builds on progress in patron and venue strategies to reduce alcohol-related harm by expanding the role of district management through progressive government and strategic response to market forces.

A central focus of the evaluation will be to collect and organize data and resources in each of the five variables contributing to or reducing alcohol-related harm:

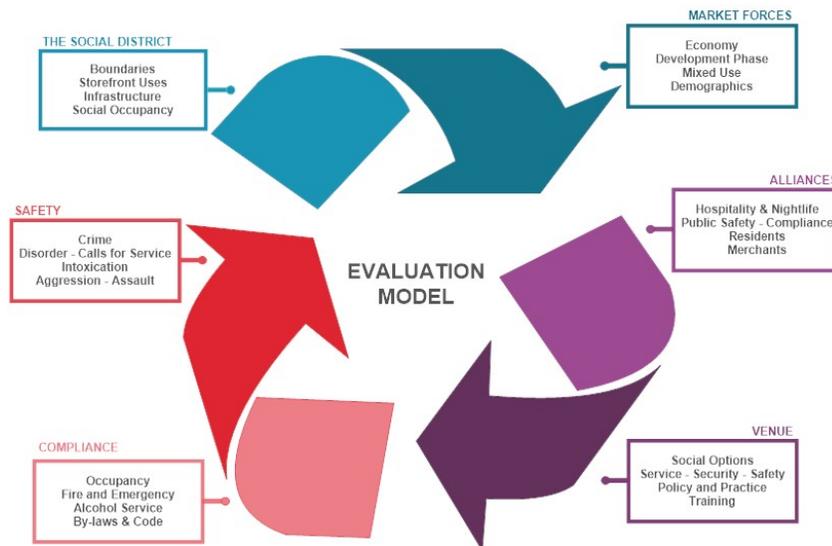
- ❑ PATRON EDUCATION AND SOCIAL MEDIA messages on responsibility and civility in social venues
- ❑ VENUE STRATEGIES for reducing risk and harm to patrons
- ❑ DISTRICT ALLIANCES to coordinate the planning, managing and policing a social district with dining and entertainment
- ❑ GOVERNMENT STRUCTURES and resources to support patron responsibility campaigns, licensing processes and education resources for venues, coordinated compliance monitoring
- ❑ MARKET FORCES driven by demographics, life stage, life styles, development and public health and welfare.



An Evaluation Team of city and national agencies, community organizations and nightlife alliances will collaborate in developing the methodology and collection of baseline and comparison data to measure crime, harm, disorder and venue compliance.

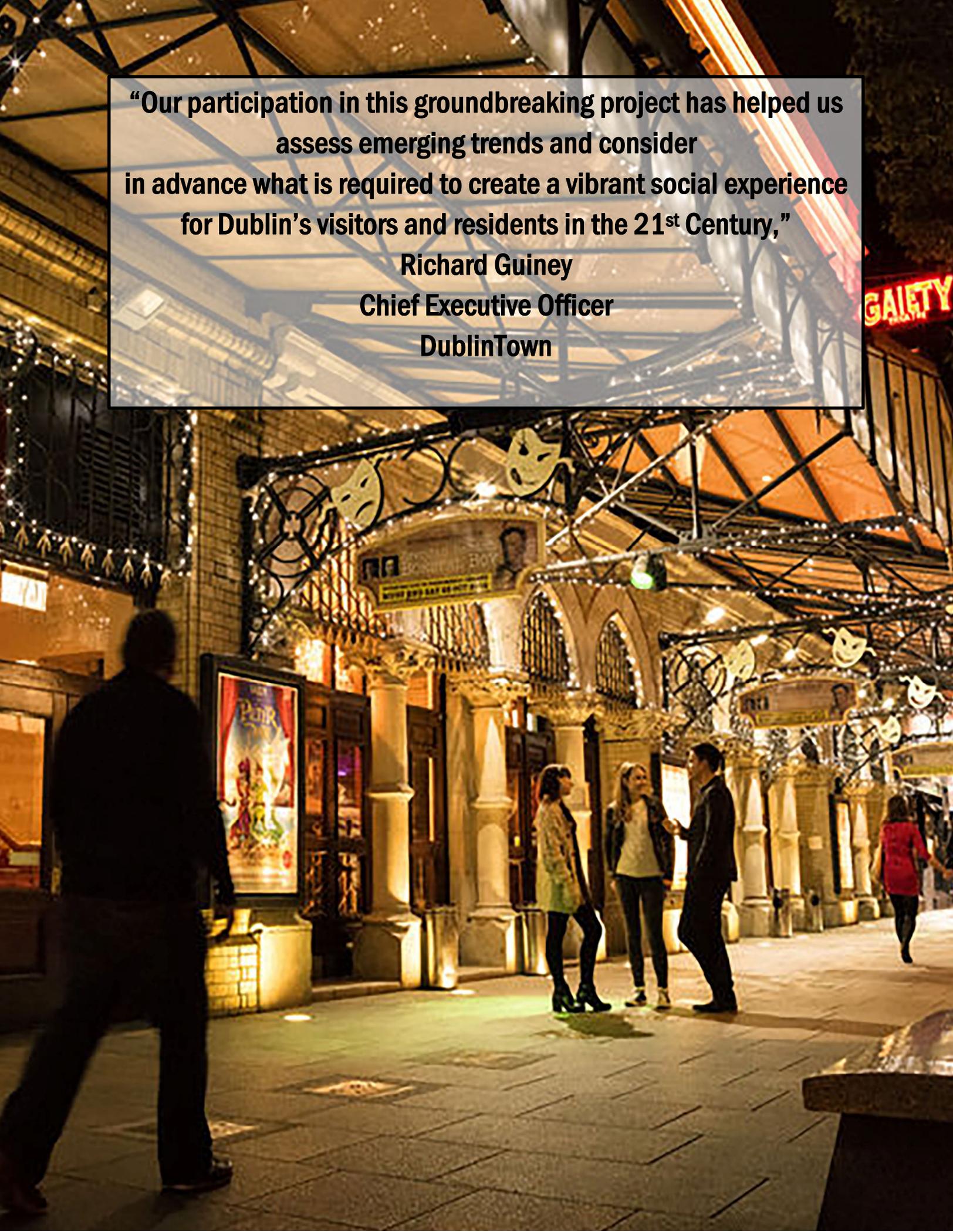
PROGRESS IN NIGHTTIME MANAGEMENT

The following is the continuous sequence of monitoring milestones of progress in nighttime management.



“Our participation in this groundbreaking project has helped us assess emerging trends and consider in advance what is required to create a vibrant social experience for Dublin’s visitors and residents in the 21st Century,”

**Richard Guiney
Chief Executive Officer
DublinTown**





FORM AN ALLIANCE



FORM AN ALLIANCE

The recommendations in this section, Form an Alliance, comprise suggestions for holistic, systemic changes in the nighttime economy; they would have wide-reaching outcomes to benefit all of RHI's six core measures of the nighttime economy.

A1 CREATE A CITYWIDE SOCIABLE CITY ALLIANCE WITH STAFF

A Sociable City Alliance may take on different names, but it will serve a similar function. Whether an Entertainment Commission, Nighttime Commission, Office of Nightlife, or Nightlife Task Force, many global cities are working towards a formal structure for managing the nighttime economy. The objective of such a structure is to facilitate a vibrant social experience of visitors and residents, while also maintaining public safety and quality of life.

Staff to coordinate these groups also have different titles: Night Mayor, Night Czar, Director of Office of Nightlife, Night Manager, and Nighttime Economy Manager, to name a few. Some are housed in a city department or agency, while others are external to government in an association or non-profit organization.

GOALS:

- ▣ **Facilitate** a development process leading to a senior partnership, commission or alliance.
- ▣ **Develop** a specialised nightlife policy and implementation strategy.
- ▣ **Dedicate** resources to take forward proposals for Dublin 24/7.
- ▣ **Build upon the Foundation of Purple Flag:** The Purple Flag process has specified expected standards and has also formalized cross-disciplinary cooperation, which has laid the foundation on which the current project can build.

CHALLENGES:

- ▣ **Stakeholders are entrenched in the status quo:** This is the most significant challenge in the current system of licensing, security, night transport and legal representation.
- ▣ **Development** of hotels, residential, and technology sectors each bring different needs and expectations, adding challenges to planning mixed-use.
- ▣ **Debate** between preserving culture vs. embracing new innovations.

STEPS:

- ▣ **A Dublin Sociable City Alliance/Commission/Panel:** Identify individuals in each of the six core measure areas to serve as a liaison and representative on an Alliance to oversee and monitor progress.
- ▣ **Organization Structure:** Develop a short and long-term structure for the coordination of the Alliance.
- ▣ **Night Manager:** Identify a short and long-term job description for a person to serve as a "Night Manager."

A2 ESTABLISH A BASELINE OF SOCIABILITY ASSETS AND RISKS

GOALS:

- ▣ Conduct a **street-level inventory of storefront uses** in two primary areas and then other areas outside of the study.
- ▣ Conduct a **street-level inventory** of public space, plazas, alleys, parks, etc. that are currently used for events, markets, festivals, or could be used for these purposes.

CHALLENGES:

- ▣ **Obtaining** information about current businesses operating in the districts.
- ▣ **Resources** required to conduct the street-level inventory.
- ▣ **Privacy** restrictions to correlate risk behavior with individuals and businesses identified.

STEPS:

- ▣ **Sustain** the preliminary public safety data collection to document crime, harm, disorder and venue compliance in primary and secondary social districts to monitor trends and respond with appropriate training or enforcement.
- ▣ **Establish** a planning task force to correlate density of uses with impacts on public safety and quality of life to better manage growth and mix of day, evening and late-night activity.

A3 REVIEW AND UPDATE CURRENT LICENSING PROCESS

GOALS:

- ▣ Conduct a **time, cost and benefit analysis** of the current alcohol licensing system for extended hours.
- ▣ **Explore an updated permit process** outside of the alcohol license that is consistent with evaluation of risk.
 - **Property Evaluation:** Conduct a review of existing and proposed storefront uses for social venues and capacity to serve food, provide entertainment and maintain safety standards. Designate each property's use and establish criteria for such use by time: Daytime, Evening, Night and/or Late-night.
 - ▣ **Plan Evaluation:** While many of the key components of a successful and safe night-time economy are included in national legislation and local authority regulation, there is always scope for reviewing these requirements in light of usage patterns and international best practice. All statutory bodies including Gardaí, Local Authorities, Civil servants etc. should have dedicated and trained professionals working to enhance the evening and nighttime economy and experience. For example, review opportunities to update the following:
 - ▣ **Business Plan:** Require a detailed projection of the products and services offered, target market, and what social amenities the business contributes to the district.
 - ▣ **Alcohol Management Plan:** Policies, training and incentives for responsible service of beverage alcohol.
 - ▣ **Food Service and Sanitation Plan:** Include food storage, waste management and resource management.
 - ▣ **Security Plan:** Selection and training of security (contract or in-house) to manage occupancy, aggression and closing time activity.
 - ▣ **Sound Management Plan:** Formal evaluation of sound system and impact on exterior properties, security systems to regulate sound volume by performers, conflict resolution with neighbors, etc.
 - ▣ **Association with Other Venues:** Establish a nightlife venue business/operator alliance to formalize collaboration to maintain agreed upon best practice standards and peer-to-peer compliance.
 - ▣ **Good Neighbor Agreement:** Documentation of best practices to resolve conflicts with neighbors.
 - **Operator Evaluation:** Establish a review process for the day-to-day management of the venue.

PLAN FOR PEOPLE recommendations focus on facilitating high standards for quality of life by addressing issues such as sound management, as well as coordination of safe mobility options to/from and within the district.

P1: PREPARING FOR THE DUBLIN OF TOMORROW

P2: ESTABLISH A MULTI-FACETED APPROACH TO SOUND

P3: MOVE WITH THE TIMES FOR LIFE AT NIGHT





PLAN FOR PEOPLE



QUALITY OF LIFE

MOBILITY

PLAN FOR PEOPLE

SMART GROWTH PLANNING for nightlife seamlessly facilitates use of hospitality zones at different times of day and for different purposes. High standards for quality of life and safe mobility options to/from and within the district requires foresight to plan and the infrastructure to make it a reality.

QUALITY OF LIFE



QUALITY OF LIFE FOR RESIDENTS in mixed-use social districts entails a balance of social amenities and requires effective management of sound, litter, trash, bio-waste and patron behavior. Updated policies, consistent enforcement and conflict resolution systems help facilitate high standards for quality of life.

QUALITY OF LIFE STRENGTHS

- ▣ **Positive Public Sentiment**
 - Dubliners are positive about the future of their city. There is more work for everybody after the economic crisis.
- ▣ **Development Boom, But with Limits**
 - Infusion of foreign development investment has led to construction of new residential housing, however the adequate supply of suitable residential properties in Dublin City remains an issue.
 - Residential development is currently limited to seven stories (though this is likely to be changed by central government in the near future). Although this may make it difficult to meet demand for growth, it may also help retain the historic character of Dublin's central district. Conversion of existing upper story units will be expensive to meet contemporary codes. While this could be offset with incentives, keeping the existing buildings will preserve the cultural integrity and existing skyline of the area.
- ▣ **Nighttime Cleanliness and Waste Management**
 - DublinTown BID and Dublin City Council operate a supplementary overnight cleaning schedule to address waste management.
- ▣ **Temporary Public Facilities**
 - Some limited/temporary pop-up provision. Funding for new public toilets has been allocated with anticipated delivery commencing in 2019.
- ▣ **Sound Management**
 - Decibel readers are in use. Environmental Health Officers enforce sound rules during the day and nighttime.

QUALITY OF LIFE CHALLENGES

- ▣ **Infrastructure Demands**
 - Concern re: carrying capacity of hospitality infrastructure with the growth of residents and tourists.
- ▣ **Potential for Imbalance of Uses**
- ▣ As the economy recovers from the deep recession, there is an opportunity to build a more local economy, involving more social experience venues and activities. Allowing foreign investment to determine new businesses may negatively impact creation of a balanced district with multiple uses. **High vacancy rate in upper floors of retail and hospitality businesses** which could become desirable residential spaces if planning and conversion processes was streamlined. There is considerable scope for refining the Living City initiative to realise this potential.
- ▣ **Sound Management**
 - Sound levels are high when drinking takes place in the public (as opposed to inside venues).
- ▣ **Waste Collection Needs Improvement.**
 - Trash is privately collected by five big companies, but bins are overflowing and drug-related trash is a nuisance.



P1 PREPARING FOR THE DUBLIN OF TOMORROW

GOALS:

- ▣ Create a vision for a city centre undergoing major change—one in which leisure and nightlife will play a major part.
- ▣ Bring all parties together to deliver that vision.
- ▣ Improve the performance of the public realm for greater numbers at night.
- ▣ Create the conditions in which different activities can coexist and at higher density.

STEPS:

- ▣ **Early Win Actions:**
 - **Business Waste Collection.** Consider ways of mitigating the nuisance of business waste cluttering pavements in the evening by shortening the collection “window,” by providing central collection points or by compacting waste for fewer collections.
 - **Late-night toilet provision.** Ensure that the commitment for new public toilets from Dublin City Council is delivered upon. Consider additional pop-up facilities, a “community toilet scheme” (i.e. businesses and public buildings) and/or a new managed facility, potentially at the proposed new taxi hub.
 - **Designing out Crime** (CPTED; see also under Public Safety). Improved lighting and CCTV coverage of rear yards and service streets to address drug consumption and criminality.
- ▣ **Hospitality Zone “Carrying Capacity” Research:** Undertake research to quantify the use and volume of activity in a selected social district (buildings and spaces) and relate this to effectiveness of infrastructure, public services and policies e.g. licensing and planning. The aim is to create a set of performance criteria and protocols for the lifetime management of social districts, including “tipping points.” Purple Flag procedures and criteria can be an input to this work.
- ▣ **Liveable City 24/7 Master Plan:** Dublin City Council (DCC) and partners to review existing planning, development and urban design policy for city centre and satellite hospitality zones. Proposals for mixed-use can be viewed more critically for mitigation of impacts from late-night street activity. This should be viewed as an important next step for Dublin and form part of the new city Development plan (2022-). A special focus on the role of mixed-use developments should also be considered.
- ▣ **Gold Standard Hospitality Zone Action Plan/Design Guide:** Design a “new generation Purple Flag” to incorporate new thinking on diversification, leisure growth and current/emerging management techniques.

P2 ESTABLISH A MULTI-FACETED APPROACH TO SOUND

GOAL

- ▣ Mitigate sound impacts.

STEPS

- ▣ **Convene a working group to review current sound regulations** with representatives from technical experts, venue operators, property developers and city staff.
- ▣ Create a more formal working relationship with Environmental Health officers and other enforcement bodies regarding sound enforcement.
- ▣ **Use technology to monitor sound levels** in a district (e.g. street performers), licensed venues and residential units.
- ▣ **Explore how the “Agent of Change” policy can create standards for sound management** practices as part of the application process for developers of residential near nightlife and/or nightlife near residential.
- ▣ **Rental/Sales Disclosures:** Add a disclosure in the rental or sales agreement that a residence is located in proximity to social venues that operate at night, and that as a result, there may be increased sound impacts.
- ▣ **Better control of crowds** outside of venues after 10 or 11 pm to reduce sound from loud conversations by using signage, interaction with security and guiding patrons where they can and cannot gather.
- ▣ **Include city residents in future planning** for nighttime economy management. It is anticipated that there will be considerable growth in both city centre residential and evening time hospitality uses. This is likely to lead to issues relating to sound and noise pollution. It is important that potential conflict be mitigated and that Dublin looks to international experience in developing its policies in this regard. For example, the San Francisco Entertainment Commission is a review body with two residential representatives, two hospitality representatives, police, planning and health perspectives. Each business or event applicant offering entertainment provides a comprehensive plan requiring evidence of meetings with surrounding neighbors, sound suppression insulation, professional sound audit, and disclosure agreements.

MOBILITY



MOBILITY AND TRANSPORTATION SUPPORTS PATRON AND VENUE STAFF' need for safe, convenient and efficient transportation between home and to/from social districts at night.

Providing nighttime transportation options can enhance the visitor experience; ensure the safety of employees who work night shifts and may be carrying cash tips; expedite the process of clearing a social district at closing time; prevent impaired driving and reduce alcohol-related accidents and injuries; and decrease impacts generated by sound disturbances, fights and disorder from lingering crowds.

MOBILITY STRENGTHS

- ▣ **Scale and Walkability**
 - Wide sidewalks make much of Dublin highly walkable.
 - Size and scale of the city make it bike-friendly.
- ▣ **Public Transportation**
 - Visible, frequent use of public transportation.
 - Expanding and successful tram system.
- ▣ **Private Transportation**
 - **Taxi drivers** are friendly and accommodating.
 - **Ride-share options** have excellent availability to serve areas further from the city center/on the outskirts of the city, which will help relieve pressure on the Temple Bar area.

MOBILITY CHALLENGES

Despite these strengths, the nighttime economy presents unique mobility challenges:

- ▣ **Traffic Congestion**
 - Congestion has grown at the set terminal closing hour and will continue to grow.
- ▣ **Taxi Service**
 - Taxi drivers usually only accept cash; many taxis don't accept debit or credit cards.
 - There are no taxi marshals, which would be particularly beneficial given the fixed terminal hour.
 - Taxi Rank Removal: 18 taxi ranks have been removed, making it harder to pick up patrons. A ban on taxis traveling S-bound in a congested area make it difficult to provide door-to-door service. Elderly and tourists impacted.
- ▣ **Patterns of movement to and from the city centre are changing fast.** Almost as many people now come for social leisure as for shopping. The Evening and Nighttime Economy (ENTE) is now a far bigger component of city centre life and will likely grow.

MOBILITY CHALLENGES (Continued)

□ Nighttime Public Transportation

- Restaurant and pub workers who use public transportation often find it difficult to return when shifts run late. Venue operators report this as a challenge in proper staffing, which in turn, can impact the patron's experience.
- Transport Executive is beginning to look at late-night bus and tram service.

□ Coordination of Nighttime Transportation Modalities

- Congestion on the streets at closing time leads to aggression and anti-social behaviour. Whilst there are night buses, public transport provision and management has not kept pace to meet a growing demand for later, better, safer and more convenient services, not just for entertainment seekers and workers but for all who need to be at work late or overnight.

□ More city residents rely on biking as a transport mode, prompting increased attention to nighttime bike safety, both for the rider and for vehicle storage.



P3 MOVE WITH THE TIMES FOR LIFE AT NIGHT

GOAL:

- ▣ Improve the performance of late-night public transport and pedestrian movement to keep pace with the growth of the evening and night-time economy.
- ▣ Explore the potential of innovation and technical solutions to raise standards.

STEPS:

A three-stage initiative is proposed comprising research, a pilot project and phased roll-out.

- ▣ **Research.** Extend current research by National Transport Authority (NTA) and Dublin City Council (DCC) to include an analysis of integrated late-night provision by bus, tram and taxi services.
- ▣ **Early Win Pilot Project:** DublinTown BID, NTA, Gardaí and DCC to research, design and implement a pilot initiative (e.g. at Christmas peak period) to test out and refine a package of late-night improvements in entertainment districts, potentially to include:
 - **A serviced late-night taxi hub** for internet and radio-based taxi pick-up (e.g. Drury Street or St. Stephen's Green car parks).
 - **Well-lit and signed pedestrian routes** between taxi hub and late-night attractions.
 - **Additional on-street Gardaí and private security** surveillance linked to CCTV and "business link"-type partnership, plus improved business waste clear-up.
 - **Marshalled taxi rank(s) with a potential three-way funding split:** Taxi companies and businesses, DublinTown BID and DCC.
 - **Late-running LUAS trams** with security.
 - **Extended late-night bus** provision.
 - **A publicity campaign** to promote the scheme.
 - **A partnership with business involvement** to maximise multi-sector support and drive economic growth.
 - **A performance tracking protocol** to establish the benefits to consumers and businesses.
- ▣ **Review and Implementation.** Based on the outcomes, conduct further research and design, leading to a range of more permanent improvements, such as:
 - **Late night movement and transport focus** by proposed Alliance, to have multi-sector input.
 - **Ongoing data collection** to monitor increasing late-night demand and reconcile with services and provision.
 - **Introduction of upgraded services** in line with demand.
 - **Promotion campaign** to create more positive perceptions in line with real improvement.



ASSURE SAFETY



PUBLIC SAFETY



VENUE SAFETY

SAFETY

ASSURE SAFETY

NIGHTLIFE SETTINGS are typically high-intensity environments with complex dynamics and risk factors. A continuum of stakeholders, principal of which are police and venue security, are invested in protecting patrons from violence, sexual assault, theft, underage drinking and impaired driving.

PUBLIC SAFETY



Public safety in the nighttime economy requires an interagency collaboration to identify risks and coordinate intervention and education with the objective of improving compliance by nightlife venues and efficiently responding to nighttime incidents.

PUBLIC SAFETY STRENGTHS

- ▣ **Crime Levels Down**
 - Overall, crime is down in the Creative Quarter, but some types of crime are up (though this is attributed to greater enforcement).
- ▣ **Community Policing Approach Embraced**
 - Top-down leadership has championed a return to community policing. There is potential for “Social Oriented Policing” to enhance community policing at night.
- ▣ **Post-Recession Adaptations a Success**
 - Recession required Gardaí to adapt to provide safety coverage with fewer resources and less officers. The approach is to “nip issues in the bud” before they become a problem. They use segmentation and targeting.
 - Individual officers are given ownership of certain areas, where they are supplied with up-to-date intelligence data. Their job is to establish rapport with residents and businesses.
- ▣ **Interventions with At-Risk Venues and Situations**
 - Success in intervention with drug-related activity by providing officers with more authority to take charge of situations and be more engaged. The Gardaí enforce drug legislation robustly; search and seizures of drugs have continued to increase.
 - Fire department officers have authority to immediately close an at-risk venue.

PUBLIC SAFETY CHALLENGES

- ▣ **Reduction in Resources**
 - Significant loss in personnel.
- ▣ **Consistency in Public Safety Approach for Nightlife**
 - Inconsistent approach to policing nightlife outside of Purple Flag areas.
 - The need for consistent enforcement across all hospitality businesses was raised by industry professionals.
- ▣ **Public Drinking**
 - Drinking enters the public space in the square at Grand Canal Dock at the harbor. Underage drinking there is also prevalent. There may be an opportunity to consistently enforce public drinking.
- ▣ **Non-contemporary Licensing System**
 - The current system may be inhibiting positive social evolution in the city for current dining and entertainment trends and consumer demands. The Licensing Authority process uses court time to renew extended hour venue licenses every month. Gardaí representatives must attend court meetings for license renewals, which is time consuming and removes them from normal public safety duties.



S1

ADDRESS CONCERNS BEFORE THEY ESCALATE INTO CRISIS

GOALS:

- ▣ Set new standards of public safety and alcohol health in Dublin social districts, in step with growing numbers of licensed premises and visitor numbers.
- ▣ Provide emergency and regulatory services with the data they need to monitor venue compliance to regulations and community standards.
- ▣ Review the impact of licensing regulation on the public realm, public safety and public health and ability to maintain consistent compliance.
- ▣ Strengthen business-led commitment to public safety measures.
- ▣ Promote public responsibility and positive behavioural norms.

STEPS:

- ▣ **Inter-agency Focus on Safety and Health.** Gardaí, Fire, Public Health, Planning and Building Control may consider an integrated public safety/public health model for deployment in hospitality zones. This could expand upon the project evaluation organizing data about social occupancy in districts, reported crime and disorder, venue inspection violations and calls for service. Identification of common patterns can be used to update education and training, identification of at-risk businesses for early assistance or inter-agency inspections.
- ▣ **Partnership/business-led Initiatives.** DublinTown BID to consider with businesses and other partners how area-wide business-led models might be developed, potentially to include an updated Purple Flag, Community Alcohol Project, Street Pastors, Taxi Marshals etc.
- ▣ **Designing out Crime/CPTED.** Given the special nature of Dublin townscape and peak pressures, consider a CPTED review, leading to a menu of relatively-small scale interventions, such as better lighting at danger points, gating off alleys and yards, improved CCTV, improved passive surveillance, etc.
- ▣ **Self-regulating hospitality zones:** Create a healthy balance, smart data and possible link to carrying capacity research. (See UK Government Local Alcohol Action Area programme)

S2

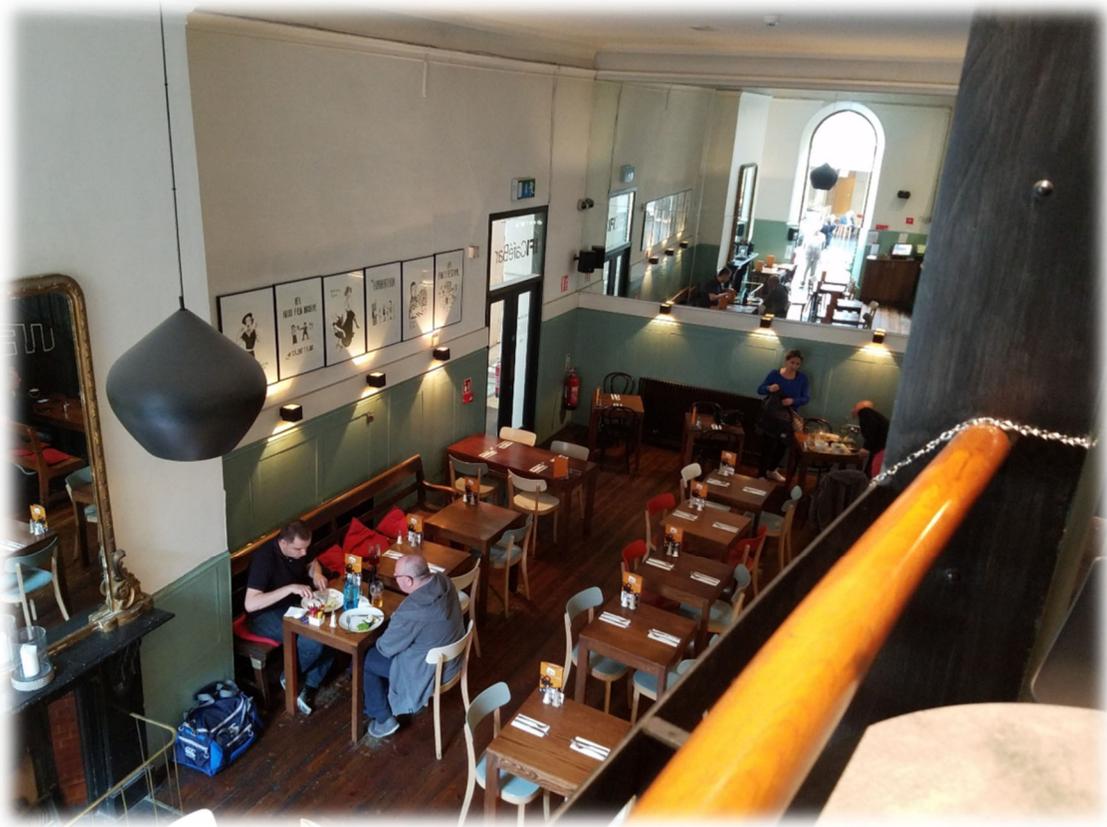
REFINE AND INSTITUTIONALIZE SAFETY APPROACH

GOALS FOR AN IMPROVED PUBLIC SAFETY APPROACH

- ▣ Create systems for proactive education prior to the need for intervention.
- ▣ Establish consistency in the way nightlife is enforced by multiple agencies throughout the City.
- ▣ Ensure sustainability of effective approaches despite staff turnover in various divisions.

STEPS

- ▣ **Convene quarterly or biannual forums** with hospitality industry and government stakeholders. The objective of this event will be to expand collaboration and build trust between regulatory and enforcement agencies and hospitality/nightlife representatives.
- ▣ **Review and analyze the current policing model** to determine if changes can be made to establish a cost-effective and efficient model with limited resources. Small areas policing, a successful community policing model developed for the daytime, can be rolled out across the city and include the evening and night time economy.
- ▣ **Increase crowd control plan requirements** for extended hour licensees and explore how to apply them to restaurant licenses.



VENUE SAFETY



Venue safety is comprised of the initiatives that venue operators and event organizers (including DIY) undertake to protect the health and safety of their patrons and staff at night. An important part of venue safety is to collaborate with regulatory and enforcement agencies to increase industry safety and compliance.

TRENDS IN THE NIGHTLIFE INDUSTRY

- ❑ **The Irish Nightclub Industry Association (INIA) was disbanded** after the excellent, but seemingly-unsuccessful report in 2009 by Dr. Constantin Gurdgiev, which argued for extended hours for nightclubs.
- ❑ **Nightclubs declined by 37%** between 2000–2008. Late bars increased by 300% according to the report.
- ❑ **Problems for nightclubs in Ireland** include having the same licensing hours as late bars, insufficient time before 2:30am closing hour to sustain business, cost of getting licensing exemptions beyond that if on tight margins, changing public taste in favour of festivals and events (as in UK), and a relatively-small sector compared to pubs and bars, so limited power and influence.
- ❑ **Nightlife venue security has largely been privatized** and is now the responsibility of venue operators. Consistency issues with calibre, training and accreditation of security staff was addressed by Private Security Authority (PSA) standards, but not all businesses use PSA-certified security staff.

VENUE SAFETY STRENGTHS

- ❑ **Ownership, Investment and High Standards**
 - Local ownership is high for venues.
 - High standards have been set for venues due to new operators bringing in capital and investments. They could serve as peer mentors.
- ❑ **Security Strategies**
 - Many venues have their own private security, who proactively address drug use and sexual assault.
 - Some venue security staff wear body-worn cameras to mitigate insurance claims.
 - Good signage for emergency exits.
- ❑ **Design of Venues**
 - Well-designed spaces for women, especially in venues with female managers.
- ❑ **Harm Reduction Resources**
 - Hosting the 2017 Club Health conference laid a foundation for resources on harm reduction in nightlife. The success of this conference was built on momentum from earlier projects such as the “Better City for All.” https://www.wearabledublincity.ie/wp-content/uploads/2014/07/193910_Dublin-City-Bid_final-2.pdf
- ❑ **Private security industry** has expanded its role through the Private Security Authority (PSA) in ensuring standards.

VENUE SAFETY CHALLENGES

▣ Organization of the Nightlife and Music Industry

- Lack of an organized music or nightlife sector (i.e. no trade association).

▣ Inconsistency in Security Practices and Standards

- Inconsistency in level of training, professionalism, deployment, and uniforms for door security. They are out on Friday and Saturday nights but may not be on other nights.
- Some private security staff escalate conflicts rather than mediating them with patrons, per perceptions reported by roundtable participants

▣ Misperceptions about Value of Responsible Beverage Service Training

- There is no requirement for responsible beverage service training. Even when it's free, few publicans are interested. Requires a rebrand away from "responsible drinking," which is perceived as "making less money." Consider making the relaunch of the responsible service training a mandatory requirement within the industry.

▣ Insurance Costs and Limits

- Feedback from the process suggests that insurance claims are expensive and the culture is damaging to the hospitality, entertainment and retail industries. There have been large increases in insurance premia.
- There is a requirement for the insurance industry to work with the evening and night-time businesses to formalise work practices that will reduce insurance costs.

▣ Antiquated Licensing

- Venue licenses require regular renewals at the Licencing Courts, which is time consuming not only for venue operators, but also for Gardaí, court staff and others. This represents an inefficient use of resources.

S3

MOTIVATING SELF-COMPLIANCE IN NIGHTLIFE

GOALS:

- ▣ Keep ahead of mounting pressure from growing tourism and leisure numbers and associated congestion.
- ▣ Establish a Collaborative “Best Practices” guide for new and current businesses
- ▣ Increase the number of venues participating in the DrinkAware program.

STEPS:

- ▣ **Short Term Regulatory Improvement/Fine-Tuning:** Engage business owners and operators in assessing current challenges and barriers to responsibly operating a venue under current regulations to provide input on the Form an Alliance action to update licensing and permitting.
- ▣ **Business-led Partnership Models:** Adapt other city models to Dublin such as Business Link (CCTV and Radio link to PSA trained staff), Best Bar None, Challenge 21 and 25, Behave or Be Banned, responsible server training, group insurance and codes, better customer care and terminal hour, community/good neighbour liaison and responsibility.
- ▣ **Health, Vulnerability and Behavioural Norms:** Following the Drinkaware (Drunken Nights Out) research and approach, identification of specific groups of harmful drinkers, dangerous behaviours and vulnerable consumers and targeting of positive messages to promote better behaviour. Additional programs are available from Trinity College hosting the recent Club Health conference promoting harm reduction.
- ▣ **Give Us the Night:** A new initiative documenting an organized nightlife network recommendations for improvements in the many aspects of Ireland’s nighttime economy and nightlife.
- ▣ **Expand interest in and re-brand** server training.
- ▣ **Review PSA standards application to nightlife venues** in enhancing professionalism and consistency of door security; increase use of PSA-authorized security.
- ▣ **Explore a “responsible business practices defense”** to mitigate insurance liability. This would be linked to a set of voluntary standards e.g. Best Bar None’s model.



ENHANCE VIBRANCY



ENTERTAINMENT



PUBLIC SPACE

ENHANCE VIBRANCY

VIBRANCY IS CREATED by a variety of social experiences in bars, restaurants, cafes and live music venues. Spontaneous encounters in public space, such as in outdoor cafes, plazas, etc. also signal the vitality of a district.

ENTERTAINMENT



ENTERTAINMENT IS DEFINED as indoor social options such as dining, dancing, live entertainment, theater, etc. in the city at night and the systems to recruit and retain talent.

ENTERTAINMENT is also measured by mix of clientele, systems for promotion, and retention of talent. Factors to consider are number of venues, combined number of seats available, hours and economic impact.

ENTERTAINMENT STRENGTHS

- ▣ **Unique Array of Authentic Social Options**
 - Irish pubs are distinctive and characterful, in part because they are locally-owned.
 - Shopping throughout the day and evening.
 - Strong and distinctive dramatic and literary tradition.
 - High amount of music festivals in the Dublin area.
 - Galleries do events.
- ▣ **Dining:**
 - Excellent investment in fine dining. Majority of pubs now carry food.
 - Dublin is a legitimate global destination that follows foodie trends. There is an opportunity to rebrand Dublin as a foodie city.
- ▣ **Significant investments by entrepreneurs** in contemporary social spaces.
- ▣ **New market sectors emerging** e.g. craft distilleries, microbreweries.
- ▣ **Dublin / District 8 is a good example** of what the creative class can do for an area.
- ▣ **Growth in Tourism and International Acclaim**
 - Large growth in tourism with an ample supply of social spaces to meet demand. Authenticity of the Irish pub is a large attraction to tourists.
 - Dublin was 6th in the list of top 10 visited cities in Europe by overseas visitors in 2008. (Tourmis).
 - There were 7 million visitors to Dublin in 2018. This number is estimated to grow to 10 million by 2025.
 - 42% of visitors are under 35 years old.
 - Key promotional targets by Fáilte Ireland are “social energizers” and “the culturally curious.”

ENTERTAINMENT CHALLENGES

- ▣ **Need for an Expanded Definition of Entertainment and Creative Industries**

 - Entertainment is discussed purely in terms of late-night popular culture in the City Centre. This is just one part of the picture. The main cultural buildings don't seem to have much eating and drinking, but are part of the creative scene.
 - Opportunity for greater recognition of electronic music as a legitimate genre of music with cultural value that requires talent and has performance value.
- ▣ **Reaching New Markets and in New Locations**

 - Opportunity to provide social experiences for the approximately 20% of Ireland's population that abstains from drinking alcohol.
 - Opportunity to focus more on outskirts of the city for development of new nightclubs which are rapidly closing down. This would be reliant on the provision of enhanced, evening time public transport.
 - There are three internationally well-known/renowned theatres and one national concert hall in Dublin but, unlike in some cities, they are dark when not in use and do not appear to function optimally as community hearts and hospitality hubs throughout the day and evening. This suggests that Dublin could appeal to an even wider range of customers and patrons.
- ▣ **Lack of Citywide Support for Entertainment and Nightlife Industries**

 - Foundations and government funding goes to more traditional music and performances, rather than to support DIY events, EDM festivals and the nightlife industry.
 - Dublin may have won awards recognizing the music industry and culture, but musicians, artists and agents are anecdotally leaving the city, so there's a disconnect.
- ▣ **Lack of Performance and Rehearsal Spaces**

 - Limited number of quality spaces to perform and develop talent.
- ▣ **Employment Shortage**

 - Difficult to access qualified staff to work in dining and entertainment venues.
- ▣ **Cautionary Tale**

 - Silicon Docks is a sterile hospitality environment that feels generic and lacking in character. There is fear that this may invade the more authentic city centre experience.

V1 ADD VALUE TO DUBLIN'S CULTURAL RENAISSANCE

GOALS:

- Understand and promote the value of Dublin's entertainment sector.
- Support the entertainment sector's development.
- Broaden choice.
- Recruit and retain talent.
- Make positive links with related sectors, including education/talent development, leisure, leisure retail, development and investment, tourism and the creative economy.

STEPS

- **A Policy Focus on Leisure and Nightlife:** An economic analysis of the composition, volume and value of Dublin's ENTE, leading to a vision for Dublin as a 24hr city and incorporation of leisure and nightlife into all relevant strategic policies, as a cross-cutting issue. Values might include inclusion, cultural expression, choice and diversity, excellence and affordability.
- **Make Room for Creativity, Music and the Arts:** Conduct an inventory of grassroots music and arts venues. Consider protections such as adoption of the Agent of Change principle. Consider Creative Enterprise Zones or similar, foster arts and cultural activity in partnership with new development and pop-up or temporary arts programme. Consider participation in Music City programme.
- **Smart Growth, Diversity and Self-compliance:** Drawing on experience in the Creative Quarter to establish a quality-oriented leisure/nightlife development capability, organize an "observatory" of positive diverse market trends, develop a data protocol linked to principles of self-compliance and create a gold standard for the curation of a sustainable rich mix of activities and patronage in hospitality zones.

V2 EMBRACE "LIFE AT NIGHT" AS PROMOTIONAL CAMPAIGN

GOALS:

- Integrate new terminology such as "life at night," "social experiences," "social economy," "social venues," and "social districts" in published materials, advocacy documents for policy and resource allocation.

STEPS:

- **Launch a media campaign** to reframe nightlife as a social activity rather than a drinking activity.
- **Reframe nightlife's negative reputation** to a dialogue about late-night culture and social spaces.
- **Raise awareness that electronic music** is an instrument that you need to have talent for, just like playing the violin or saxophone.
- **Educate venue operators and partner with promoters** on how to cultivate high quality, creative content that is not focused on alcohol consumption.
- **Consider what kinds of tourists the city wants to attract:** quality tourism or mass tourism?
- **Embrace a wider definition** of art, culture, entertainment and expression.

PUBLIC SPACE



Public space vibrancy offers a continuum of outdoor activities such as sidewalk dining, outdoor seating, street performers, markets, food vendors, festivals, and art walks at night.

Truly vibrant cities maintain social activity at all times of day, evening and late at night. But vibrancy requires work. It takes systems to support venues, nurture performers and provide opportunities for entrepreneurs to showcase their talent.

PUBLIC SPACE STRENGTHS

- ▣ **Historic townscape.**
- ▣ **Precedent for Public Space as Social Space**
 - Streets are used as extension of the social space or patio.
- ▣ **Excellent Infrastructure**
 - Wide sidewalks in some areas have been identified for future development.
 - Good management of outdoor seating in main street areas.
- ▣ **Strong festival scene. There is scope for developing the city centre's festival programme further.**
- ▣ **Some Examples of Activation:**
 - Some street performers.
 - Farmers and other markets in established areas, but they require better coordination and promotion.

PUBLIC SPACE CHALLENGES

- ▣ **Under-Utilization of Public Space Areas**
 - Wide streets and alleys are under-utilized. Opportunity to host Farmers Markets in alleys between busy streets to animate streets, especially on Sundays when shops are closed so local artisans can exhibit.
- ▣ **Opportunity for More Street Activation**
 - Opportunity for more street performers and other forms of lively activity.
- ▣ **Reconfiguration of Public Space in Current Economic Times**
 - Define a media and social marketing process to reconfigure current paradigms for use of public space as a response to the decline of retail.
- ▣ **Cost a Barrier**
 - An issue that may prohibit development of more outdoor seating areas, smoking areas, and beer gardens is the cost associated. The City Council charge significant fees and there is a complex licencing programme. See position paper: <https://www.wearedublincity.ie/wp-content/uploads/2016/02/Outdoor-seating-proposal-Feb-16.pdf>

V3 ENERGIZE THE PUBLIC REALM

GOALS:

- Enhance the use of underutilized public realm as a linkage between two retail or social areas by incorporating animated activity such as street vendors, performers.
- Establish a process to identify unused city-owned property as venues for DIY events and educational programs.
- Modernize the city permit and insurance requirements to better match risk with cost by providing variable rates based upon risk assessment and management.

STEPS

- **Conduct Baseline Research:** Implement a mapping study of public spaces and squares, including back streets and alleys, to identify suitable spaces and operational constraints. Conduct an economic impact study of events, artists and street performers in Dublin to estimate value to the local economy.
- **Develop an “Energising Plan” to bring life and entertainment to the spaces identified above,** including actions to minimise bureaucracy, smooth the path for artists and events, overcome cost barriers and promote a lively programme of activity that fills dead spaces and plays to the creativity of Dublin and Ireland.
- **Curate the “Street as a Venue”:** Active management of appropriate streets and spaces, including creative design/urban design, functional operation, good neighbour responsibility plus high standards of accessibility, health and safety.



PARTICIPANTS

Individuals from the following organizations participated in one or more strategic planning sessions. Participation does not imply an endorsement of recommendations in this report, only that their input was considered in development of the recommendations.



ASSURE SAFETY
PUBLIC SAFETY | VENUE SAFETY



ENHANCE VIBRANCY
ENTERTAINMENT | PUBLIC SPACE



PLAN FOR PEOPLE
QUALITY OF LIFE | MOBILITY

PUBLIC SAFETY

An Garda Síochána
Ana Liffey Drug Project
Cork Street Pastors
DIT
Dublin Fire Brigade
Give Us The Night
Restorative Justice Services
Waterford Institute of Technology

ENTERTAINMENT

Corporate.ie
Dublin City Council
Give Us The Night
National Leprechaun Museum
NLM
Prettywine
Sligo BID
Subject District 8
Wrights Hospitality Group
Yamamori Tengu & Nightcap Events

QUALITY OF LIFE

Create Live
Diageo
Dublin Bus
Dublin Business School
Dublin City Council
Native spaces
Subject District 8
Trinity College Dublin
Yamamori

VENUE SAFETY

Alcohol.ie - Server Training
Chris Kelly Group
D8
Dublin Fire Brigade
Dublin Northwest Area JPC
Failte Ireland
Magnum Events
Promoter
Sole Seafood & Grill
University College Dublin
Waterford Institute of Technology

PUBLIC SPACE

Body&Soul Event Creations
Code Hostel Dublin
Davis Events
Dublin City Council
Grogan's
Metro Éireann Newspaper
Native Events
Native Spaces
Native spaces
Saba
The Church

MOBILITY

Dublin City Council
Dublin City PPN
Fire Restaurant and Lounge
My Taxi Ireland
Dublin City PPN
National Transport Authority
Native spaces
Transdev
My Taxi Ireland
Trinity Graduate Students' Union

AFTER DARK SOLUTIONS

EXPERT GUIDANCE AND TOOLS



ABOUT RHI

The RESPONSIBLE HOSPITALITY INSTITUTE (RHI) is a non-profit organization founded in 1983. Today, RHI's conceptual framework – BUILD AN ALLIANCE, PLAN FOR PEOPLE, ASSURE SAFETY, ENHANCE VIBRANCY – guides cities throughout the world investing in the nighttime economy. RHI's expertise has provided direct technical assistance to more than 70 North American cities to facilitate collaborative solutions to the most difficult nightlife challenges. Utilizing global insights and model practices gathered from dozens of cities and countries throughout the world, RHI is in a unique position to guide communities' nighttime economy development by sharing lessons learned and helping city leaders avoid common pitfalls.

THE VISION

RHI's vision is to assist communities in the planning and management of hospitality zones to create safe, vibrant and economically prosperous places to socialize.

THE MISSION

The success of RHI's services, events and projects is measured by its mission to:

- *Provide technical assistance that builds local capacity*
- *Incubate and share cutting-edge information and proven strategies on nighttime management*
- *Link a broad-based network of professionals who plan, manage and police nightlife districts*

THE NETWORK

Today, RHI's influence extends throughout the world. RHI services and events advance the professional development of nighttime managers and facilitates the creation of collaborative alliances to set policies that nurture and invest in the social experience of sharing food, drink, music and dance.

THE SOLUTIONS

Does your city have a new nightlife district? Do you have a district that's out of control? RHI can help. Our Hospitality Zone Assessment (HZA) process guides your community's stakeholders to improve safety, vibrancy and sustainability in your nighttime economy. We'll help you form action teams to assess your district's strengths and opportunities to develop an action plan. You'll learn how to maximize your nightlife potential and reduce crime and disorder.

REVITALIZE YOUR CITY

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