

The Smart Community Management Manual

Chapter 45 - 3.11f) Evening / Night Economy



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.

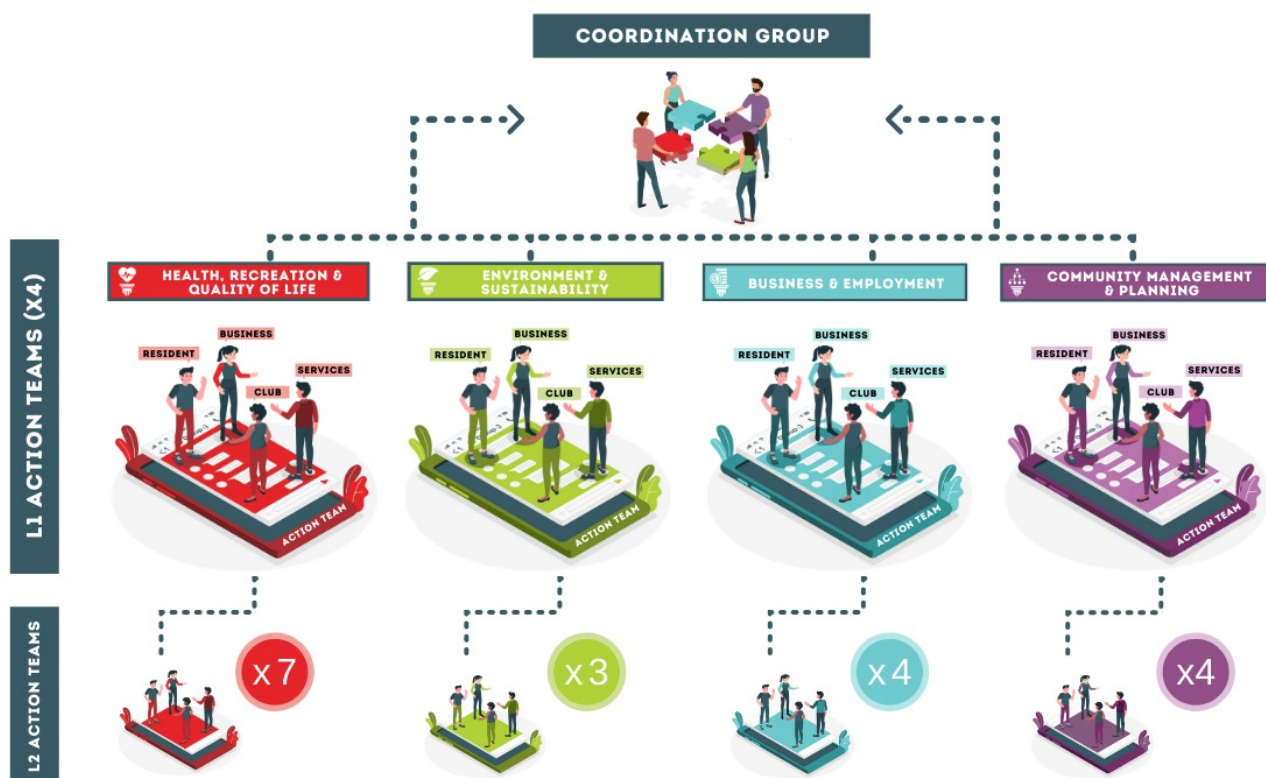
Members of the action team follow the structured format of the smart community framework. They decide their work schedule as a team, creating and implementing local action plans together.

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













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



Outcomes

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

	Title	Type	#	Comment
	Bingo Halls and Assets (S405)	Business		
	Casinos (S406)	Business		
	Cinema (S663)	Business		
	Costume and Prop Hire Services (S796)	Business		







	DJs (S410)	Business		
	Event Management Companies (S795)	Business		
	Music Venues (S535)	Business		
	Nightclubs (S163)	Business		
	Van For Hire Service (S793)	Business		
	Videographer (S794)	Business		
	Career Guidance Officer (S37)	Public Service		
	Local Enterprise Office (S148)	Public Service		
	Business Development Group (S30)	Club / Group		
	Visitors International (S842)	Individual		
	Visitors National (S841)	Individual		
	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
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	ATM (A12)		
	Brewery (A806)		
	Dance Studios (A790)		
	Gallery (A97)		
	Printing Services (A792)		
	Rehearsal Studios (A789)		

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	<input checked="" type="checkbox"/>
Recorded crimes in the catchment (M63)	Crime data from local police or national policing data		<input type="checkbox"/>
Reducing levels of alcohol abuse and harm (M64)	Obtain data from local health services or national health data sources		<input type="checkbox"/>
Increasing choice and balance of provision for consumers (M65)	Community asset mapping		<input type="checkbox"/>
Increase in Footfall (M66)	Looking surveys / audits Install digital counters		<input type="checkbox"/>
Improved Perception (M67)	Local surveys		<input type="checkbox"/>

Increased Economic Activity (M68)	Invite participating business to continually provide feedback on success of the program and increases in economic activity	<input type="checkbox"/>
Widening consumer representation (M69)	Regular surveys	<input type="checkbox"/>

	Title	Summary	<input checked="" type="checkbox"/>	Comment
	Team Building, Management & Metrics - (G134)	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.	<input type="checkbox"/>	
	Awareness, Understanding & Skills - (G135)		<input type="checkbox"/>	
		The nighttime economy can be an important local economic driver in a community and promotes local job creating by recirculating much of the money locally. The sector support bars, restaurants, taxi and bus companies, catering companies, musicians and baby sitters and in this context should be seen as important in local job creation initiatives. ***** Purple Flag: Policy Envelope A clear aim and common purpose OUR CONCERN Policy-making in this area has often	<input type="checkbox"/>	

making in this area has often suffered from a fragmented or piecemeal approach – divided between different interests and professionals. This has made it difficult to give the topic the coherence and purpose it needs.

OUR ASPIRATION After hours policy crosses many professional, budgetary and sectoral boundaries. The challenge is to bring clarity and focus to what can be a complicated field. A clear strategy is needed based on sound research, integrated public policy and a successful multi-sector partnership. **PURPLE FLAG MINIMUM REQUIREMENT** A momentum of collaboration between sectors, agencies, service providers and policy-makers.

PURPLE FLAG CRITERIA FOR SUCCESS 1. Data A sound statistical base for policy-making and action 2. Strategy Positive strategic objectives and targets 3. Coordination Public policy co-ordination and focus 4. Leadership Clear responsibilities for policy and action 5. Partnership Multi-sector endorsement and commitment 6. Community A dialogue with consumers and residents *****

Purple Flag: Wellbeing Developing a wellcoming, clean and safe local evening/night economy **OUR CONCERN** Many people are unwilling or afraid to visit their centres at night because of fear of personal harm or intimidation, or because of the lack of basic services. Bad publicity may have played a part in creating a very poor image and fueling negative perceptions.

OUR ASPIRATION A prerequisite for successful destinations is that they should be safe and welcoming. Some services need to be up-rated and extended to cope with specific needs late at night and after dark. Everyone has a key part to play in delivering the high standards of customer care that are expected today. **PURPLE FLAG MINIMUM THRESHOLD** Per capita crime and anti-social behavior rates that are at least average and show an improving trend - taking both residents and visitors into account.

PURPLE FLAG ATTRIBUTES 1. Safety. Proportionate levels of visible, effective policing and active surveillance 2. Care. Responsible guardianship, customer care and concern for community health 3. Regulation. Positive and proactive



Preserve, Support
& Develop - (G136)

regulation. Positive and proactive
licensing and regulation 4. Services.
Appropriate levels of public utilities
5. Partnership. The active
involvement of business in driving
up standards 6. Perceptions. A valid
and positive presentation of the
area to customers ***** Purple
Flag: Movement A secure pattern of
arrival, circulation and departure
OUR CONCERN Most vehicular and
pedestrian movement systems and
patterns are designed primarily for
daytime and may not work well at
night. This deters some customers
and makes others vulnerable. OUR
ASPIRATION Getting home safely
after an evening out is of prime
importance to everyone. So too is
the ability to move around the
centre with ease. A comprehensive
approach may be needed for all
types of movement, if centres are to
function adequately and be
appealing after daytime hours.
PURPLE FLAG MINIMUM
THRESHOLD Some form of
appropriate late-night public
transport provision. PURPLE FLAG
ATTRIBUTES 1, Public transport.
Safe, affordable, well-managed late-
night public transport 2. Car
parking. An appropriate provision of
secure late night car parking 3.
Pedestrian routes. Clear, safe and
convenient links within the centre
and homewards 4. Crowd
management. Measures to deal with
overcrowding, congestion and
conflict between those on foot and
moving vehicles 5. Information.
Provision of practical information
and guidance to town centre users
6. Partnership. Business and
operator commitment and
participation ***** Purple Flag:
Appeal A vibrant choice and a rich
mix of entertainment and activity.
OUR CONCERN Many centres
appeal to a narrow range of
interests and ages after hours and
acquire a negative image and
perception, as a result that can
affect business vitality both day and
night. Many more people would go
out if things were better and if there
were more choice. OUR
ASPIRATION Successful
destinations should offer a vibrant
choice of leisure and entertainment
for a diversity of ages, lifestyles and
cultures, including families. They
should contain a rich mix of public
and private attractions. They should
be vital places for both the day and

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ENTE. PURPLE FLAG MINIMUM
THRESHOLD A late night offer that
is broader than youth-oriented and
alcohol-based activity. PURPLE
FLAG CRITERIA FOR SUCCESS 1.
Food and dining. A diverse choice of
eating venues with a commitment
to good food 2. Pubs and bars. Well-
managed venues, to meet varied
tastes, and offering more than just
alcoholic beverages 3. Late night
venues. A late night offer that
complements the diverse appeal of
the centre as a whole 4. Early
Evening Activity. An active early
evening period, including late
opening shops, night markets that
offer a diverse appeal to all age
groups 5. Public buildings. Creative
and imaginative use of public/civic
buildings in the ENTE 6. Arts and
culture. A vibrant, inclusive arts and
cultural scene. ***** Purple Flag:
Place A stimulating destination and
vital place OUR CONCERN Many
places that work well in daytime can
be intimidating after hours. Single-
use hospitality areas are likely to be
vulnerable to changes in fashions,
tastes and economics. An
overconcentration of similar night-
time venues can damage the image
of an area and drive away other
activities and clientele. OUR
ASPIRATION Successful hospitality
areas are alive during the day, early
evening and night. They contain a
blend of overlapping activities that
encourage people to mingle with
attractive places where spending
and being are in balance. They
respect and reinforce the character
and identity of the area - its
buildings, structures and features.
They display flair and imagination in
all aspects of design for the night.
PURPLE FLAG MINIMUM
THRESHOLD REQUIREMENT A
diversity of land uses. A convenient
and attractive destination at night.
PURPLE FLAG CRITERIA FOR
SUCCESS 1. Location. Appropriate
location, clustering and capacity of
venue types 2. Diversity. A
successful balance of uses and
brands 3. Clarity. Well-designed
links and visible signs 4. Animation.
Attractive, well-used public places,
active streets and building frontages
5. Good Design. Thoughtful and
imaginative design for the night 6.
Identity. Appropriate use of natural
and built features to reinforce
appeal

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 - (G134)

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
A night-time mayor (P367): A mayor who can support the night-time environment. They can work with the service and hospitality sector so that they can offer better customer care. The mayor can also arrange transport to help people enjoy the local night-life.		

(Case Study: 63) Amsterdam Nighttime Mayor

Collaborate with Local Retailers (P762):

Work together with various stakeholders from different sectors for physical, commercial and general improvement of the High Street/Centre



Goal: Awareness, Understanding & Skills - (G135)

Goal: Preserve, Support & Develop - (G136)

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Related Project Ideas	Rate	Comments
Purple-flag initiative (P145): Purple Flag which is the 'gold standard' for town centres at night, and is the highest internationally recognised award for the evening and night-time economy in Europe.		
Development of Local Restaurants (P212): Developing the local restaurant economy is important in providing a rounded nighttime offering and is also particularly important in the local jobs strategy. Develop local projects to ensure there is a diverse restaurant offering in the locality and ensure they are collectively promoted to local and visitors.		
Night-Time Mayor (Volunteer) (P214): Holland have pioneered the concept behind night time city mayors who are responsible for gaining an understanding of, and developing initiatives to develop the night time economy. Holland has 3 full-time nighttime mayors (as of May '16). Smaller communities may not have the resource for this to be a full time, or even part time positions but an individual within the group may be willing to		

volunteer for this type of role.

Museum Exhibition (P641):

Foster co-creation in the local community, resulting in a museum exhibition that is unique in the area

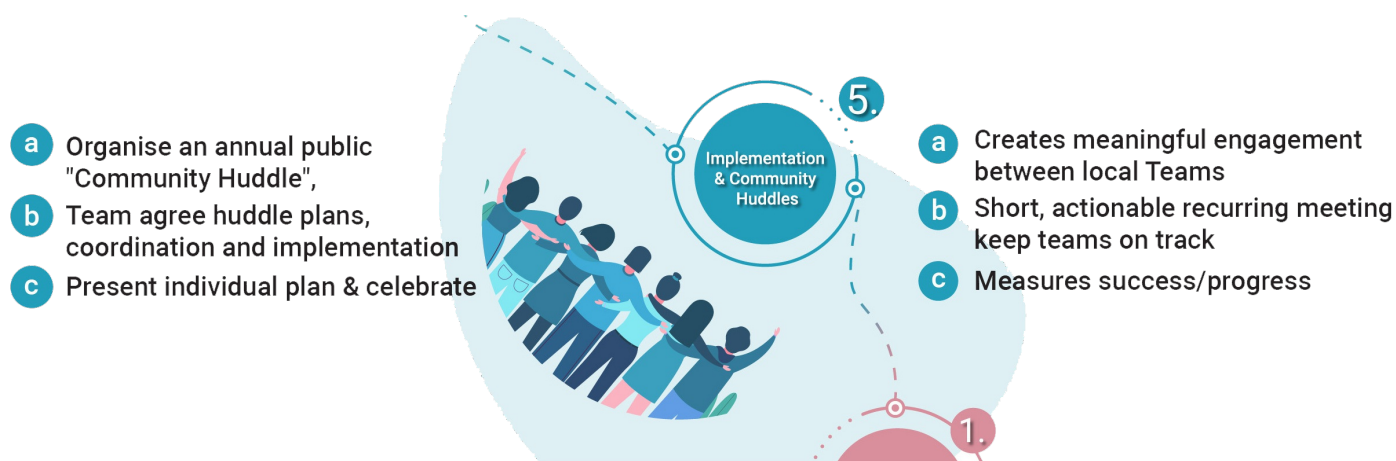
(Case Study: 392) "Midnight in the Meadow" – setting up a unique museum installation in remote rural Latvia

Accessible & Reliable Public Transport(P763):

Range of fixed route modes of public transportation to and from the High Street

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.


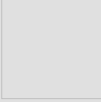



Appendices: Additional Info

Quick Win Projects

Summary	<input checked="" type="checkbox"/>
Audit all the upcoming local cultural events: Audit all the upcoming local cultural events	<input type="checkbox"/>
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	<input type="checkbox"/>

Relevant/Supporting Organisations

Title	Comment
 Inchigeela Parish Hall 45 drive every Sunday night may to November at 9 pm Bingo Saturday nights at 8:30	
 Swanlinbar Gathering https://www.swanlinbar.ie/ Swanlinbar Gathering promotes community based events that have something to suit all ages. for more info: https://www.swanlinbar.ie/	
 Mitchelstown Clubs Mitchelstown has a diverse and active range of clubs and organisations. There is great community spirit here. Clubs share their up coming events	