

A nighttime photograph of a city skyline, likely New York City, with numerous skyscrapers illuminated. A large teal circle is overlaid on the upper portion of the image, containing the text 'SOUND DIPLOMACY'.

**SOUND
DIPLOMACY**

**A GUIDE TO MANAGING YOUR
NIGHT TIME ECONOMY**

BY SOUND DIPLOMACY & ANDREINA SEIJAS

**COPYRIGHT
INFORMATION**

This guide is written for you. Wherever you live, whatever you do, you are a participant in the night time economy. We hope it helps create safer, positive and more inclusive nocturnal landscapes.

© Sound Diplomacy & Andreina Seijas

Sound Diplomacy
68-80 Hanbury Street
London E1 5JL

No reproduction or copying of this work is permitted without written consent of the authors.

**“THIS GUIDE
WILL INSPIRE MANY
CITIES BECAUSE IT
SHOWS THE LIMITLESS
POSSIBILITIES FOR
IMPROVEMENT THE NIGHT
BRINGS.”**

**MIRIK MILAN, FORMER NIGHT
MAYOR, AMSTERDAM**

**“THE SOUND DIPLOMACY
GUIDE TO MANAGING YOUR
NIGHTTIME ECONOMY TRULY
IS THE INVALUABLE TOOLBOX
IT IS INTENDED TO BE.”**

**ARIEL PALITZ, SENIOR EXECUTIVE
DIRECTOR OF OFFICE OF NIGHTLIFE,
NEW YORK CITY**

CONTENTS

This Guide Is For You 5
Your Night Time Economy Is 6

PART 1

What Is The Night Time Economy? 8
What Is The Difference Between The Daytime And The Night Time Economy? 10
What’s Wrong With This Picture? 11
Who Are The Night’s Key Stakeholders? 12
Why Does The Night Time Economy Matter? 15
How Can We Work Together? 16
What Is At Stake? 17
How Do You Manage The Night Time Economy? 18
Who Does the Night Time Economy Impact? 21

PART 2

The 11 Key Factors For Developing A Thriving Night Time Economy 22
Case Study 1: San Francisco, USA 24
Case Study 2: Berlin, Germany 28
Case Study 3: Bogota, Colombia 32
Case Study 4: Melbourne, Australia 36
Case Study 5: Amsterdam, Netherlands 40
Case Study 6: Rosario, Argentina 44
Case Study 7: Asuncion, Paraguay 48
Case Study 8: Delray Beach, Florida 52
Case Study 9: Vilnius, Lithuania 56
Case Study 10: London, UK 60
Case Study 11: Valparaiso, Chile 64
Lessons To Take Home 68
About The Authors 70
Footnotes 71



THIS GUIDE IS FOR YOU

This guide is written for those interested in developing and expanding the benefits that the evening and night time economy have created around the globe. It is written for mayors and their advisors, economic development professionals, tourism agencies, cultural bodies and night time professionals, including owners, operators, artists and managers. It is also meant for planners, licensing professionals, police, environmental health agencies, chambers of commerce, business improvement districts and cultural quarters.

We want to highlight existing best practices while championing diversity, information-sharing and debate. We want to promote thought leaders and case studies, but at the same time leave it open for you to implement these ideas for your city, town or place.

Remember: a thriving evening and night time economy DOES NOT mean a bar or music venue on every corner. It means a regulated, planned and strategic offer that respects both those who want quiet and those who like to go out. Knowing what not to do is as important as what to do. Vibrant, sustainable and structured evening and night time economies create towns and cities for all ages, cultures, creeds and genders.

We have drawn from positive experiences in several cities around the world as well as our own experiences – good and bad – to create this guide to understanding and making the most of your evening and night time economy.

Let's attract public and private investment and pave the way for new ventures and interventions that will make our cities, towns and regions safer, livelier and more vibrant during the night as well as during the day.

**Enjoy,
Sound Diplomacy & Andreina Seijas**

YOUR NIGHT TIME ECONOMY IS:

A SIGNIFICANT AMOUNT OF YOUR ECONOMY

- The UK's night time economy (NTE) creates an average of £66bn per year in revenue¹.
- The Australian NTE was worth A\$102bn in 2012, up 13% in a three-year period².
- The NTE in Edmonton, Alberta, doubled its income generation between 2010 and 2014³.
- New York City's NTE is estimated to contribute US\$10bn to the city's economy⁴.

A JOB CREATOR AND RETAINER

- The UK's NTE alone supports 1.3m jobs⁵.
- The NTE accounts for approximately 10-16% of town centre jobs in Sydney⁶.
- Australia's NTE (directly reduced to drinks, entertainment and leisure jobs) employs just over 1m people and is connected to 25% of jobs⁷.
- New York City's NTE supports approximately 300,000 employees⁸.

A KEY TOOL IN IMPROVING PUBLIC HEALTH

- As more typically daytime services extend their operating hours, the NTE is bridging a gap by appealing to a broader age range and becoming more inclusive of a variety of demographics.
- The NTE inspires regeneration and investment in public infrastructure that can be utilised 24-hours-a-day.

AN ENGINE THAT FUELS YOUR ARTISTIC AND CULTURAL INDUSTRIES

- The NTE is both a cultural and an economic driver in cities, as it is most commonly associated with leisure, services and entertainment, rather than industry⁹.
- Many creative industries such as film, music, publishing and design work around the clock. Ensuring safe and dignified conditions for them to operate is key to fostering local creativity and innovation.

A TOOL TO DEVELOP YOUR TOURISM AND CULTURAL OFFER

- 20% of day visits to the UK in 2014 were focused on a night time activity, such as dinner or a night out¹¹.
- 35% of Berlin's overnight stays are by visitors seeking night time activities and entertainment¹².
- New York City is estimated to offer about 26,000 eating and drinking establishments¹³.
- Manchester estimates that 150,000 people visit the city each weekend for its nightlife offer¹⁴.

A RESOURCE TO PROMOTE SUSTAINABILITY

- The NTE is growing globally, with a registered jump in over 500,000 regular night time jobs in the UK alone between 2002 and 2012¹⁰.
- The NTE adds value to various industries, including retail, transport, catering and the creative industries. This produces an overall rise in a location's cultural value.

A RESOURCE WAITING TO BE EXPLOITED...

- 80% of the world's cities are developing strategic management plans, but few of them consider the night time economy within those strategies¹⁵.
- Newcastle's 'Alive after Five' campaign, launched in 2010, boosted the city's NTE worth to £350m and drew 7.9m additional night time visitors to the city¹⁶.
- Sydney's NTE costs approximately A\$127m to maintain...but it generates A\$2.7bn¹⁷.

PART 1

WHAT IS THE NIGHT TIME ECONOMY?

The answer to this question differs globally, but the accepted timeframe where the daytime economy stops and the night time economy begins is between 6pm and 6am. The origins of this definition are drawn from standard retail hours attached to planning applications in places like the UK and USA. Historically, traditional shops such as butchers, bakers and greengrocers shut at 6pm, with bars and restaurants opening shortly thereafter.

The night time economy is split into two halves. The evening economy is between 6pm and 12am. The late-night economy starts at 12am and ends at 6am, when the morning rush-hour – however big or small – begins.

Some cities have defined this further by calling themselves a 24-hour city. New York City, Amsterdam and others allow businesses to open around-the-clock. Others prefer to label themselves as 18-hour cities, leaving 12am–6am – the 'late night' side – for sleeping.

Regardless, most cities, towns and regions function 24-hours-a-day. Time does not stop. Still, planning law and the management of a place (including its safety, allowing for leisure and entertainment, protecting workers' rights and promoting tourism) does not offer 24-hour solutions. Most cities were designed for the day, but they weren't planned for the night. Even if you don't plan to operate as a 24-hour city, there are some strategies that can be implemented to take advantage of what the night time has to offer.

THE DAYTIME ECONOMY STOPS AND THE NIGHT TIME ECONOMY BEGINS IS BETWEEN 6PM AND 6AM

THE NIGHT TIME ECONOMY IS SPLIT INTO TWO HALVES

THE EVENING ECONOMY IS BETWEEN 6PM AND 12AM

MOST CITIES WERE DESIGNED FOR THE DAY, BUT THEY WEREN'T PLANNED FOR THE NIGHT

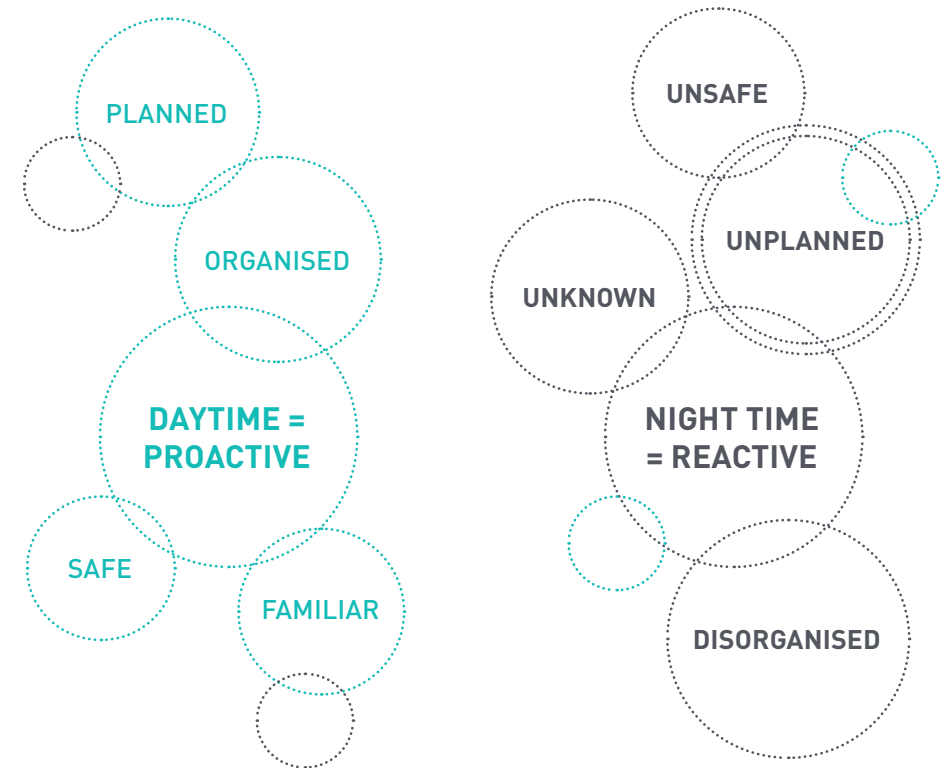
THE LATE-NIGHT ECONOMY STARTS AT 12AM AND ENDS AT 6AM, WHEN THE MORNING RUSH-HOUR BEGINS

WHAT IS THE DIFFERENCE BETWEEN THE DAYTIME AND THE NIGHT TIME ECONOMY?

The difference is not in activity, but in perception. The night is perceived as a negative space where crime and conflict are exacerbated. As a result, cities and places are planned for the daytime, but licensed and restricted at night. This creates a proactive, strategic approach to managing daytime uses (such as schools, retail parks, shopping malls, office buildings), but a reactive process for managing the night. There are few long-term strategic plans for managing and maximising the benefits of the night time economy.

The perception of these economies is also different: daytime is for work and night time is for fun. However, in order for the fun to exist, people have to work – in the creative and cultural sector, health and social care, transport and logistics, and so on.

WHAT'S WRONG WITH THIS PICTURE?



THINKING AS A 24-HOUR CITY IMPROVES THE QUALITY OF LIFE FOR ALL RESIDENTS AND VISITORS

WHO ARE THE NIGHT'S KEY STAKEHOLDERS?

ENJOY THE NIGHT

CONCERT-GOERS, CLUBBERS,
THOSE WHO EAT OUT, THEATRE-GOERS,
MINICAB PASSENGERS, NIGHT TIME
SPORTS, LATE NIGHT GYMS

WORK IN THE NIGHT

LICENSED PREMISES OWNERS,
BARTENDERS, SECURITY GUARDS,
CREATIVE INDUSTRIES EMPLOYEES,
PUBLIC TRANSPORT WORKERS,
HOSPITALITY SECTOR EMPLOYEES, LATE
NIGHT WORKERS, TAXIS & MINI CABS

MANAGE THE NIGHT

POLICE, FIRE SAFETY, HEALTH SERVICE,
SECURITY INDUSTRY, ENVIRONMENTAL
HEALTH, SOCIAL SERVICE
PROFESSIONALS, CITY COUNCILS

As you can see, the night time economy is used by a wide array of residents, businesses and key stakeholders. They all deserve a more formal management structure to support their activities, to promote safety and responsibility, and ensure that creating and sustaining business is as supported as possible.

Stakeholders should be directly involved in coordinating NTE strategy. This can be achieved by organising roundtables, public-private partnerships, business development associations or drawing inspiration from some of the other tactics outlined in the case studies below. Communication is key.





WHY DOES THE NIGHT TIME ECONOMY MATTER?

According to the UN, by 2050 over 80% of the world's population will live in urban areas. This can be seen as a challenge, or an opportunity.

To feed and house people we will have to create more on the same land. But cities don't have to just grow higher and lower – into the sky or underground – they can also grow in the use of time. Exploring how to make more use of the evening and night time provides jobs, supports community cohesion and supports social inclusion.

A growing city, one capable of meeting the needs of an increasing population of all ages, expands into the night. In London, the night time economy is predicted to grow by £2bn from 2017 to 2026. Melbourne, Australia's fastest growing city, has more leisure and entertainment premises per capita within its city limits than any other city in the world. Austin, the self-proclaimed 'live music capital of the world', is also America's fastest growing city, with over 1m inhabitants.

Not only are these cities growing in size, but they are also making better use of their time – their evenings and night times.

HOW CAN WE WORK TOGETHER?

The night time economy requires the same management policies, structures and strategies as the daytime economy. This means training and appointing specialists across city planning, regeneration, economic development, tourism and enforcement. It means exploring how to incorporate these uses into how the city grows and supports its people and infrastructure.

We call this a **Night Time Economy and Culture Management Policy**, or NTE-CMP. It includes all city departments — planning and housing, regeneration and development, tourism and culture, environmental health, police and the health service.

Most importantly, it includes all citizens, residents and businesses.

Those that wish to reduce activities between 6pm and 6am are equally important here. This is not just about bars, nightclubs and music venues. While they are job creators and cultural incubators, a healthy NTE-CMP promotes silence as much as noise.

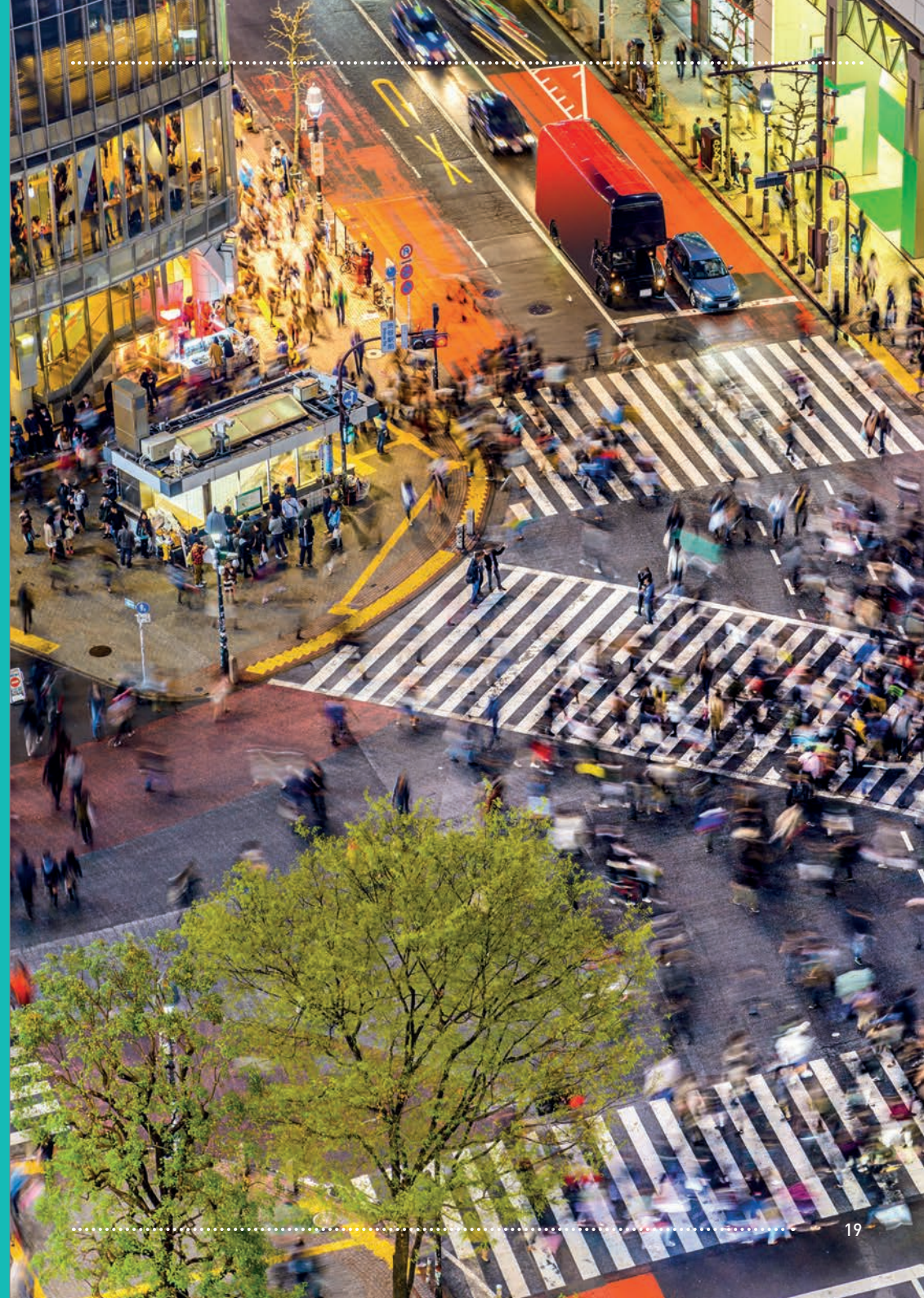
The first step is to RECOGNISE your night time economy. Let us guide you through it.

WHAT IS AT STAKE?

Jobs. Retention of young people and entrepreneurs. Creating a healthier, vibrant and liveable city for your aging population. Up to one-third of your economic output. An increase in tourism, hotel stays and dwell times. A smarter, more sustainable and fairer city that promotes community inclusion, the importance of social activity and engagement. Smarter, cost-saving tools to minimise environmental and human impact.

Most importantly, a city, town or region that works for all. Whether you have 2,000 or 20m inhabitants, you have a night time economy. If you don't recognise and plan for its success while managing its impact, you will lose out. Start now.

HOW DO YOU MANAGE THE NIGHT TIME ECONOMY?





WHO DOES THE NIGHT TIME ECONOMY IMPACT?

RESIDENTS, VISITORS, BUSINESSES,
STREETS, NEIGHBOURHOODS,
PUBLIC SQUARES, PUBLIC REALM,
CITY GOVERNMENTS, MAYORS, DEPUTY
MAYORS, CLUB OWNERS, MUSIC VENUE
OWNERS, PROMOTERS, AGENTS,
MANAGERS, ARTISTS, DESIGNERS,
LIGHTING TECHNICIANS, BARTENDERS,
SECURITY GUARDS, CARERS, NURSES,
DOCTORS, AMBULANCE DRIVERS,
GUITARISTS, SINGERS, BUSKERS,
COMEDIANS, POLICE OFFICERS,
FIREFIGHTERS, ENVIRONMENTAL
HEALTH PROFESSIONALS, LICENSING
AUTHORITIES, RECOVERING ADDICTS,
THE HOMELESS, THE RICH, THE MIDDLE
CLASS, THE POOR, EVERYONE...

PART 2 THE 11 KEY FACTORS FOR DEVELOPING A THRIVING NIGHT TIME ECONOMY

#1 SAN FRANCISCO:
PLAN FOR GROWTH

#2 BERLIN:
SUPPORT CREATIVE INDUSTRIES

#3 BOGOTA:
RESPONSIBILITY BREEDS RESPONSIBILITY

#4 MELBOURNE:
SAVE THE NIGHT SCENE,
ONE VENUE AT A TIME

#5 AMSTERDAM:
KEEP IT SAFE BUT ALIVE

#6 ROSARIO:
IMPROVE YOUR PUBLIC SPACES

#7 ASUNCION:
DENSITY IS A CRIME DETERRENT

#8 DELRAY BEACH:
TIME AND DATA DRIVE CHANGE

#9 VILNIUS:
PIGGYBACK ON LOCAL CULTURE

#10 LONDON:
ALL VOICES MATTER

#11 VALPARAÍSO:
PARTICIPATION IS KEY TO REVITALISATION

INTRODUCTION

TAKE SAN FRANCISCO, BERLIN, BOGOTA, MELBOURNE, AMSTERDAM, ROSARIO, ASUNCIÓN, DELRAY BEACH, VILNIUS, LONDON AND VALPARAÍSO AS EXAMPLES. HERE, PRIVATE AND PUBLIC ACTORS HAVE BEEN ABLE TO CHANGE NEGATIVE PERCEPTIONS OF THE NIGHT IN ORDER TO EXPAND SOCIAL AND ECONOMIC ACTIVITIES. **WHAT DID THEY DO? THEY PLANNED THEIR NIGHT, RATHER THAN REACTIVELY RESPONDING TO IT.** HERE, KEY ACTORS FROM EACH OF THESE CITIES TELL THEIR STORIES AND SHARE THEIR INNOVATIVE WAYS OF TACKLING THE CHALLENGES OF MANAGING THE NIGHT TIME ECONOMY.

CASE STUDY #1 SAN FRANCISCO, USA

San Francisco is growing at a rapid pace, led by its role as a tech capital. The influx of professionals has caused real estate prices and the number of residential buildings to skyrocket, affecting operational costs and leading to several closures due to noise complaints. In response, the city adopted a policy to protect established venues from new residential developments.

MEET THE POLICY EXPERT **JOCELYN KANE**, EXECUTIVE DIRECTOR, SAN FRANCISCO ENTERTAINMENT COMMISSION (RETIRED), CONSULTANT, RESPONSIBLE HOSPITALITY INSTITUTE

WHAT IS YOUR ROLE?

I was the Executive Director of the San Francisco Entertainment Commission.

WHAT ARE THREE WORDS TO DESCRIBE THE NIGHT IN SAN FRANCISCO? WHAT MAKES THE NIGHT IN SAN FRANCISCO UNIQUE?

Diverse, cutting-edge and responsible.

WHY SHOULD WE CARE ABOUT THE NIGHT?

Three reasons. First, it is a massive direct and indirect economic driver in San Francisco. Second, it is a valued “third space” that is neither one’s home or office, where a person can be whatever they can imagine themselves to be. Finally, it is a vulnerable economy that requires the care of the local government in order to be protected and to thrive.

WHAT ARE THE CITY’S MAIN CHALLENGES (ECONOMIC, SOCIAL, CULTURAL)?

The natural lifecycle of a nightlife brand is shorter than in many other industries. Nightlife districts also require management from the businesses themselves or outside groups – including local government – or they risk losing diversity and begin to compete on lowest common denominators, such as alcohol.

WHAT ARE YOUR NEXT STEPS? WHERE IS SAN FRANCISCO GOING?

San Francisco is in a prolonged development phase with continuing influx of fiscal capital. This creates the need to protect the nightlife operations that are here now, and then plan for growth to support the needs of new residents and visitors (workers and tourism). It is planning for fun while planning for growth. We must focus on music as a subset of nightlife and gain more information on the health in the sector. San Francisco must also provide continual updates to sound ordinances to stay current with changes in nightlife and new technologies.

PLAN FOR GROWTH

WHAT HAPPENED:

- With San Francisco acting as a global hub of the tech bubble, demand for residential property skyrocketed and developers started moving in on previously untouched neighborhoods. Included in these is a range of entertainment zones with minimal existing residences, coexisting harmoniously with those that are there.
- Recently, however, a slew of noise complaints from new developments led to the temporary and permanent closures of a number of significant venues, including The Lexington Club and the Red Devil Lounge. When more developments encroached on The Independent – a traditional live music venue in the city – Supervisor London Breed proposed legislation to protect the city’s entertainment venues.
- The amendment requires new developers to work with nearby venues from day one of planning and construction. They must conduct an exterior noise analysis to implement soundproofing measures, must notify residents that there is a venue nearby before they move in, and cannot issue a noise complaint against a venue that has been there for 12 months before construction.
- New developers proposing residential buildings have to attend a hearing by the San Francisco Entertainment Commission, which is also given the authority to conduct its own noise assessment of the property.
- The Planning Department and Commission will also be held responsible for considering noise issues when permitting a developer to build a residential property in the area.

NAME OF THE INNOVATION: LONDON BREED AMENDMENT WHEN DID IT START: APRIL 2015 WHERE: SAN FRANCISCO (CITYWIDE)

WHY SHOULD YOUR CITY DO IT?

- Venues around the world have their share of stories struggling against the complaints of residential or office blocks built around them. Many end up being shut down or are saddled with hefty bills to pay for soundproofing.
- Legislation like this takes the weight off those NTE business which have been serving their communities for years, even decades. It puts the responsibility (and cost) on the shoulders of those developers moving into the area and ensures residents still have a soundproofed home and/or are aware of nearby noise pollution, allowing long-standing venues to continue business as usual.

REFERENCES

- <http://hoodline.com/2015/03/ordinance-to-protect-san-francisco-s-music-venues-makes-headway>
- <http://www.sfweekly.com/news/noise-ordinance-london-breed-legislation-to-preserve-live-music-nightlife/>

CASE STUDY #2 BERLIN, GERMANY

Berlin works hard to protect its famous club culture and creative industries. Currently, it is spearheading a campaign to champion venues by creating an algorithm to calculate their economic and social impact. This algorithm will be used to rate cities according to their musical offer and how effectively city officials support the local music industry by using creative spaces.

MEET THE POLICY EXPERT **LUTZ LEICHSENRING**, SPOKESPERSON, BERLIN CLUB COMMISSION

WHAT IS YOUR ROLE?

I am the Spokesperson of Berlin Club Commission, a member of the advisory committee for Musicboard Berlin and a member of the Committee for Creative Industries at Berlin's Chamber of Commerce.

WHAT ARE THREE WORDS TO DESCRIBE THE NIGHT IN BERLIN? WHAT MAKES THE NIGHT IN BERLIN UNIQUE?

Vibrant, progressive and collaborative.

WHY SHOULD WE CARE ABOUT THE NIGHT?

The lights, sounds and social exchange at night create a city's unique atmosphere and attract the young urban creative class. It is the driving force for innovation in the creative industries, digital economy and tourism.

WHAT ARE THE CITY'S MAIN CHALLENGES?

The loss/closure of (sub-)cultural venues, mass tourism, the low income of artists, and noise sensitivity in residential areas.

WHAT ARE YOUR NEXT STEPS? WHERE IS BERLIN GOING?

Enhanced cooperation between the creative industry and the real estate sector, the provision of public space for creative usage, and the monitoring of available space.

SUPPORT CREATIVE INDUSTRIES

NAME OF THE INNOVATION: CREATIVE FOOTPRINT

WHEN DID IT START: 2017

WHERE: BERLIN (CITYWIDE)

WHAT HAPPENED:

- Creative Footprint advocates for the protection of creative spaces by collecting data and using algorithms to calculate their impact on a city.
- The findings can help decision-makers in city development positions on district and state levels.
- The first phase, which focuses on music, analyses the quality of 500 music spaces.
- It monitors the physical space, programming and legal/political conditions of the venues when compiling the data.
- The programme monitors changes in, and raises awareness of, conditions surrounding creative spaces, using comparisons with other districts and cities.

THE FIRST PHASE, WHICH FOCUSES ON MUSIC, ANALYSES THE QUALITY OF 500 MUSIC SPACES

BERLIN RECEIVED AN OVERALL SCORE OF 8.02 OUT OF 10, BOASTING 2,700 MUSIC EVENTS PER MONTH AND 500 MUSIC VENUES IN THE SURVEYED AREAS

- Berlin received an overall score of 8.02 out of 10, boasting 2,700 music events per month and 500 music venues in the surveyed areas.
- Efforts cost approximately €30,000–40,000.

WHY SHOULD YOUR CITY DO IT?

- It opens dialogue with the real estate sector about its responsibilities.
- The data influences best practice guides and crowdfunding initiatives.

www.creative-footprint.org



CASE STUDY #3

BOGOTÁ, COLOMBIA

Bogotá is the capital of Colombia and a city of 8m people. The city has around 200 live music venues, six gastronomic quarters and a wide variety of night time and cultural activities throughout the year, which make it one of the most vibrant capitals in Latin America.

WHAT MAKES THE NIGHT IN BOGOTÁ UNIQUE?

In 2012, Bogotá was named UNESCO “City of Music” in recognition of the rapid growth of its music industry as well as its broad public and private event infrastructure. Zona Rosa and Parque de la 93 are the two most prominent nightlife districts, with a wide and sophisticated variety of bars, restaurants, clubs and casinos. But partying isn’t everything: two nights a year, more than 100km of the city’s roads are closed for pedestrian and bicycle traffic between 5pm and 10pm as part of the “Ciclovía Nocturna” (the nocturnal cycleway). Around 1m Bogotanos take part every year.

WHAT ARE THE CITY’S MAIN CHALLENGES?

Bogotá’s night scene is most active on Thursdays, Fridays and Saturdays. One of the challenges is to expand nightlife to

other days of the week. Another challenge is the existence of ‘quasi-legal’ venues. By law, all licensed alcohol establishments can operate until 3am, but many stay open longer. The city also needs to transform its public spaces into safe and quality places for people all ages.

WHAT ARE THE NEXT STEPS? WHERE IS BOGOTÁ GOING?

Though the city doesn’t have a night time administration, the Office of the Mayor and other local institutions are working hand-in-hand with business owners to enforce regulations concerning soundproofing, signage and the prohibition of alcohol use in public spaces.

REFERENCES

<https://amp.theguardian.com/travel/2017/feb/25/bogota-colombia-music-clubs-nightlife>

RESPONSIBILITY BREEDS RESPONSIBILITY

NAME OF THE INNOVATION: SELLO SEGURO (SAFE SEAL)
WHEN DID IT START: 2017
WHERE: BOGOTÁ (CITYWIDE)

WHAT HAPPENED:

- The Office of the Mayor and the Council of Bogotá launched Sello Seguro, an initiative that seeks to promote a safe, legal and responsible night industry.
- The program consists of 16 safety and logistical requirements for nightlife venues such as emergency plans and exits, soundproofing, surveillance, garbage disposal, insurance policies, and the provision of safe transportation for patrons.
- Venues that abide by these requirements will be certified with the Safe Seal and receive benefits such as marketing support and extended hours of operation.
- Asobares (the Bar Association of Colombia) will assist in the implementation of this pilot initiative during the second half of 2017.
- 200 businesses are expected to participate, register and improve their venues.

WHY SHOULD YOUR CITY DO IT?

- The scheme aims to mitigate the negative externalities that result from the city's night time activity.
- The reward of a label incentivises venues to reach standards and provide adequate infrastructure.



Photo: Instituto Distrital de Turismo

NAME OF THE INNOVATION:
REVITALISATION OF THE ZONA ROSA
WHEN DID IT START: 2017
WHERE: ZONA ROSA, BOGOTÁ

WHAT HAPPENED:

- The Zona Rosa is a highly commercial district, one of the most characteristic areas of Bogotá. Thousands of Colombians and foreign tourists visit the area every day for leisure, commercial and nightlife activities.
- The district contains three of the city's most important shopping malls, a great number of restaurants, 118 bars and nightlife venues, several casinos and nine hotels (amounting to almost 520 rooms).
- Led by the Office of the Mayor, the project for the revitalisation of the Zona Rosa began in 2017, with the goal of recovering the public space and improving safety, mobility, cleanliness and lighting in the area.
- Interventions include improving sidewalks and pedestrian infrastructure, replacing and maintaining public lighting, drafting a noise map, installing signage and surveillance cameras, and implementing the Safe Seal programme in the area.
- The initiative will also help launch the Zona Rosa Association — an administrative body by which local residents, businesses and the Office of the Mayor will be able to collaborate to recover the area.

- The Office of the Mayor will invest over 27m Colombian pesos (US\$9m) and hopes to recover over 83,000m2 of public space through this programme.

WHY SHOULD YOUR CITY DO IT?

- The scheme aims to create a safer atmosphere, as well as improving mobility and the area's environmental and economic conditions.
- The goal is that the Zona Rosa Association will lead the area's revitalisation process, able to generate additional resources by organising entertainment and cultural events that inspire new night time uses of public space.

This case study was prepared jointly by José Duarte García, Director of Bogotá's Tourism Institute, and Camilo Ospina, President of the Bar Association of Colombia (Asobares).

CASE STUDY #4 MELBOURNE, AUSTRALIA

Melbourne is the second most-populous city in Australia. Its standard of educational institutions, tourism, healthcare and research industry has earned it the title of World's Most Liveable City seven years in a row. To protect its cultural offer, the state of Victoria adopted the Agent of Change policy which holds new developments accountable for noise attenuation.

MEET THE POLICY EXPERT **PATRICK DONOVAN,** CEO, MUSIC VICTORIA

WHAT'S YOUR ROLE?

I am CEO of Music Victoria, the peak body for contemporary music in south-east Australia.

WHAT MAKES THE NIGHT IN MELBOURNE UNIQUE?

It offers genre diversity, 460 venues and a safe passage home (24-hour public transport).

WHY SHOULD WE CARE ABOUT THE NIGHT?

Because it's when communities gather to celebrate our identity.

WHAT ARE THE CITY'S MAIN CHALLENGES?

There is a constant push from some authorities to reduce alcohol-related harm. Some of them would ban dancing and drinking altogether if they could. It's important for governments to understand the social, economic and cultural benefits of the night time economy if you want them to protect and nurture it.

WHAT ARE YOUR NEXT STEPS? WHERE IS MELBOURNE GOING?

We've recently released Victoria's Live Music 10 Point Plan, which outlines the various steps we have taken as a city over the last seven years. We'll continue to monitor recent reforms, such as the Agent of Change planning law and the deregulation of all-ages gigs, while lobbying for culture to be factored into heritage protection. We're also working with the Municipal Association of Victoria to assist all 79 councils in developing music policies and action plans.

REFERENCES

<http://www.musicvictoria.com.au/resources/resources/victorian-live-music-10pp>

SAVE THE NIGHT SCENE, ONE VENUE AT A TIME

WHAT HAPPENED:

- The Victorian State Government introduced Agent of Change as part of the Planning Scheme Amendment VC120 and Clause 52.43. The rule defines the 'agent of change' as the developer behind any change within community building plans.
- It requires a developer to include noise attenuation measures when a proposed residential development is within 50 metres of an existing live music performance venue. In practical terms, this means that a new residential planning proposal close to a live music venue has to make sure its building is soundproofed against noise from nearby venues which were already there.

- Ultimately, it aims to protect live music venues from residential encroachment, but it also works the other way round. Any new venues must be soundproofed so established residences in the area are not disturbed by the noise.
- The 'agent of change' principle is triggered automatically when a new planning permit application is lodged.

**IT'S AN UNPRECEDENTED
PLANNING REFORM FOR
LIVE MUSIC, HAVING
SAVED AT LEAST FOUR
VENUES AND A KEY
REHEARSAL STUDIO
IN VICTORIA ALONE.**

NAME OF THE INNOVATION: AGENT OF CHANGE
WHEN DID IT START: 2014
WHERE: VICTORIA, AUSTRALIA (STATEWIDE)

WHY SHOULD YOUR CITY DO IT?

- It's an unprecedented planning reform for live music, having saved at least four venues and a key rehearsal studio in Victoria alone.
- It has also resulted in a shift in public perception about music, so there have been fewer residents' complaints about music noise to councils.
- The public appreciate that the law has sided with the live music community, so they seem to be prepared to put up with it a bit more.
- The local music industry hopes this will lead to an increased appreciation of the value of music and drive audience development.

THE NIGHT CAT

Stoll Long, a developer building an apartment block across the street from live music venue The Night Cat, was unable to obtain a planning permit until they committed to a SEPP N-2 (a state noise ordinance law) compliance with the apartments. After crunching the numbers, they realised it worked out far cheaper to soundproof the Night Cat's roof than the apartments.

Once work starts on the site, they will start working on The Night Cat roof. They'll remove the existing roofing iron, put in a thick layer of fibro cement, add another layer of insulation, another void and then restore the roofing iron. The total cost of the work is estimated at A\$180,000, of which The Night Cat will pay nothing and the building owner will chip in roughly A\$10,000, because the iron needed replacing. Stoll Long will be responsible for paying the remaining A\$170,000.

CASE STUDY #5 AMSTERDAM, NETHERLANDS

Amsterdam is the leader in initiatives to protect and maximise night time offer, starting with the introduction of the 'Night Mayor' to oversee 'the other 9-to-5'. The city has learned to balance the influx of tourists with the needs of residents by promoting safety, inclusion and respectfulness while supporting suburban pockets of activity to ease congestion in the city centre.

WHAT'S YOUR ROLE?

The Night Mayor is an independent, non-profit organisation dedicated to ensuring a dynamic nightlife. It helps build bridges between the municipality, (small) business owners and residents. By creating a mutual understanding, the Night Mayor is a game-changer.

WHAT ARE THREE WORDS TO DESCRIBE THE NIGHT IN AMSTERDAM? WHAT MAKES THE NIGHT IN AMSTERDAM UNIQUE?

Tolerant, pragmatic, bottom-up. Amsterdam is the electronic music capital of the world.

MEET THE POLICY EXPERT MIRIK MILAN, NIGHT MAYOR, 2012-2018, AMSTERDAM

WHY SHOULD WE CARE ABOUT THE NIGHT?

The city's nightlife contributes to and strengthens Amsterdam's national and international position as a creative capital. Here, like-minded individuals find each other and creative talent develops, allowing the creative industry to bloom, which in turn increases the urban economy. Building an inclusive nightly city is of huge importance to ensure it stays open to everybody.

WHAT ARE THE CITY'S MAIN CHALLENGES?

The tourism industry is growing so fast that the quality of life for residents is going down. Amsterdam attracts 17m tourists annually, mostly to the historic centre. This is expected to grow over the next seven or eight years by 5% a year. By 2025, the city, which holds just over 850,000 people, is expected to receive almost 24m tourists annually. This affects the NTE, but it's also an opportunity. There's growing pressure on the city administration to be less tolerant towards nightlife.

With the economic growth comes rising real estate prices. The city's administration is afraid to follow in London's footsteps in this sense, where houses in the inner city are often used for financial speculation. Segregation in the city and in nightlife is rising, a threat to the tolerant and open-minded city the people know. 50% of Amsterdam's residents are immigrants. Tolerance towards the LGBTQI+ community is also under pressure.

WHAT ARE YOUR NEXT STEPS? WHERE IS AMSTERDAM GOING?

The night time gives opportunities to ease congestion in the city centre by introducing programming and late licenses in the outer suburbs. The harbour also has many possibilities, but due to heavy industry in this area, it's difficult to get new projects off the ground from a public health and safety perspective.

KEEP IT SAFE BUT ALIVE

WHAT HAPPENED:

- A three-year pilot project was launched under the strong lead of Eberhard van der Laan, then Mayor of Amsterdam. It followed the signing of a treaty by the Rembrandtplein's stakeholders to reduce alcohol-related violence, raise the quality of nightlife and revenue for hospitality, and make it safer for residents.
- Rembrandtplein is one of the three major nightlife districts in Amsterdam, with the Red Light District and Leidseplein making up the other two. Leidseplein and Rembrandtplein had 250 reported incidents of violence per square.
- A Business Investment Zone (BIZ) was installed in 2015, and every bar, club or restaurant payed in, launching the pilot. Leidseplein couldn't reach an agreement, so the city only put money towards Rembrandtplein.
- Through a study by the University of Amsterdam and a year of stakeholder collaboration, a plan was formulated to increase the safety and vibrancy of the area for residents and patrons. The university came up with the title 'Festival Approach', to coordinate 'easy-on-easy-off' access, good lighting and routing, reduce antisocial behavior and inform visitors of programming and entertainment.
- Other changes included the 20 square hosts (stewards) hired to patrol the street on Friday and Saturday nights from 9pm-6am. A mobile app was introduced for residents to report nuisances. The website connects them to the first community officer in the neighborhood, who can respond directly to the report.

NAME OF THE INNOVATION: SAFE AND WELCOME REMBRANDTPLEIN/NIGHTLIFE DISTRICT IN CITY CENTRE WHEN DID IT START: 2015 WHERE: REMBRANDTPLEIN, AMSTERDAM

- The district's public space was reformed to make it as pleasant as possible. Bicycles were banned (with new storage created), the taxi stand was placed elsewhere, signs were installed to welcome visitors while warning them not to disturb residents and the police force was moved to back alleys and made less visible.
- Longer opening hours were introduced. Nightclubs were allowed to operate until 8am (previously 4am or 5am) and bars until 6am (previously 3am).

WHY SHOULD YOUR CITY DO IT?

- After two years, nuisance reports are down 30% and reports of violence – the initial reason for the programme – are down 25%.
- Longer opening hours, which have also been introduced in other areas in the city, have led to staggered disbursal and quieter patronage, rather than club-goers turned out onto the street all at once.

CASE STUDY #6 ROSARIO, ARGENTINA

Rosario is the third most populous city in Argentina, a transportation hub steeped in cultural history. Its current focus is to rejuvenate public space use by promoting inclusive, family-friendly night time activity. The city aims to change people's perception of the night and create initiatives which are affordable for both the city and its citizens.



Photo: Secretaría de Ambiente y Espacio Público de Rosario

MEET THE POLICY EXPERT MARINA BORGATELLO, ENVIRONMENT AND PUBLIC SPACE SECRETARY, CITY OF ROSARIO

WHAT'S YOUR ROLE?

I work for the Office of the Mayor of Rosario, where I am in charge of coordinating two sub secretariats: Environment and Public Space. My goal is to transform Rosario into a model of good use and a quality example of public space in the region.

WHAT MAKES THE NIGHT IN ROSARIO UNIQUE?

Rosario is a young city with lots of cultural activity. Rosarinos' life extends well into the night. Unlike many other places, it is common for us to meet for dinner at 10pm. In this sense, the night is a key indicator of our habits and preferences.

WHY SHOULD WE CARE ABOUT THE NIGHT?

The night is the quintessential space for social interaction. It is a key space to strengthen social ties, but it tends to have a bad reputation because it is associated with leisure and disconnected to what happens during the day.

WHAT ARE THE CITY'S MAIN CHALLENGES?

Insecurity is a key challenge that affects the quality of our public spaces. Rosario is an active city with 24-hour public transportation. Our public spaces and parks also stay open all night. The greatest challenge is to activate them after dark, and we know that this is key to changing the public perception of safety and creating new opportunities to enjoy the city.

WHAT ARE YOUR NEXT STEPS? WHERE IS ROSARIO GOING?

For years, Rosario has invested in programmes to promote the design, preservation and correct use of its parks and green areas, creating a very strong culture to protect these spaces. The challenge is to encourage citizens to use them more at night.

IMPROVE YOUR PUBLIC SPACES

WHAT HAPPENED:

- Picnics are a common activity in Rosario. In January 2017, the Office of the Mayor decided to use social media to invite people of all ages to have a night picnic in the city's public spaces.
- The first edition of this event took place at the Colectividades Park, a public space located along the city's coastline. Over 50,000 people attended.
- Participants enjoyed live music from local artists hired by the Secretary of Culture, and they could either bring their own food or buy bags of healthy snacks from vendors.

- For its second edition, the goal was to reach other districts and smaller public spaces. The activity was set up at the Hipólito Yrigoyen Park. Surprisingly, this second event attracted people from all over the city.
- To date, the Night Time Picnic has taken place in three parks and will happen periodically throughout the year, with the exception of the winter months.

**OVER 50,000 PEOPLE
ATTENDED.**

NAME OF THE INNOVATION:

PICNIC NOCTURNO (NIGHT TIME PICNIC)

WHEN DID IT START: JANUARY 2017

WHERE: PUBLIC PARKS AND GREEN AREAS
IN ROSARIO, ARGENTINA

WHY SHOULD YOUR CITY DO IT?

- The Night Time Picnic is a low-cost, high-impact activity for the municipality. In Rosario's case, the cost per person is around 5 Argentine Pesos (less than US\$1), which includes live music performances, lighting, AV equipment and decorative items.
- The event creates opportunities for local businesses, as well as for entrepreneurs who sell food and beverages at the event.
- Night Time Picnics can also promote a sustainable and healthy lifestyle when citizens are encouraged to use their bicycle or public transport to travel to the venue.

- The purpose of this initiative is that these night habits become permanent and citizens begin using parks spontaneously after dark.
- A key factor to the success of the Night Time Picnics is the existing culture around the use of public space and the quality of the city's green areas. Public spaces must be great during the day in order to be attractive at night.

**PUBLIC SPACES MUST
BE GREAT DURING THE
DAY IN ORDER TO BE
ATTRACTIVE AT NIGHT.**

CASE STUDY #7 ASUNCIÓN, PARAGUAY

Asunción is the capital of, and most populous city in Paraguay. Like other Latin American historic centres, the Historic Center of Asunción (HCA) has suffered a long process of deterioration. In only a decade it lost almost 30% of its residents, and a great deal of its businesses and services migrated to other neighbourhoods. As a result, the area became a ghost town after 6pm.

IN ONLY A DECADE IT LOST ALMOST 30% OF ITS RESIDENTS, AND A GREAT DEAL OF ITS BUSINESSES AND SERVICES MIGRATED TO OTHER NEIGHBOURHOODS.



Photo: Andreina Seijas

MEET THE POLICY EXPERT NIGHTLIFE ASSOCIATION OF THE HISTORIC CENTER OF ASUNCIÓN (AMCHA)

WHAT'S YOUR ROLE?

AMCHA is a non-profit civil society organisation that brings together bars, restaurants and entertainment businesses located in the Historic Center of Asunción. It was born in August 2014 as part of a plan to recover the historic city centre put forward by the Municipality of Asunción and the National Secretariat of Culture (NSC).

WHAT ARE THREE WORDS TO DESCRIBE THE NIGHT IN ASUNCIÓN? WHAT MAKES THE NIGHT IN ASUNCIÓN UNIQUE?

Fun, colourful and anecdotal – particularly its historic centre (the HCA), which has the majority of the nation's architectural heritage sites and is one of the country's most sought-after tourist destinations. Many citizens come together here to celebrate national achievements and to mobilise politically through social protest. It is therefore a reference of national identity. For these reasons, this area's revitalisation is a fundamental step toward promoting a more inclusive and vibrant vision of the city.

WHY SHOULD WE CARE ABOUT THE NIGHT?

The night is the other half of the day, in which many commercial activities take place and many new jobs can be created. The goal is to transform it into a platform to promote greater tourism and the activation of public spaces, because the night is the primary space for the youth to develop social, artistic and cultural identities.

WHAT ARE THE CITY'S MAIN CHALLENGES?

The HCA's challenges include crime, poor lighting and a lack of public transport. Additionally, informal vendors and unused public spaces contribute to a perception of the area's insecurity. Another key challenge is the emergence of other areas of activity such as shopping malls and entertainment centres that lack the cultural identity and historical value of the centre.

WHAT ARE YOUR NEXT STEPS? WHERE IS ASUNCIÓN GOING?

There is no state policy to establish a way forward, but we will continue to work towards developing it through our best practice.

DENSITY IS A CRIME DETERRENT

WHAT HAPPENED:

- As part of the process to revitalise the HCA, AMCHA members wanted to organise a large-scale night time activity with a theme appealing to young people and tourists.
- The first edition of St Patrick's Day took place in March 2015 and brought together 50,000 people.
- It was funded through contributions from AMCHA, the private sector, and public institutions at local and national levels.
- The National Secretariat of Culture (NSC) hired local artists and performers, and the Ministry of the Interior provided security.
- For the second edition in 2016, the NSC hired a consulting firm to evaluate the results, revealing that the event brought together 52,000 people and generated approximately US\$100,000.

- 70 entertainment and gastronomic venues participated in this edition and reported a 14% increase in sales, 10 times more than on a regular weekend.
- Following the event's success, AMCHA has organised over 30 large-scale events under the slogan "feel the center" which combine art and Paraguayan history. Each event gathers thousands of people, generates hundreds of jobs and creates new space for night time entertainment and social opportunities.

THE EVENT BROUGHT TOGETHER 52,000 PEOPLE AND GENERATED APPROXIMATELY US\$100,000

NAME OF THE INNOVATION: ST PATRICK'S DAY
WHEN DID IT START: 2015
WHERE: ASUNCIÓN'S HISTORIC CITY CENTER (HCA)

WHY SHOULD YOUR CITY DO IT?

- After years of decline, the HCA is witnessing an unprecedented process of revitalisation. The evaluation of St Patrick's Day revealed the importance of these events as platforms to promote the appropriation and renewal of deteriorated urban areas. More importantly, they have stimulated a renewed sense of belonging and identity with the area and the city.
- The event has promoted partnerships to implement street closures, rubbish collection, press coverage and street lighting.
- More than 50 new businesses have opened in the HCA, and the district has hosted important international events such as TEDxCallePalma and the Latin American Festival of Urban Art "Latido Americano", which have helped position the area as a reference for innovation in the region.

- The most important contribution is visible: today it is possible to walk around the centre at night and enjoy the historic and architectural richness that this area has to offer.

MORE THAN 50 NEW BUSINESSES HAVE OPENED IN THE HCA, AND THE DISTRICT HAS HOSTED IMPORTANT INTERNATIONAL EVENTS SUCH AS TEDXCALLEPALMA AND THE LATIN AMERICAN FESTIVAL OF URBAN ART "LATIDO AMERICANO"

CASE STUDY #8 DELRAY BEACH, FLORIDA

Delray Beach is a city located in the greater Miami metropolitan area. It has been working since the mid 1980's to overturn its reputation as a dangerous town with a dying cultural identity. The campaign, led by the Delray

Beach Downtown Development Authority, divided the Downtown into eight zones or clusters, each of which were assigned their own redevelopment and retail strategy according to their unique needs.

RHI'S STEPS TO COORDINATING A SAFE, VIBRANT NIGHT TIME DISTRICT:

- Establish productive dialogue and partnerships within and between key nightlife stakeholder groups including government agencies, business districts, hospitality businesses, neighbourhood organisations and academic institutions.
- Identify and document current trends, emerging issues and gaps in research, policy, compliance, education and marketing in the night time economy.
- Organise a procedural system to document data on crime, traffic injuries, disorderly conduct, density of social occupancy, infrastructure (for example sidewalk width), parking and transportation services, demographic trends and the economic impact of nightlife.

- Evaluate current policies and regulations to assure a balance of business opportunity, public safety and quality of life.
- Identify priorities and consensus areas among a diverse group of stakeholders in three thematic areas – Enhance Vibrancy, Assure Safety and Plan for People – to achieve greater buy-in for next steps.
- Identify improvement areas and potential for streamlined permitting and licensing to increase compliance with regulations and reform licensing.
- Establish an implementation working group representative of key stakeholders to oversee enactment of recommendations and provide ongoing advisory support for compliance.

MEET THE POLICY EXPERT MARJORIE FERRER, FORMER EXECUTIVE DIRECTOR, DELRAY BEACH DOWNTOWN DEVELOPMENT AUTHORITY AND DOWNTOWN MARKETING COOPERATIVE

WHAT'S YOUR ROLE?

I was Downtown Coordinator in 1993, then Executive Director for the Joint Venture and The Downtown Development Authority until 2015. There was no roadmap to follow, so we created our own four-part plan to bring people back downtown. We observed how space was being used and identified eight areas or clusters, each with different goals, visitors and challenges. The timeframe allowed the city to change and to create rules to discipline future developers as property values rose.

WHAT ARE THREE WORDS TO DESCRIBE THE NIGHT IN DELRAY BEACH? WHAT MAKES THE NIGHT IN DELRAY BEACH UNIQUE?

Sociable, clean and safe, and vibrant.

WHY SHOULD WE CARE ABOUT THE NIGHT?

A critical component of a successful, vibrant downtown is collecting data. Without data, the "night time" is just a topic for discussion, with no one group or agency responsible for its success. Monitoring pedestrian counts, and reporting retail and restaurant sales helps demonstrate the potential of a city's downtown and compare it to other locations, making it easier

for city leaders to understand the value of their nighttime economy.

WHAT ARE THE CITY'S MAIN CHALLENGES?

The property value increase has raised rent and changed property use. 1993's rent per square foot was about \$6. In 2015, it was as high as \$100. While restaurants can afford these high rents, smaller, unique shops cannot, so some businesses are forced to relocate.

Social challenges include: lighting; transportation; security inside the venues and in the public spaces; organised and efficient removal of waste and recycling from the restaurants; and the creation of appropriate special events and activities to draw visitors and residents to the district.

WHAT ARE YOUR NEXT STEPS? WHERE IS DELRAY BEACH GOING?

By 2015, Downtown Delray Beach demonstrated an increase in the number of businesses opened, property value, number of residents living in downtown, number of hotels opened, and visitors. There is no one agency or group responsible for the night time. The vibrancy vision will be maintained if the continued education of city staff and others responsible for its success spans future decades.

TIME AND DATA DRIVE CHANGE

NAME OF THE INNOVATION:

DELRAY BEACH CLEAN & SAFE INITIATIVE

WHEN DID IT START: 1996

WHERE: DELRAY BEACH, FLORIDA (DOWNTOWN)

WHAT HAPPENED:

- In the 1980s, Delray Beach was considered dark, dirty and dangerous. Inspired by the dynamic growth and revitalisation of neighbouring cities, its citizens decided to lead the town's own downtown revitalisation.
- The Downtown Joint Venture was created, made up of the Chamber of Commerce (merchants and businesses), the Community Redevelopment Agency (responsible for blight and redevelopment TIF – tax increment finance funded) and the Downtown Development Authority (a 1mil tax district in the central core). The City of Delray Beach joined within the year.
- By 1993, 80% of the historic shops downtown were vacant and activity stopped at 5pm. A main component of the Delray Beach Vision, embraced by both the elected body and the citizens, was to "Create a Vibrant Downtown".
- The redevelopment process had four parts: creating night time and daytime activities; providing top restaurants to socialise, eat and drink in; providing downtown housing; and supporting and diversifying retail for younger visitors' and residents' demands.

- This process took over 20 years. The Joint Venture grew and was renamed the Downtown Marketing Cooperative, then the Delray Beach Marketing Cooperative. The Downtown Development Authority took the lead of promoting the merchants and businesses in its district.
- As the vision became reality, guidance was needed for structuring restaurant and shopping activities, as well as the "back-end" quality-of-life issues that were cropping up. The RHI President, Jim Peters, played a major role in guiding the restructuring of the downtown as an original RHI Sociable City, helping shape the vibrant downtown and all the players who would be responsible for its success.

WHY SHOULD YOUR CITY DO IT?

- Downtown nightlife districts often serve as the melting pot of a city and region's diversity. As more areas are revitalised and made clean and safe, more people of all generations want to come for work, shopping and socialising.
- The night time will continue to thrive because of the initial plans and ground rules put in place proactively decades prior. Successful districts can be a magnet for people at all times of the day and night.

MEET THE POLICY EXPERT

JIM PETERS, PRESIDENT, RESPONSIBLE HOSPITALITY INSTITUTE

WHAT'S YOUR ROLE?

President of the Responsible Hospitality Institute (RHI), a non-profit consultancy which helps cities and communities create safe, vibrant places to socialise during the evening and night time. RHI's process convenes and facilitates an alliance of key stakeholders to improve the safety, vibrancy and sustainability of the night time economy.

WHAT ARE THREE WORDS TO DESCRIBE THE NIGHT? WHAT MAKES THE NIGHT UNIQUE?

Hospitality, Sociability, Relationships.

WHY SHOULD WE CARE ABOUT THE NIGHT?

Vibrant social venues like bars, restaurants, live music festivals and nightclubs attract visitors and entrepreneurs, create jobs and drive the economic (re)development of a business district or downtown. On an individual level, the night allows people to explore alternate personalities, experiment with new cultural experiences, and discover and nurture relationships and networks through common interests.

WHAT ARE THE CITY'S MAIN CHALLENGES?

Poorly-managed nightlife can drain resources. Fights, shootings, unruly crowds at closing time, traffic, parking issues and resident complaints about noise can make challenges seem insurmountable. But they're not. Demographics and lifestyles are transforming a "drinking" culture to a "social experience" culture, creating opportunities for innovative ways to engage people in socialisation – focussing on the quality of beverages rather than quantity; exploring creative dining with locally-sourced food flavoured with the diverse ethnic backgrounds of a celebrity chef. Managing 'the other 9-to-5' requires as much dedicated planning, coordination of resources and anticipating trends as the traditional daytime '9-to-5'.

WHAT ARE YOUR NEXT STEPS? WHERE IS RHI GOING?

Downtown nightlife districts are the melting pot of a city or region. As more areas are revitalised and made clean and safe, more people of all generations come for work, shopping and socialising at all times of the day. RHI will continue to utilise its network to share collective experiences through forums and leadership summits.

CASE STUDY #9

VILNIUS, LITHUANIA

Vilnius is the capital of, and largest city in Lithuania. It is a UNESCO World Heritage Site and, in 2009, was named a European Capital of Culture. Its growing reputation as a tech hub brought many foreign workers to a city still finding its feet since the country's independence in 1990. The young workers populating the city mean it is moving away from the traditional working day and is finding its way in terms of a thriving, varied nightlife.

WHAT'S YOUR ROLE?

I am an elected city councillor, appointed by the Mayor of Vilnius as the Night Mayor because of my background in nightlife and music, and my work on these issues. I sit on the committee responsible for public order. I am also the first and only foreigner (British) to be elected to any office in Lithuania.

WHAT ARE THREE WORDS TO DESCRIBE THE NIGHT IN VILNIUS? WHAT MAKES THE NIGHT IN VILNIUS UNIQUE?

Charming, surprising and safe. Vilnius' UNESCO-designated old town is a marvellous setting for the city's vibrant nightlife. It has a high concentration of bars and restaurants of all kinds, squeezed into a jumble of Gothic, Renaissance, Baroque, classical and Soviet-era buildings. Competition is intense, and bars open and shut down so quickly that guidebooks are of little use. The crime rate is low and violence is relatively rare in the city centre, which is full of greenery and cobbled streets. There are so many nooks and crannies that you can lose yourself easily, but you won't stumble into trouble.

MEET THE POLICY EXPERT

MARK HARROLD, FORMER CITY COUNCILLOR AND UNOFFICIAL NIGHT MAYOR OF VILNIUS

WHY SHOULD WE CARE ABOUT THE NIGHT?

Vilnius is positioned as a tech-friendly entrepreneurial city. Many people either work for international companies in different time-zones, or they are self-employed. This means they don't need to be in the office every morning at 8am, so not everyone is asleep at night. We should care about the night because it's potentially half the economy. Why not look at ways of exploiting all those hours and providing people with services and entertainment when they need them, instead of just when the majority needs them?

WHAT ARE THE CITY'S MAIN CHALLENGES?

The Soviet system preferred people to go to bed at night and go to work in the morning. Now that Lithuania is independent, this rigidity is not the law, but it's still habit. There are many members of the older generation who don't understand why anything should happen at "bedtime", and some even assume that everything happening after "bedtime" is seedy, illicit or even criminal. Many see nightlife as "disunity", or the splitting up or degradation of society in contrast to standing together and living synchronised lives.

As for economic challenges, the city is growing and getting richer. Still, compared to Western countries, people have less money for free time, and only younger people frequent the night. This makes it harder for bars and nightclubs to sustain business or to invite foreigners to perform in the city. Performance fees are too high for the local economy, and artists can get more playing other cities. However, this gives locals plenty of opportunities to play in small venues without having to compete with big-name foreigners.

WHAT ARE YOUR NEXT STEPS? WHERE IS VILNIUS GOING?

The city is becoming a centre for science and technology, financial services and startups. This leads to more variety in immigration and an increase in young, skilled and well-paid workers demanding somewhere fun to spend money at night. Vilnius is a great place to start or expand a business, with a very high quality of life for employees compared to the relatively low costs. It is becoming more and more European.

PIGGYBACK ON LOCAL CULTURE

WHAT HAPPENED:

- Kultūros Naktis is an annual one-night festival coordinated by the Lithuanian Culture Council and Vilniaus Festivaliai (Vilnius Festivals), a municipality-owned, non-profit company.
- It is funded by the Vilnius City Municipality (€61,500), several private companies (€11,500, with the main sponsor being Seesam insurance), various institutions (€15,000 from organisations such as the French Institute, Grand Dukes' Palace Museum, Norwegian Embassy and the Cultural Heritage Department), and support in kind (€65,500). This amounts to a total funding pool of €153,500.

- Many types of artistic projects and performances take place on the same night in various places indoors and outdoors, such as music, theatre, light shows, installations, painting, and others.
- In 2016, there were 122 events attracting around 100,000 visitors (for perspective, the population of Vilnius is approximately 550,000 people). 600 artists displayed or performed their work.
- All events are free, but if tickets were sold, the estimated value is €600,000.

IF TICKETS WERE SOLD, THE ESTIMATED VALUE IS €600,000

NAME OF THE INNOVATION:
KULTŪROS NAKTIS (CULTURE NIGHT)
WHEN DID IT START: 2007
WHERE: OLD TOWN, VILNIUS

WHY SHOULD YOUR CITY DO IT:

- The event gives the city's artistic groups and individuals a huge audience with the widest possible selection of viewers.
- It inspires the art world to come out of the studio to meet the people, and for more people to experience art even if they never go to galleries or theatres.
- Additionally, the idea of the city being alive at night is tested and met with approval, changing attitudes on how a city can function beyond daytime activity. People seem to enjoy the atypical experience of late-night cultural and artistic activities.
- It helps enhance Vilnius' reputation as a city rich in arts and culture.

IN 2016, THERE WERE 122 EVENTS ATTRACTING AROUND 100,000 VISITORS (FOR PERSPECTIVE, THE POPULATION OF VILNIUS IS APPROXIMATELY 550,000 PEOPLE). 600 ARTISTS DISPLAYED OR PERFORMED THEIR WORK.

CASE STUDY #10

LONDON, UK

London is the capital of, and largest city in the UK. It is a world capital for finance, tech, education, media and culture, as well as a major transportation hub. As part of a greater initiative to transform itself into a 24-hour city, the Greater London Authority has developed a Night Time Commission, launched a 24-hour tube system (with continued expansion) and introduced a Night Czar.

WHAT'S YOUR ROLE?

I'm London's Night Czar. My position was created to shape London's future as a 24-hour city, as well as to champion the value of London's night time culture and develop and diversify London's night time economy.

WHAT ARE THREE WORDS TO DESCRIBE THE NIGHT IN LONDON? WHAT MAKES THE NIGHT IN LONDON UNIQUE?

As the Night Czar, my objectives are to keep London's night safe, vibrant and inclusive. London is a young city with more people aged under 40 than any other UK city, which shapes and reflects in our night time offer.

MEET THE POLICY EXPERT

AMY LAMÉ, MAYOR OF LONDON'S NIGHT CZAR

WHY SHOULD WE CARE ABOUT THE NIGHT?

A bustling life at night is a key indicator of a modern, global city. 24-hour cultural offerings attract tourists and increase London's standing in the world as a truly global centre for arts, innovation and cosmopolitanism. Night time businesses are key to London's financial ecosystem. They are worth £26bn annually and offer one in eight jobs, roughly 725,000 people. These business attract talented people and investment to the city.

WHAT ARE THE CITY'S MAIN CHALLENGES?

Rising rents are making it harder for smaller venues, pubs and cultural spaces to thrive. Coupled with the rise in business rates, this is putting considerable strain on these ecosystems. There are unresolved issues around noise and disturbances between residents and revellers.

It's no secret that other European cities are challenging London with their forward-thinking night time economy policies, with many Londoners and other people in the UK choosing these destinations for a weekend over their capital. Brexit will potentially make it harder for people to live and work here.

Lastly, the night still suffers, unjustly, from a bad reputation. It's important to stress that crime is not prevalent at night, and London is one of the safest 24-hour cities in the world. Improvements can always be made though, which is why I hosted the first Women's Safety at Night Charter at City Hall in July 2017.

WHAT ARE YOUR NEXT STEPS? WHERE IS LONDON GOING?

The Mayor of London issued London's 24-hour city vision in July 2017. It has set out 10 principles to help further the objective of fostering a 24-hour city that balances the needs of all Londoners. The principles have been developed through conversations with businesses, the Night Time Economy Borough Champions, the police and other agents of the night. The principles set the foundation for the partnerships which need to be fostered in order to develop London at night, and they cover topics such as leadership, accessibility and inclusiveness, safety, tourism, diversity and strategic planning.

ALL VOICES MATTER

WHAT HAPPENED:

- Night Surgeries were an idea pitched by Amy Lamé during her bid to become London's Night Czar.
- They consist of walkabouts and one-on-one meetings with night workers and revellers, as well as residents looking for a good night's sleep.
- So far, surgeries have been held in Kingston, Croydon, Waltham Forest and Hackney. A special surgery was held to celebrate the opening of the Piccadilly Line Night Tube, with stops in Haringey, Islington, Camden, Westminster and Hillingdon.
- Interviews usually take place in a local pub or community centre, where the Night Czar meets with people who use the night time economy.
- Past interviewees include hospital staff, bar and restaurant workers, firefighters, venue operators, night shelter volunteers and night commuters, among others.

- Meetings are guided by specific questions to address both the problems and the positive aspects of life at night in their borough. Participants are encouraged to propose solutions, and all the information collected during the surgeries is analysed to assess night time planning in the area.
- Leaving aside project management costs, the surgeries are not expensive.

WHY SHOULD YOUR CITY DO IT:

- To promote a safer, more inclusive city at night, everyone's opinion must be taken into consideration. On any given night, some work, some sleep and others party, but they are all equally important to your city's NTE.
- The Night Surgeries are an opportunity to meet people who experience life at night. Their hopes and concerns help shape the way we plan for the city at night.

NAME OF THE INNOVATION: NIGHT SURGERIES WHEN DID IT START: DECEMBER 2016 WHERE: LONDON (CITYWIDE)

LONDON'S NIGHT TUBE

After a 170% increase in night bus use since 2000, and post-10pm Tube journeys rising at twice the rate of day trips, it was decided London needed better night transportation. The Night Tube was officially launched in August 2016, with 24-hour Friday and Saturday service on the Central and Victoria lines. Today, five lines run 24 hours on the weekends, with plans to expand routes and utilise the Overground network and DLR. Figures released by London First and EY show the service proved even more beneficial than estimated, providing over 3,600 jobs and generating £171 million¹⁸. 8 million journeys were taken during its first year.

The stations are all staffed during operational hours to provide safety and information, and the published Night Tube map depicts which stations have taxi ranks. The service will provide night time patrons and workers with safer, more reliable and quicker ways home. It will minimise the use of illegal cabs, ease congestion through staggered disbursement and allow businesses to extend operation hours.

LONDON'S NIGHT TIME COMMISSION

In light of the figures outlined above, declaring London's night time businesses worth approximately £26.3 billion annually, Mayor Kahn established a dedicated Night Time Commission in early 2016 with the purpose of conducting research and providing insight into London's evening and night time economy. The Commission is comprised of a variety of policy experts and industry leaders, including the Metropolitan Police, borough council members, venue owners, business alliances and the transport authority. Together, they form a consultancy whose initial recommendations helped shape the Mayor's 24-Hour Vision.

In late 2016, the Mayor appointed Amy Lamé as the city's first Night Czar, following the example of cities such as Amsterdam, and Philip Kolvin QC as the Commission's Chair. Since their appointment, the Commission's work has carried on beyond its initial October 2016 expiration date, seeing developments such as the publication of the Vision, the launch of the Night Tube, the reopening of Fabric and the introduction of Lamé's night surgeries.

CASE STUDY #11 VALPARAISO, CHILE

Valparaíso is the third most populous city in Chile. For many years, it was the most important port in the South Pacific and the commercial and financial capital of Chile. Hundreds of foreigners settled in the city, giving way to a vibrant and diverse night scene.

MEET THE POLICY EXPERT JUAN CARLOS GONZÁLEZ, NOCTURNAL DELEGATE OF VALPARAISO

WHAT'S YOUR ROLE?

I am the Nocturnal Delegate of Valparaíso, appointed by Mayor Jorge Sharp in 2017 to transform the city's night scene into a safe and inclusive tourist destination. It is my full-time job to coordinate a team of six people from Valparaíso's government-funded Citizen Security Department, where we reorganise and promote the city's nightlife. I act as a middleman between citizens and the local government when dealing with night time issues.

WHAT MAKES THE NIGHT IN VALPARAÍSO UNIQUE?

The city attracts locals and visitors from Santiago — only 120km away — plus other parts of the country, who come to visit the city's bars, cafés and restaurants.

WHY SHOULD WE CARE ABOUT THE NIGHT?

The night is a fundamental space for urban development and productivity. Valparaíso's crime situation had a profound impact over its nightlife. **Bar and club owners reported a 30% decrease in sales over the past three years.** That's why we need to put together a strategy to revitalise our neighbourhoods and stimulate their tourism potential.

WHAT ARE THE CITY'S MAIN CHALLENGES?

Safety is one of Valparaíso's main challenges. Its streets are dirty and severely affected by issues such as noise, violence, drug abuse and informal vendors. As a result, some areas become deserted after dark, and tourism has relocated to other coastal cities, such as Viña del Mar.

Valparaíso has lost the richness of its night scene and many of its traditional businesses have closed their doors. In this context, the goal of the night time unit is to help Valparaíso recover its legacy as the country's culture capital and become a 24-hour city.

WHAT ARE YOUR NEXT STEPS? WHERE IS VALPARAÍSO GOING?

For us, a 24-hour city is one in which everyone — residents, businesses, tourists — can coexist. To achieve that, not only do we need to recover our plazas and change streetlights, but we also need to transform the atmosphere of the city at night. This will help attract businesses and visitors to invest here.

PARTICIPATION IS KEY TO REVITALISATION

WHAT HAPPENED:

- Located in the city centre, the plaza is at the intersection of the financial and commercial districts and is the main point of access to the city's historic district.
- In 2016, the area had the second-highest crime rate in Valparaíso. After bars and clubs close, youths remain in the area until dawn, engaging in activities such as graffiti, drug and alcohol use, littering and public urination.
- The Municipality of Valparaíso has embarked on a project to revitalise the plaza and its surroundings.
- The project includes a Citizen Monitor programme, which consists of deploying 14 hosts who patrol the area by foot and bicycle to promote the good use of these spaces.
- The first phase of the revitalisation, which began in 2017, consists of a diagnosis of the area's needs. The municipality implemented a public opinion survey to gauge the perception of security in the area, and 31% of those surveyed reported being victim of some kind of crime.

- The second phase, still in implementation, consists of a series of workshops and capacity-building activities to promote the good use and appropriation of public space.
- The third phase consists of specific interventions over the built environment, such as the installation of streetlights and the construction of public restrooms, as well as a public-private initiative to recover the facades and signs of historic buildings located in the area.

THE GOAL OF REVITALISING A DETERIORATED AREA IS TO ACHIEVE A BEHAVIORAL CHANGE IN THE COMMUNITY.

NAME OF THE INNOVATION: REVITALISATION OF PLAZA ANÍBAL PINTO (ANÍBAL PINTO SQUARE) WHEN DID IT START: 2017 WHERE: PLAZA ANÍBAL PINTO, VALPARAÍSO

WHY SHOULD YOUR CITY DO IT:

- Ensuring security for pedestrians in high-traffic areas at night is fundamental, but this initiative also appeals to an emotional aspect: to make citizens fall back in love with an area that has progressively degraded.
- To measure people's perception of the Plaza, public surveys are conducted at the beginning and end of the project. Surveys also help measure the individual perception of safety, helping the municipality determine which areas need improvement.
- Beyond recovering its infrastructure, the goal of revitalising a deteriorated area is to achieve a behavioral change in the community. Therefore, citizens have been involved and empowered in its design and implementation, through the use of surveys or other participating tools.

- Mapping is a very important tool to assist a city's night time management. Valparaíso maps night venues to identify and regulate unlicensed establishments, and it is building new infrastructure to create more youth-oriented public spaces, such as a skate park.



Photo: Andrés Vargas

CONCLUSION

LESSONS TO TAKE HOME

Cities are ecosystems that are constantly changing, constantly evolving. As the world becomes more urban and our streets become more populated, the night gains more relevance as a space to rethink the way we live. It's time to design strategies that promote safer, sustainable and more inclusive interactions after dark.

These 11 case studies provide all of us — wherever we live and whomever we are — the tools to begin to transform our night, and improve our cities, towns and places. Doing this will ensure we all have better places to live, 24 hours a day.

#1 ALL CITIES ARE 24-HOUR CITIES

No matter the size of the city, it has a night time economy. Recognise it and reap its benefits, socially, culturally and economically.

#2 CREATE AN OFFICE FOR NIGHT TIME ECONOMY

The night isn't one-dimensional. Staff it with a broad based coalition of experts in topics such as public safety, public health, transportation, business and logistics.

#3 FOCUS ON SAFETY

Streets feel less safe when there are too many people, or not enough. Understanding density at night creates safe, welcoming spaces.

#4 GATHER AND UPDATE DATA

The night is a sensitive time frame and, therefore, data is key to design sustainable interventions. Consistently measuring night time activity is the first step to rating and improving the night scene.

#5 LISTEN TO YOUR CITIZENS

Convene community groups and organise locally for the night, as well as for the day. Engaged citizens are more active and create safer and more resilient neighbourhoods.

#6 LISTEN TO YOUR FRIENDS

Most of the issues related to your night time economy have been addressed and assuaged elsewhere. Whether it is noise, anti-social behaviour, building codes, licensing, tourism or policy-based matters, the solutions are out there, and they have been tested.

#7 JOIN THE NETWORK

There are a number of night time economy conferences, including Amsterdam's Night Mayor Summit, NIGHTS in Berlin and RHI's network of events in the United States. Be an active participant, and you will be rightly rewarded.

#8 THE NIGHT IS MUCH MORE THAN NIGHTLIFE

It's about life at night.

#9 TALK TO US

We are global experts in creating inclusive night time strategies. Start developing your NTE-CMP today. We can help.

ABOUT THE AUTHORS

Sound Diplomacy creates music and night time economy strategies that deliver measureable economic and social benefits through vibrant and sustainable music and night time ecosystems. They advise cities, governments and developers around the world, working in over 20 countries. They are based in London, Berlin and Barcelona, and are opening a US office in 2018.

www.sounddiplomacy.com
[#nighttimeguide](https://twitter.com/nighttimeguide)

Andreina Seijas J. is a Venezuelan public policy analyst and Doctor of Design (DDes) student at the Harvard Graduate School of Design. Previously, Andreina was the Information Manager for the Mayor's Office of the Chacao municipality in Caracas, worked as Policy Associate at Americas Society/Council of the Americas and Editorial Associate for policy journal *Americas Quarterly* in New York City, and worked for the Housing and Urban Development Division at the Inter-American Development Bank in Washington DC. Andreina has a Communications degree from Universidad Catolica Andres Bello, an MSc in Social Policy and Development from the London School of Economics, and a Master in Public Administration and Non-Profit Management from New York University.

www.andreinaseijas.com

THANK YOU

The authors would like to thank all the interviewees for contributing to this report. In addition, they would like to acknowledge the amazing work being done in cities like Geneva, Toulouse, Antwerp, Groningen, Nijmegen, Den Haag, Pittsburgh, New York City, Fort Lauderdale, Sydney, Paris, Portsmouth, Iowa City, Orlando and Tallinn, who we would feature if we had space. They would like to thank and acknowledge the amazing work done by Purple

Flag, Nightworks, Philip Kolvin QC, the Night Time Industries Association, Responsible Hospitality Institute, International Nightlife Association, Euro Cities, Stadt-Nacht-Acht, Global Cities After Dark and Paul Broadhurst. Lastly, they would like to honour a few tireless night culture advocates, whose work paved the way for reports like this. So Jim Peters, Paul Davies, Paul Seres, Amy Lamé and Richard Florida – thank you.

FOOTNOTES

¹ Nicholls, Kate (2015) "Death of clubbing? Why that's bad news for the UK's night time economy" online at <http://www.cityam.com/222165/no-one-goes-clubbing-anymore-and-thats-bad-uks-Night-Time-economy> accessed 2-7-2017

² Wilkinson, Deborah (2015) "Night Time Economy shows value as an economic driver" online at <http://lordmayors.org/site/?p=636> accessed 2-7-2017

³ Peters, Jim (2016) "The Night Time Economy: Managing the Challenging Dynamics of Nightlife" online at http://transformgov.org/en/Article/107712/The_Nighttime_Economy accessed 2-7-2017

⁴ Gensler, Andy (2017) "New York City Loves the Nightlife: Announces Night Time Office and 'Ambassador'" online at <http://www.billboard.com/articles/business/7833749/new-york-city-loves-the-nightlife-announces-nighttime-office-and> accessed 15-8-2017

⁵ Nicholls, Kate (2015)

⁶ Night Time Industries Association (2015) "Forward Into the Night" online at <http://www.ntia.co.uk/wp-content/uploads/2015/06/Forward-into-the-Night-Report.pdf?567959&6658f1> accessed 2-7-2017

⁷ Wilkinson, Deborah (2015)

⁸ Gensler, Andy (2017)

⁹ Night Time Industries Association (2015)

¹⁰ Night Time Industries Association (2015)

¹¹ Night Time Industries Association (2015)

¹² McDermott, Michael (2016) "Culture Shock: Night Time economy is more than 24-hour partying" online at <https://www.irishtimes.com/culture/heritage/culture-shock-Night-Time-economy-is-more-than-24-hour-partying-1.2638002> accessed 2-7-2017

¹³ Gensler, Andy (2017)

¹⁴ Scotland's Towns Limited (2016) "Is the Night Time Economy Waking Up Our Town Centres?" online at http://www.scotlandstowns.org/is_the_night_time_economy_waking_up_our_town_centres accessed 15-8-2017

¹⁵ Stott, Edwina (2017) "24-hour cities: Where Urban Planners take the Night Time Economy Seriously" online at <http://www.abc.net.au/news/2017-04-27/24-hour-cities-why-planners-taking-Night-Time-economy-seriously/8472062> accessed 2-7-2017

¹⁶ Scotland's Towns Limited (2016) "Is the Night Time Economy Waking Up Our Town" online at http://www.scotlandstowns.org/is_the_night_time_economy_waking_up_our_town_centres accessed 15-8-2017

¹⁷ TBR Ltd, MAKE Associates Ltd, Longview Partners & Philip Hadfield Consulting (2011), "Sydney Night Time Economy: Cost Benefit Analysis"

¹⁸ London First and EY (2017) "Value of the Night Tube to London one year on" online at <http://londonfirst.co.uk/wp-content/uploads/2017/08/Night-economy.pdf> accessed 18-9-2017

